

Public Document Pack



Executive Board

Thursday, 11 April 2019 2.00 p.m.
The Boardroom, Municipal Building

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

Chief Executive

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

PART 1

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2. DECLARATION OF INTEREST	
Members are reminded of their responsibility to declare any Disclosable Pecuniary Interest or Other Disclosable Interest which they have in any item of business on the agenda, no later than when that item is reached or as soon as the interest becomes apparent and, with Disclosable Pecuniary interests, to leave the meeting during any discussion or voting on the item.	
3. CHILDREN, EDUCATION AND SOCIAL CARE PORTFOLIO	
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*Please contact Angela Scott on 0151 511 8670 or
Angela.scott@halton.gov.uk for further information.
The next meeting of the Committee is on Tuesday, 14 May 2019*

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PART II

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

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

EXECUTIVE BOARD

At a meeting of the Executive Board on Thursday, 14 March 2019 in The Boardroom, Municipal Building

Present: Councillors Polhill (Chair), D. Cargill, Harris, R. Hignett, S. Hill, Jones, T. McInerney, Nelson, Wharton and Wright

Apologies for Absence: None

Absence declared on Council business: None

Officers present: A. Scott, G. Cook, D. Parr, I. Leivesley, M. Vasic, M. Reaney and E. Dawson

Also in attendance: One member of the press

**ITEMS DEALT WITH
UNDER POWERS AND DUTIES
EXERCISABLE BY THE BOARD**

Action

EXB102 MINUTES

The Minutes of the meeting held on 21 February 2019, were taken as read and signed as a correct record.

**CHILDREN, EDUCATION AND SOCIAL CARE
PORTFOLIO**

EXB103 HALTON BOROUGH COUNCIL AND NHS HALTON
CLINICAL COMMISSIONING GROUP : JOINT WORKING
AGREEMENT - KEY DECISION

The Board considered a report of the Director of Adult Social Services on an extension to the Joint Working Agreement (JWA) between Halton Borough Council and NHS Halton Clinical Commissioning Group.

The Board was advised that the current JWA was due to expire on 31 March 2019. Although work had taken place in preparation for the development of a new JWA, a number of issues, including pooled budget arrangements, needed to be resolved.

Reason(s) for Decision

As outlined in the report, the extension of six months would

allow HBC and NHS Halton CCG to undertake a full review of the current JWA and associated pooled budget arrangements.

Alternative Options Considered and Rejected

- 1) To allow the JWA to cease;
- 2) Enter into a new three year agreement, based on current arrangements.

Implementation Date

1 April 2019.

RESOLVED: That the Board

- 1) note the contents of the report; and
- 2) agree to a six month extension to the current Joint Working Agreement.

Director of Adult
Social Services

EXB104 LIVERPOOL CITY REGION FLEXIBLE PURCHASING SYSTEM (FPS) - KEY DECISION

The Board considered a report of the Strategic Director, People, which provided an update on the Vulnerable Adults Supported Accommodation contracts (the contracts).

The Board was advised that the contracts had been in place since June 2016, and were due to end on 30 June 2019. The report set out details of the options for the services from July 2019 onwards. These included an extension of existing contracts; joining the Liverpool City Region (LCR) Complex Care Flexible Purchasing System, (which would be managed by Liverpool City Council); and Independent Service Funds (an alternative to direct payments and commissioned services).

Reason(s) for Decision

The LCR FPS would allow the Council access to a range of services for vulnerable adults without the need to undertake a local procurement process but still retaining local control over quality and performance standards and funding levels.

Alternative Options Considered and Rejected

Local Procurement Process -

If Halton did not join the LCR FPS a local procurement process would need to be undertaken in 2019 prior to the contracts ending in 2020. The last tender undertaken in 2016 resulted in a change of support provider for the majority of services which destabilised a number of services due to organisational and staffing changes.

This would be a risk, as given the clients being supported, consistency of support was key.

Implementation Date

The expected go live date of the LCR FPS was May 2019 subject to completion of a procurement process.

RESOLVED: That Executive Board

- 1) agrees to Halton joining the Liverpool City Region Complex Care Flexible Purchasing System; and
- 2) delegates authority to the Strategic Director, People, to negotiate charges related to the Flexible Purchasing System.

Strategic Director
- People

EXB105 UPGRADE OF THE CARE MANAGEMENT SOFTWARE SYSTEM

The Board considered a report of the Strategic Director, People, on the upgrade of the current Care Management Software system.

The Board was advised that the Council had been using a software system called Care First, since 1998. The system allowed social care staff and key partner agencies to gather, retain and understand the needs of individuals and families.

It was reported that the system had become outdated and that its suppliers would no longer be able to support or update the product. It was noted that over recent months a review by Officers had been carried out of the available software on the market. A number of objectives were at the forefront of the process, as detailed in the report and noted as including operational requirements; organisational

capacity; value for money; and a procurement route compliant with the law and the Council's Standing Orders.

One option considered was to remain with the existing supplier and purchase and install their updated and upgraded version of their software, known as Eclipse. Following this route would mean that the cost of the upgrade would not exceed the current revenue costs in place for the existing software management solution.

RESOLVED: That the Board approves the upgrade and proposed developments associated with the continued use of the software management system supplied by OLM Systems Ltd for the Council's Care Management System, as outlined in the report.

Strategic Director
- People

COMMUNITY SAFETY PORTFOLIO

EXB106 JOINT COMMISSIONING OF DOMESTIC ABUSE SERVICES ACROSS PEOPLE'S DIRECTORATE

The Board considered a report of the Strategic Director, People, on the joint commissioning of an integrated Domestic Abuse service across the People Directorate. This would include the existing separate adult and children's services.

The Board was advised that Changing Lives were commissioned in 2014 to deliver Halton's Domestic Abuse Refuge Accommodation and Community Support Services. It was noted that Changing Lives had been awarded a two year contract with the option to extend for a further three years. The third extension had been awarded and a waiver approved, to further extend the contract from July to October 2019. This would align with the Children's contract and allow for a joint procurement process to be undertaken.

The report set out the proposed service model, which would include elements already provided, including short term supported accommodation to those at risk. An options appraisal had been undertaken on the property that would be used for refuge accommodation, with consideration given to existing refuge accommodation and use of alternative HBC accommodation and development of community based units.

RESOLVED: That the Board approve the commencement of a procurement exercise for an integrated Domestic Abuse service.

Strategic Director
- People

TRANSPORTATION PORTFOLIO

EXB107 PRELIMINARY ESTIMATES FOR LIQUID ROAD FUEL CONTRACTS - SUPPLY OF DIESEL, KEROSENE, GAS OIL AND AD BLUE

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which sought approval to award contracts for the supply of Liquid Road Fuels to Council sites.

The Board was advised that the Council had contracts in place for the supply of diesel, Gas Oil A2 and Ad Blue fuels to its Council sites. The contracts, awarded under the national Framework Agreement, were procured by Crown Commercial Services (CCS), an executive agency sponsored by Cabinet Office. It was reported that the contracts were due to expire on 30 September 2019.

CCS would commence a new procurement exercise to award new contracts under the Framework for the provision of Liquid Road Fuels. By joining the procurement exercise, the Council would be able to renew contracts for its fuel requirements to March 2022. Members were advised that by using a national central purchasing body with increased purchasing powers, it would offer economies of scale for the Council.

RESOLVED: That the Board approves the use of Procurement Standing Order 1.4.1. to allow the Council to use a Framework Agreement procured by Central Purchasing (Crown Commercial Services) in compliance with the EU Public Contracts Regulations 2015.

Strategic Director
- Enterprise,
Community and
Resources

ECONOMIC DEVELOPMENT PORTFOLIO

EXB108 VOLUNTARY SECTOR FUNDING – GRANT ALLOCATION 2019/20 - KEY DECISION

The Board considered a report of the Strategic Director, People, on the Voluntary Sector Grant Awards for 2019/20.

The Board was advised that the Council had awarded grants to local voluntary and charitable organisations for a number of years. Applications were assessed against key criteria, such as impact on outcomes for local people, volunteering and training opportunities and the impact on reducing the need for statutory services.

It was reported that applications were assessed and recommendations agreed, by a Panel which consisted of the Portfolio holder for Economic Development and Officers from the People Directorate. The report set out the recommendations for an annual allocation for the financial year 2019/20, with the available budget of £232,500, for Members' consideration.

Reason(s) for Decision

Executive Board approval was required for grant funding.

Alternative Options Considered and Rejected

No alternative options were considered as this was continual grant funding.

Implementation Date

1 April 2019.

RESOLVED: That the Board approve the grant allocations as outlined in the report.

Strategic Director
- People

RESOURCES PORTFOLIO

EXB109 ANNUAL REVIEW OF CONSTITUTION 2019/20

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which sought the approval of Council to a number of changes to the Constitution.

Members were advised that the revised version picked up the changes to the Council's working arrangements that had taken place throughout the year, as well as other changes which were intended to assist the Council to operate more effectively.

The proposals for change had been considered by the Chief Executive and the Executive Board Member for Resources, in accordance with Article 16.02 of the Constitution. It was reported that, apart from the purely technical changes, the proposed amendments that were considered to be of particular significance were listed as an appendix to the report.

RESOLVED: That Council be recommended to approve the revised Constitution, including the matters set out in Appendix 1 attached to the report.

Strategic Director
- Enterprise,
Community and
Resources

EXB110 ADOPTION OF THE REAL LIVING WAGE FOR COUNCIL EMPLOYEES

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the adoption of the Real Living Wage for Council employees.

The Board was advised that the National Living Wage was introduced in 2016, and must be paid to all employees over the age of 25 years. The Council took a decision in 2016 to pay the National Living Wage rate to all employees, including those under the age of 25, and this remained the case.

It was reported that the UK Living Wage Foundation published a real living wage figure in November each year, which reflected the true cost of living. The Council had explored the option of adopting the Real Living Wage, but it was found to be unaffordable, although this remained an aspiration for the Council.

Within the Liverpool City Region, consultation was underway on a 'Fair Employment Charter' (the Charter), and it was expected that in the final version of the Charter there would be a commitment to pay the Real Living Wage. The Board noted that there was an expectation that public sector employers within the City Region would sign up to the Charter, to lead by example and encourage others to do so.

The UK Living Wage Foundation also encouraged employers to become accredited Living Wage Employers, which required that payment of the Real Living Wage was inherent in the organisational supply chain. The Council would be expected to ensure that all procured suppliers and service providers paid the appropriate wage rate, although it was reported that this would be difficult to achieve because a supplying organisation could only be asked to voluntarily pay the given rate, with the potential for contract costs during the procurement process being passed back to the Council. Given the difficulties outlined in the report, it was considered that accreditation would not be pursued by the Council as an option.

RESOLVED: That

- 1) the report be noted;
- 2) the Board approves the paying of the prevailing Living Wage Rate from April 2019, and each April thereafter; and

Strategic Director
- Enterprise,
Community and
Resources

- 3) the Council does not seek accreditation from the UK Living Wage Foundation.

EXB111 REVIEW OF COUNCIL WIDE FEES AND CHARGES

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the review of the Council wide fees and charges.

The Board was advised that, as part of the budget preparations for 2019/20, a review of fees and charges had been carried out. The aim in setting fees and charges was to ensure that the Council fully recovered the cost incurred in providing the service, although this was dependent on a number of factors outside of the agreed charge. These were detailed in the report and noted as including demand, which could change year on year and be affected by the weather; regional factors or demographics; competition, where there may be a strong competitive market; and a statutory element, where some charges were outside the control of the Council and there was no discretion to what could be charged.

Attached at Appendix A was a schedule of statutory fees which may increase during the financial year. Chargeable rates for The Brindley Theatre and the Registrar's Service were attached at Appendix B and C respectively.

RESOLVED: That the proposed fees and charges for 2019/20 as set out in Appendix A attached to the report and for 2020/21 as set out in Appendices B and C attached to the report, be approved.

Strategic Director
- Enterprise,
Community and
Resources

CALL IN

MINUTES ISSUED: 19 March 2019

CALL-IN: 26 March 2019

Any matter decided by the Executive Board may be called in no later than 5.00pm on 26 March 2019.

Meeting ended at 2.25 p.m.

EXECUTIVE BOARD

At a meeting of the Executive Board on Friday, 22 March 2019 in Boardroom - Municipal Building, Widnes

Present: Councillors Polhill (Chair), D. Cargill, Harris, R. Hignett, S. Hill, Jones, T. McInerney, Nelson, Wharton and Wright

Apologies for Absence: None

Absence declared on Council business: None

Officers present: G. Cook, I. Leivesley, M. Reaney, T. Gibbs and G. Ferguson

Also in attendance: One member of the press

**ITEMS DEALT WITH
UNDER POWERS AND DUTIES
EXERCISABLE BY THE BOARD**

PHYSICAL ENVIRONMENT PORTFOLIO

Action

EXB112 DELIVERY AND ALLOCATIONS LOCAL PLAN; APPROVAL FOR A FORMAL PERIOD OF PUBLIC CONSULTATION PURSUANT TO REGULATION 19 OF THE TOWN AND COUNTRY PLANNING (LOCAL PLANNING) (ENGLAND) REGULATIONS 2012 - KEY DECISION

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which sought approval to publish the Delivery and Allocations Local Plan (DALP) Submission Document.

The Board was advised that it was a statutory requirement for local authorities to produce a development plan for their area. Halton's development plan consisted of 'saved' policies from the Unitary Development Plan, the Core Strategy and the Joint Halton and Merseyside Waste Plan. It was reported that the DALP would replace the 'saved' policies previously listed.

It was proposed that the DALP Submission Documents would be published for a six week period of

consultation, with a variety of supporting documents, as set out in the report. Following this, the DALP would be submitted to full Council prior to its submission to the Ministry for Housing, Communities and Local Government.

It was further noted that the DALP document was a key policy document for the future development of the Borough and the Council's investment, regeneration and economic prosperity strategies.

Reason(s) For Decision

The DALP would form part of the statutory development plan for the Borough. Legislation allowed a Council's Executive Board to approve draft plans for public consultation. Later stages would need the approval of Full Council.

Alternative Options Considered and Rejected

The Council had a statutory duty to prepare and keep up to date a Local Plan for its area. Should the Council choose not to prepare a Local Plan, it risks being directed to do so by the secretary of State or the secretary of State may prepare a Plan on behalf of the Borough.

Implementation Date

Officers would endeavour to publish and advertise the documentation for consultation as soon as practicable after the date of the Board.

RESOLVED: That

- 1) the Delivery and Allocations Local Plan (DALP) Submission Documents be approved (subject to recommendation 2) for the purposes of a six-week period of public consultation;
- 2) minor amendments to the DALP Submission Documents, as deemed appropriate prior to publication for consultation, be agreed by the Strategic Director, Enterprise, Community and Resources in consultation with the executive Board Member for Physical Environment;
- 3) following consultation, the DALP Submission Documents, together with the results of the public consultation exercise, be reported to full Council

Strategic Director
- Enterprise,
Community and
Resources

prior to submission to the Ministry for Housing, Communities and Local Government (MHCLG) for formal Examination;

- 4) a review of the assumptions behind school place forecasts be undertaken; and
- 5) a further report be brought to the Board on the practicalities of the Council introducing a Community Infrastructure Levy.

MINUTES ISSUED: 26th March 2019

CALL-IN: 2nd April 2019

Any matter decided by the Executive Board may be called in no later than 5.00pm on 2nd April 2019.

Meeting ended at 10.05 a.m.

REPORT TO: Executive Board

DATE: 11 April 2019

REPORTING OFFICER: Strategic Director, People

PORTFOLIO: Children, Education & Social Care

SUBJECT: Care Provider Contract Uplift 2019/20

WARD(S) Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 To inform the Board of the outcome of initial consultation discussions with domiciliary and care home providers, and the proposed annual uplift for domiciliary and care home providers within Halton for 2019/20.

2.0 RECOMMENDATION: That the Board

- 1) note the contents of the report;**
- 2) considers the options and risks; and**
- 3) approval be given to actively enter into discussions with Care Providers, with a view to offer the recommended uplift for 2019/20.**

3.0 SUPPORTING INFORMATION

3.1 The Care Act 2014 requires local authorities to ensure that the market as a whole remains viable and sustainable. When commissioning services, local authorities must have regard to the cost effectiveness and value for money that the services offer for public funds. However they must not undertake any actions which may threaten the sustainability of the market, and must ensure that remuneration for staff must be at least sufficient to comply with national minimum wage legislation, and that there is a 'fair price' paid for care.

3.2 One of the main challenges for the care sector has been the introduction of a new mandatory National Living Wage (NLW) for workers aged 25 and above from 1st April 2016. It was set at £7.20 an hour in 2016/17, £7.50 in 2017/18, £7.83 in 2018/19 and £8.21 from the 1st of April 2019. The target of £9.00 by 2020/21 has been reduced slightly to £8.75 according to the Office For Budget Responsibility, reflecting revisions to their earnings growth forecast. The increase year on year can be seen below:

Table 1

%	2016/17	2017/18	2018/19	2019/20	2020/21
Increase on Previous Year	7.5	4.2	4.4	4.9	6.6
Cumulative Increase	7.5	11.9	16.9	22.5	30.6

- 3.3 Halton Borough Council have engaged with all care home; supported housing and domiciliary care providers who will be working in the Borough in 2019/20 in respect of inflationary increases.
- 3.4 Following discussions with all care providers in the Borough a number of potential risks and options have been identified; in the main these risks are related to quality of care provision and financial sustainability.
- 3.5 Any proposed increase in fees will need to take into account the risks in the current market, and the financial implications for the Council. The Adult Social Care budget 2019/20 for care providers was set on the assumption of an inflationary increase of 3.2%. Any increase over 3.2% would exert financial pressure on the budget.
- 3.6 Based on the feedback from the care providers in the Borough the average inflationary uplift required would be in excess of the 3.2%. Following consultation, it is recommended that the Executive Board considers an inflationary uplift above the minimum of 3.2% over a two year period.
- 3.7 **Domiciliary care**
- 3.7.1 **Market position:** The weighted average price for Domiciliary care for older people in 2018 was £16.12; just one in seven councils were paying the recommended £18.01 per hour (UKHA). Within the Northwest the rates ranged from £16.99 to £13.52, Halton pay the lowest in the Northwest at £13.52. Only a small number of providers currently meet the ethical care charter.
- 3.7.2 **Rationale:** Halton's domiciliary care provider is currently working towards meeting the unison ethical care charter as directed by the Council. A key aspect of this charter is to ensure a minimum salary for care workers and to pay in full travel expenses. Open book accounts have been provided to officers, and an increase to £15.90 is needed to cover these requirements.
- 3.7.3 **Recommendation:** Over a two year period increase the fee rate in line with moving towards meeting the ethical care charter in Halton. Further discussions with the provider will ensure the year one increase results in an initial increase in pay for the care workers.

3.8 **Table 2**

	Budgeted uplift	Recommended uplift year 1	Recommended uplift Year 2
Domiciliary care	£13.89	£14.50	£15.90
Additional funding required	£0	£347k	£648k

3.9 **Direct Payments:****Table 3**

	Current Hourly Rate	3.2% uplift	Recommended uplift
DP Basic PA Rate	9.98	10.30	No uplift
DP Complex CHC PA Rate	11.71	12.08	No uplift
DP Agency Rate	13.46	13.89	In line with Domiciliary Care
DP Sleep rate (per sleep)	70.00	72.24	In line with supported living
Respite (per week)	417.14	430.49	In line with Residential care rates

Rationale: Direct payment rates remain competitive with our neighbouring authorities for the PA rates. The Direct payment agency rates would need to increase in line with the agreed Domiciliary Care rate. The DP sleep-in rates will be aligned with supported living sleep in rates.

3.10 **Supported Living**

The council went to tender a couple of years ago for supported living providers, and individual rates for each zone was submitted by the providers. As part of the negotiations for 2019/20 it is proposed that we align all rates across this provision. In line with the rationale for Domiciliary care and to meet the ethical care charter in Halton it is proposed that we increase the rates to a similar amount. Within supported living contracts there is no requirement for travel time or travel expenses, it is therefore proposed at a slightly lower rate of £14.50 year one and £14.68 year two. It is also recommended that we align these fees across all providers and pay a single rate.

Table 4:

ZONE	Provider	Current Hourly Rate	Budgeted uplift	Recommended uplift year 1	Year 2
1	PossAbilities	313.46	£13.89	£14.50	£14.68
2	PossAbilities	£14.11	£14.56	£14.50	£14.68
3	Community Integrated Care	£13.73	£14.17	£14.50	£14.68
4	Making Space	£13.36	£13.79	£14.50	£14.68
5	Community Integrated Care	£13.81	£14.25	£14.50	£14.68
6	Community Integrated Care	£14.92	£15.39	£14.50	£14.68
7	PossAbilities	£13.46	£13.89	£14.50	£14.68
	Additional funding required		£0	£60k	£210k

Sleep in rates

The legislation has changed in relation to sleep in rates, and it is no longer a requirement to pay an hourly rate, it is proposed that we work with those providers who offer sleep-ins to agree an appropriate rate, as detailed in the table. CIC have already implanted a reduction in sleep-in-rates to £6 hour.

An overall review of the use of sleep-ins will be undertaken.

3.11 Table 5:

Provider	Current rate	Proposed rate
CIC	£79.90-£82.40	£48-£60 * dependant on hours worked
Making space		£48-£60 * dependant on hours worked
PossAbilities		£48-£60 * dependant on hours worked

3.12 Care Homes

The fee level for Care homes is based on the price we pay per person per week, in addition for nursing homes a nursing care rate is funded by the CCG, which is £158.16 per person per week.

3.12.1 Market position: Halton have one of the lowest fee rates for care homes in the Liverpool City Region and across the Northwest.

Table 6:

2018/19	Halton	Liverpool	Knowsley	St Helens	Warrington	Average
Residential	£417.14	£426.01	£447.80	£464-£480	£485	£455
Residential EMI	£491.82	£527.87	£512.98	£540-£556	£551	£532
Nursing	£445.74	£465.95	£471.45	£505-£521	£550	£498
Nursing EMI	£512.61	£530.75	£585.22	£560-£576	£582	£564

Following consultation with our providers, a number of them have highlighted some potentially serious risks in the market if we do not pay an above inflationary uplift.

Suggested increases on average equate to approximately 6-8%, with some providers suggesting in excess of 20%. The key risks to service delivery are impact on quality of care, staff pay rates and more home closures. The main impact appears to be with our small local providers.

Considering the impact of living wage, pension increases, overall cost of living and our position in the market, it is recommended that we increase our fees to bring us more in line with our neighbouring authorities, over a two year period, as detailed in table 7.

3.13 **Table 7:**

	2018/19 Rate	Budgeted increase	Recommended uplift year 1	Recommended uplift year 2
Residential	£417.14	£430.49	£438.79	£440
Residential EMI	£491.82	£507.56	£528.37	£532
Nursing	£445.74	£460.00	£479.93	£480
Nursing EMI	£512.61	£529.01	£546.67	£564
Additional funding required		£0	£300k	£366k

4.0 **POLICY IMPLICATIONS**

4.1 A new National Paper on the sustainability of the funding of Adult Social Care is due to be published in soon; this may have implications on future funding models.

5.0 **FINANCIAL IMPLICATIONS**

5.1 The increase in fee rates have been calculated based on the key risk

areas, rather than an overall set increase, as detailed below.

Care provision	Recommended uplift year 1	Recommended uplift year 2
Domiciliary care	£14.50	£15.90
Supported living	£14.50	£14.68
Sleep in rates	£6 per hour	£6 per hour
Care homes	£430-529	£440-564
Learning Disability Care and Mental Health Homes	3.2%	3.2%
Financial Impact	£481k	£1,224k

**Year 2 uplift is also in addition to the inflationary uplift.*

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children & Young People in Halton

None Identified.

6.2 Employment, Learning & Skills in Halton

None identified.

6.3 A Healthy Halton

The Adult Social Care budget supports the delivery of services which contribute towards this priority.

6.4 A Safer Halton

None identified

6.5 Halton's Urban Renewal

None Identified

7.0 RISK ANALYSIS

7.1 The financial pressures within this sector are well recognised both nationally and locally.

Consultation with providers has been completed over the past couple of months; although they have recognised the financial constraints of the Local Authority, providers are requesting fee increases in excess of 6-8%.

7.2 In mitigation, the recommendations are to agree fee rates over a 2 year period, in addition Adult Social Care are also working with providers to identify alternative approaches to support them with financial pressures e.g. training, procurement and alternative approaches to the delivery of care, including technology.

7.3 The increase in fee rates will result in paying social care staff, slightly above the National Minimum wage, or alternative staff incentives as discussed with the providers; we will also ensure that additional quality standards are implemented to improve the care and well-being of our residents.

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 Agencies working under contract to the Council are expected to comply with the Council's policies relating to Ethnicity and Cultural Diversity as well as promoting social inclusion of some of the most disadvantaged people in the Borough.

9.0 **REASON(S) FOR DECISION**

The recommendation to uplift the fees for our care providers above inflation is referenced throughout the report and is based on the identified risks to the provision of care to vulnerable adults in the Borough.

10.0 **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

The social care market has been recognised nationally as being extremely fragile and the Council has a statutory duty to maintain market stability and sufficiency under the Care Act 2014. Not providing an inflationary uplift at a time when providers must pay the National Living Wage would destabilise the market. In addition people are living longer with very complex health care needs and Halton needs a robust and skilled workforce to continue to provide high quality care for some of the most vulnerable people in our community.

The recommended increase is based on an analysis of the cost pressures on providers and includes an element of flexibility to ensure that market sustainability and quality is maintained whilst being affordable to Halton.

An increase less than the recommendations could undermine market stability as providers will not be able to meet their mandatory responsibility to pay staff the National Living Wage, resulting in services becoming financially unviable. This would impact negatively on the local health and social care system, with a potential knock on effect for supporting timely discharge from hospital.

An increase of more than the recommendations would impact negatively on the Council's finances and would be unaffordable. The Council will have less money available to meet its statutory duties and continue to support vulnerable adults.

11.0 **IMPLEMENTATION DATE**

To be implemented from 1 April 2019.

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

None.

REPORT TO: Executive Board

DATE: 11 April 2019

REPORTING OFFICER: Strategic Director – Enterprise, Community & Resources

PORTFOLIO: Transportation

TITLE: Mersey Gateway Project Update

WARDS: Borough-wide

1.0 PURPOSE OF REPORT

- 1.1 To provide information on the Mersey Gateway Project from its opening on 14 October 2017 through to 31 January 2019 and to scrutinise the arrangements for the operation and maintenance of the Project post-opening.

2.0 RECOMMENDATION: That the report be noted.

3.0 SUPPORTING INFORMATION

Background

- 3.1 The Mersey Gateway Bridge was successfully completed and opened on 14th October 2017. The Project and the on-going operation of the bridge is managed and overseen on a day-to-day basis, on behalf of the Council, by the Mersey Gateway Crossings Board.
- 3.2 The Mersey Gateway Crossings Board receives regular progress reports concerning a wide range of matters, including in particular the performance of the Project in terms of construction works, maintenance, traffic flows and finance. The Board also monitors the Operator's (Merseylink) performance against the contract (Project Agreement) and the activities of the toll operator Emovis.

Construction and Finishing Works Update

- 3.3 Final completion of the construction works is anticipated during June 2019. The remaining works include the removal of surplus earthworks materials to locations off-site.
- 3.4 Finishing and snagging works continue to be undertaken in various locations. The inspection, snagging and certification processes necessary to allow the Council to take over Ditton Junction have continued and should be completed shortly.
- 3.5 Discussions are taking place with Merseylink regarding the formal handover of Temporary Use Areas within the project boundary, which have to be reinstated in order to allow the Works Completion Certificate to be issued.

- 3.6 Highway construction works associated with the delinking and reconfiguration of the Desoto Road/Queensway approach to the Silver Jubilee Bridge are currently ongoing. Work is also underway to remove a substantial reinforced soil retaining wall at Clark Transport.
- 3.7 The Silver Jubilee Bridge tolling gantries have been erected and the fitting of equipment to the gantries is currently being undertaken. Operational testing of the tolling systems will commence shortly and is expected to be completed by the end of April 2019.
- 3.8 Whilst the Silver Jubilee Bridge currently remains closed for major maintenance and deck reconfiguration works, it is expected to reopen initially for pedestrians and cyclists from late Spring 2019, then to all traffic in 2020.
- 3.9 Removal of stone used to create the North and South salt marsh haul roads and hard standing areas, has accelerated since Christmas. Currently approximately 3,000m³ per week is leaving the sites and completion is anticipated by mid-April 2019.
- 3.10 Removal of the concrete slab protection to the existing gas main in the vicinity of the St Helens canal commenced during January 2019 and is now 2/3^{rds} complete. The remaining work will be undertaken once the removal of the haul road has been completed and therefore vehicular access over the gas main is no longer required.
- 3.11 Other areas of ongoing finishing works include; commissioning of traffic lights at Ditton Junction; reinstatement, fencing and landscaping works in Temporary Use Areas; removal of clean sand and crushed concrete from site; and demolition of Lancer Court buildings at Astmoor.

Operation and Maintenance Update

- 3.12 The Mersey Gateway Crossings Board monitors Merseylink's operational performance against the Project Agreement. A large range of data is monitored and reviewed on an ongoing basis, including; lane closures, defect repairs, safety inspections, street lighting, winter maintenance, planned maintenance and reactive maintenance, and traffic incidents. Any concerns identified are raised with Merseylink to ensure they are rectified within the terms of the Project Agreement.

Economic Impact and Handback Land

- 3.13 Despite current uncertainty in the investment market, primarily related to Brexit, companies are continuing to invest within the Borough. Many companies state that the improved connectivity which the Mersey Gateway Bridge has brought, has been a major factor in determining their investment decisions. Expansion plans have been announced in both Runcorn and Widnes, for example, at Widnes Waterfront, 3MG, Astmoor, and Manor Park.
- 3.14 The residential property market is also buoyant within the Borough. Estate agents report that the opening of the Mersey Gateway Bridge coupled with a lack of property stock, has led to a significant reduction in how long it takes to secure a

sale. Data reported by Rightmove reveals that Runcorn now has the country's fastest moving property market outside London, compared with a year ago. Estate Agents in Runcorn, have confirmed this picture from their experience over the past 12 to 18 months since the Mersey Gateway Bridge opened. They consider the speed of access to Liverpool city centre from Runcorn has made the area even more attractive to buyers and investors, with traffic problems having been alleviated.

- 3.15 The Council is working with Merseylink to conclude the 'hand back' of land which was temporarily required as part of the construction of the Bridge. The return of the land is being overseen by an Independent Assessor, who will determine that this will be in accordance with the requirements of the Project Agreement, which will enable the sites to be brought forward for development in the future.
- 3.16 It is anticipated that most of the land will be returned to the Council by June 2019. Whereupon, the Council will seek to market and promote development sites through the Mersey Gateway Regeneration "PLUS" Strategy. This process will be essential in terms of the Council's future funding, through the potential generation of additional business rates and council tax income. It is worth noting that the Council has already received several expressions of interest regarding the purchase of a number of these sites.

Finances - Update

Project Funding

- 3.17 The Mersey Gateway project requires Government funding in the form of Availability Support Grant (AS grant) and Extended Discount Scheme Grant (EDS grant) in addition to toll/charge income, in order to meet all related project costs.
- 3.18 The EDS grant provides funding for the extension of the Local User Discount Scheme (LUDS) to cover all journeys made by Halton Residents (ie. in addition to the first 300 journeys which are paid for by the Council).
- 3.19 The DfT Funding Letter dated 24 February 2016 sets out the level of Government grant funding for the Mersey Gateway Project. Although there are provisions to seek additional support, a key measure of success of the Project is the ability to stay within the agreed funding levels. The Funding Letter also specifies levels of anticipated expenditure and the success of the Project will be measured by the ability to operate within total anticipated costs.
- 3.20 The Funding Letter provides for the overall Project position to be refreshed on a rolling basis and to this end a rolling Five Year Plan was submitted to DfT based on more up to date information. The success of the Project will also be judged by its performance against the Five Year Plan.
- 3.21 The Five Year Plan was based on lower traffic flows than those in the Funding Letter. However, as the impact of traffic flows on the level of Government grant required over the early years was not material, the agreed grant funding for the first

three years is based on the grants as set out in the Funding Letter. This is reviewed with DfT through a quarterly and annual reporting mechanism.

- 3.22 The Council has taken out prudential borrowing in order to provide its contribution towards funding the project. It is important to monitor the level of borrowing and the rate of interest paid. The project has been established on a maturity loan (interest only) basis from the Council's perspective; a means of repaying the borrowing must be considered at the end of the twenty six and a half year operational period, when responsibility for the structure is handed back to the Council.
- 3.23 From 1st April 2019 both the DfT Funding Letter and the Five Year Plan are being moved onto financial years (1 April to 31 March), in order to be consistent with MGCB and DfT reporting/funding. Therefore, the first full reporting period for the project will be almost 18 months (14 October 2017 to 31 March 2019).

Financial Performance

- 3.24 The Appendix presents a summary of the financial performance of the Mersey Gateway Project for the period from 14 October 2017 to 31 December 2018. This shows the following information;
- (i) Actual project costs and revenues, and variances against both the DfT Funding Letter and Five Year Plan as submitted to DfT.
 - (ii) Funding for the Council's Local User Discount Scheme and the DfT's Extended Discount Scheme.
- 3.25 When the gross theoretical revenues (ie. excluding PCN revenues) are compared to total project costs for the period, the actual shortfall of £23.9m is less than the expected shortfall in both the Funding Letter (£33.2m) and Five Year Plan (£34.0m). The shortfall is funded from the DfT Availability Support grant and Extended Discount Scheme grant. Should performance continue at the same pace, there are no anticipated pressures on Government Funding and therefore the Project is operating within its funding targets.
- 3.26 It should be noted that the shortfall is reduced when actual revenues are compared to project costs. The resultant actual shortfall is £11.6m compared to the Funding Letter (£33.2m) and compared to the Five Year Plan (£34.0m).
- 3.27 Grant monies relating to the period (excluding Liquidity Reserve Fund monies of £9m), consisting of AS grant £25.6m and EDS grant of £8.6m, are more than sufficient to meet the shortfall; indeed there is a surplus of grant monies of £22.6m in the fourteen months to date.
- 3.28 Based on the traffic analysis overall the pattern of journeys for LUDS users has remained steady at 74% undertaking 300 journeys or lower with 26% undertaking more than 300 journeys. Accordingly, the cost of the LUDS during the period met 74% by the Council and 26% by DfT is £13.1m and £4.6m respectively. From the Council's perspective this exceeds the maximum contribution imposed by the

Funding Letter by £1.9m, but for the DfT this represents a positive position being some £4m less than budget.

3.29 With regard to the financial performance information shown in the Appendix, the key reasons for variances are as follows;

- The Mersey Gateway Crossing Board's operational costs have been managed below the levels estimated in the Funding Letter and Five Year Plan.
- Operational Insurances have been secured significantly below estimate.
- The project has incurred interest on the Council's borrowing significantly below that estimated in the Funding Letter, primarily because it was achieved at significantly lower rate of interest rate than anticipated.
- Adjudication costs (calculated by reference to the number of PCNs issued) were not included in the Funding Letter but were included in the subsequent Five Year Plan.
- The Unitary Charge is below estimate due to performance deductions made to date.
- The Surplus Revenue Adjustment is calculated quarterly, becoming payable only if toll revenues exceed certain amounts as set out in the Demand Management Participation Agreement (DMPA). It does not feature in the Funding Letter and Five Year Plan and hence appears as a variance

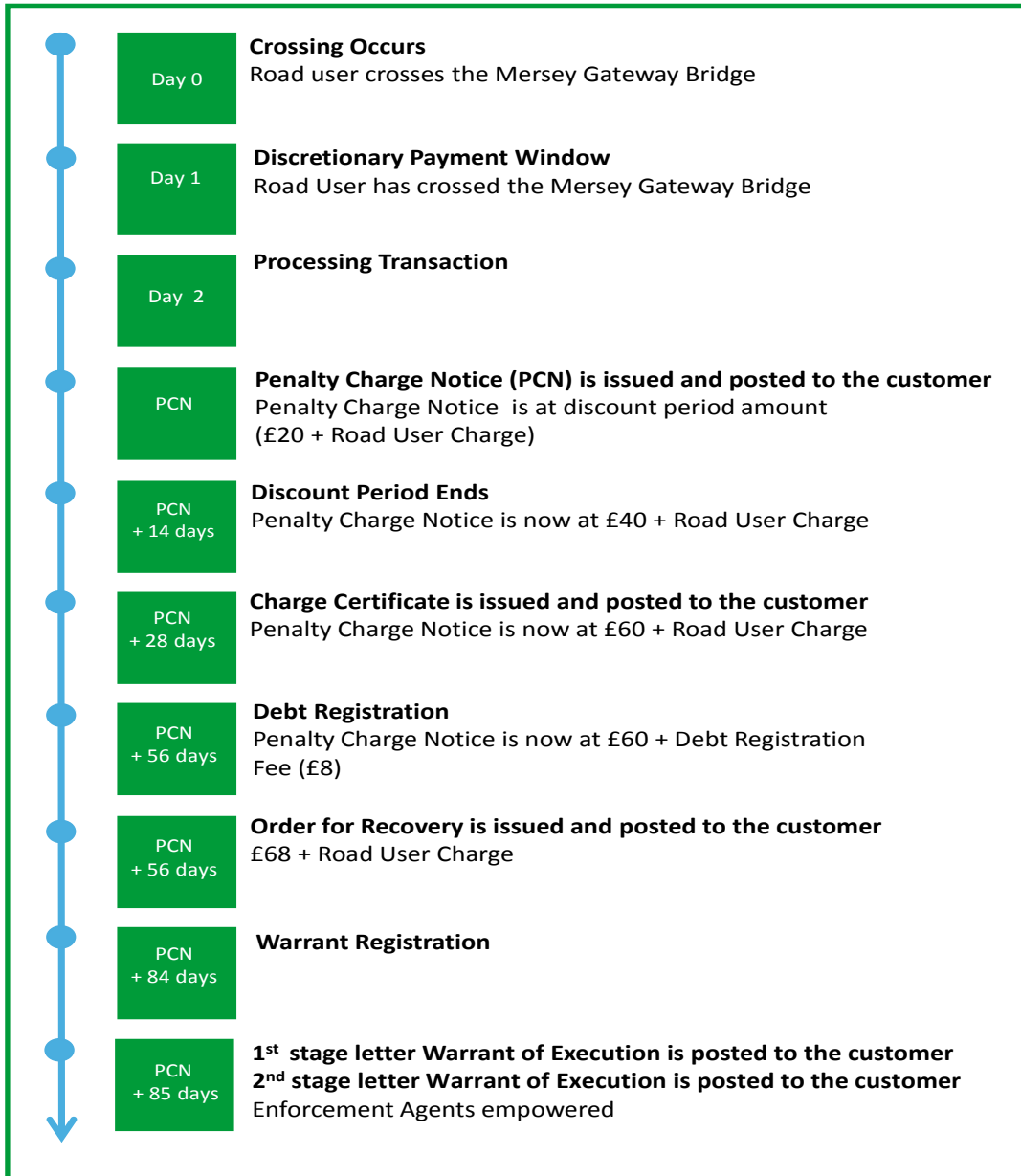
Local User Discount Scheme (LUDS) and Extended Discount Scheme (EDS)

- 3.30 Under the Local User Discount Scheme (LUDS) the Council funds the cost of qualifying residents' first 300 journeys in a 12 month period, with the balance of journeys being funded by the DfT. The cost of qualifying journeys is therefore based upon being met 74% by the Council and 26% by the DfT.
- 3.31 Under the Funding Letter the Council can contribute up to 10% of toll revenues that would have been earned in the absence of any discount scheme, plus their share of procurement savings, in order to fund the LUDS.
- 3.32 Based on actual revenues received to 31 December 2018, the estimated cost of LUDS to be met by the Council is £13.1m, which exceeds the funding limits imposed by the Funding Letter by £1.9m. The DfT are aware of the position and are comfortable that overall the project is operating within the grant limits as set out in the Funding Letter.
- 3.33 The EDS grant required from the DfT during the period to 31 December 2018 was £4.6m and is £4m less than anticipated.

Tolls/Charges/Enforcement

- 3.34 Despite a number of adverse decisions by Adjudicators from the Traffic Penalties Tribunal (TPT), the Council's independent legal advisors have confirmed that the current Tolling/Charging Orders, signage and administration processes remain legally robust. On the basis of this legal advice the Council continues to challenge these decisions.
- 3.35 However, as part of the Council's desire to continually improve, improvements to signage, administrative processes and customer care continue.
- 3.36 The Council's current position is : -
- Adjudication by the Traffic Penalty Tribunal (TPT) cannot and does not, in law, invalidate or remove the powers in place from the 14 October 2017 to administer and enforce tolls/charges on the Mersey Gateway Bridge.
 - Adjudication is specific to the case being considered, and any decision of an Adjudicator only relates to that particular case.
 - A decision of the TPT does not have general effect nor carry any weight as precedent.
 - Any suggestion that the Council has no power to charge or enforce how it does this or that the Council's is acting inappropriately or "illegally" is misleading, inaccurate and wrong in law.
 - Recent Adjudicator decisions in respect of signage are contradictory, for example, in an early case the Adjudicator concluded signage is "large, well sited, in clear view, and to communicate to a driver unfamiliar with the area that a payment was required and how to pay."
- 3.37 The Council will continue to enforce against those who fail to pay to use Mersey Gateway and continue to urge people to pay the charge. Over 96% of users are paying for their crossings on time, experiencing quicker, easier and more reliable journeys across the river.
- 3.38 There has been significant coverage within the written media and on social media regarding the use of enforcement agents to collect debts arising from Mersey Gateway. It must be emphasised that the use of enforcement agents is always a last resort. When issues are raised by members of the public and elected representatives regarding the use of enforcement agents, they are investigated and appropriate action taken.
- 3.39 It is worth noting less than 0.5% of users don't pay. This is an unusually low number and demonstrates :-
- Mersey Gateway's collection systems, on the whole, are working effectively
 - the vast majority of the public accept they have to pay to use Mersey Gateway
 - the vast majority of the public - do pay.

3.40 The information below sets out the charging and enforcement process.



3.41 The Charging Process shows clearly how many opportunities a user has to make a payment before the bailiffs are involved.

Notwithstanding the above the Council do recognise that there are some vulnerable individuals including those with mental health issues or special circumstances and it is important to the Council and the tolling contractor (Emovis) that the enforcement agents engaged by them (Marston Holdings) are able to effectively recognise and respond to such situations in an appropriate manner.

Marston's ethical practice is delivered and assured through an Ethical Governance Framework and includes three key features, Independent Ethical Governance Audits, Ethics Committee and the Independent Advisory Group.

The Council and all parties associated with the project are fully aware of their obligations in respect of these matters and recognise the importance of following the correct processes and procedures. As a result, we will strive to seek improvement in all aspects of performance through continuous review and feedback.

- 3.42 The following links to the Marston's web pages provide helpful information about their ethical approach to debt recovery.

<https://marstonholdings.co.uk>

<https://marstonholdings.co.uk/ethics-and-governance/>

Conclusion

- 3.43 The first fifteen months operation of the Mersey Gateway have been very positive in both operational and financial terms. The Mersey Gateway Crossings Board continues to manage and oversee the Project on a day to day basis on behalf of the Council, and to take any necessary action to ensure the Operator fully complies with the requirements of the Project Agreement.
- 3.44 The remaining elements of the construction phase of the Project are nearing completion, with final completion anticipated during June 2019. The Project will then be solely in the operation and maintenance phase.
- 3.45 Indications are that should the Project's financial performance continue to progress at the current rate, there will be no anticipated difficulties in terms of both the Council's and the Government's funding for the Project, as it is operating within its funding targets.

4.0 POLICY IMPLICATIONS

- 4.1 There are none.

5.0 OTHER IMPLICATIONS

- 5.1 None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

- 6.1 There are no implications for the Council's priorities.

7.0 RISK ANALYSIS

7.1 Performance to date indicates that the Mersey Gateway Project is ahead of target. However, the Project is still in the relatively early stages and although the indications are positive, the results to date should be extrapolated forward with a degree of caution.

7.2 The Project is subject to a number of risks and these are managed by the Mersey Gateway Crossings Board on behalf of the Council, captured on the risk registers. The Mersey Gateway Crossings Board's Audit Committee review the detailed risk registers on a regular basis.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 None.

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

Document	Place of Inspection	Contact Officer
Mersey Gateway DfT Funding Letter	Mersey Gateway Crossings Board Limited, Forward Point, Tanhouse Lane, Widnes, WA80SL	David Lyon
Mersey Gateway Five Year Plan	“	“

Appendix

Mersey Gateway Financial Performance 14 October 2017 to 31 December 2018

	Forecast		Actual Costs £'000	Variances	
	5 Year Plan £'000	Funding Letter £'000		To 5 Year Plan £'000	To Funding Letter £'000
MGCB Operating Costs	2,853	2,957	2,207	647	750
Operational Insurances	1,789	1,694	489	1,301	1,205
Prudential Borrowings Interest	6,302	9,027	6,213	89	2,815
HMT Fee	179	219	179	0	40
Adjudication Costs	506	0	493	13	-493
Sustainable Transport	608	0	61	547	-61
HBC Costs	178	0	195	-17	-195
Unitary Charge	44,840	44,840	43,289	1,550	1,550
Service Subsidy	9,964	9,964	10,162	-198	-198
Surplus Revenue Adjustment	0	0	3,164	-3,164	-3,164
Total Costs	67,219	68,701	66,451	767	2,249
Gross Theoretical Revenue ¹	33,122	35,471	42,524	9,402	7,053
Shortfall / Surplus	-34,092	-33,225	-23,927	10,165	9,297
Actual Revenue ¹	33,122	35,471	54,836	21,714	19,365
Shortfall / Surplus	-34,092	-33,225	-11,615	22,477	21,610
DfT Availability Support Grant (estimated average per annum)	25,585	25,585	25,585	0	0

Note 1 Gross Theoretical Revenue excludes PCN revenues whereas Actual Revenue includes them.

Local User Discount Scheme & Extended Discount Scheme – Crossing Numbers

Month	Number of Crossings		
	Less Than 25 Trips	More Than 25 Trips	Total
December 2018	506,299	163,162	669,461
November 2018	497,784	202,864	700,648
October 2018	509,975	211,958	721,933
September 2018	504,720	185,591	690,311
August 2018	507,623	191,795	699,418
July 2018	491,935	168,465	660,400
Period To 30/06/18	4,234,088	1,454,389	5,687,438
Total	5,738,366	2,000,240	7,737,567

Local User Discount Scheme and Extended Discount Scheme – Funding

	Actual Revenue (£'000)	Gross Theoretical Revenue (£'000)
Local User Discount Scheme		
Total Revenue	54,836	42,524
LUDS (Forsaken Revenue)	<u>17,695</u>	<u>17,695</u>
Grand Total Revenue	<u>72,532</u>	<u>60,219</u>
10% of Revenue Used for LUDS Council Share of Procurement Savings	<u>7,253</u> <u>3,898</u>	<u>6,022</u> <u>3,898</u>
Total Available for LUDS	<u>11,151</u>	<u>9,920</u>
Cost of LUDS (<300 Trips)	<u>13,054</u>	<u>13,054</u>
Shortfall	<u><u>-1,903</u></u>	<u><u>-3,135</u></u>
Extended Discount Scheme		
EDS DfT Grant	8,623	8,623
Cost of EDS	4,641	4,641
Remaining DfT EDS Funding	<u><u>3,982</u></u>	<u><u>3,982</u></u>

REPORT TO:	Executive Board
DATE:	11 April 2019
REPORTING OFFICER:	Strategic Director, Enterprise, Community and Resources
PORTFOLIO:	Economic Development
SUBJECT:	External Funding Update
WARD(S)	Borough-wide

1.0 **PURPOSE OF THE REPORT**

1.1 The purpose of this report is to provide an update on external funding secured for Halton during the last year, as well as an update on the Charging Policy Pilot.

2.0 **RECOMMENDATION: That Members**

1) note the level of funding secured to date; and

2) agree the revised fee charges for bid services up to £50,000 set out in section 5.

3.0 **SUPPORTING INFORMATION**

3.1 The report focuses on the period April 2018-March 2019. However, statistics have been included for the last five years (April 2014 and March 2019) to provide a fuller picture.

3.2 The External Funding Team comprises five posts and cost the Council £165,418 in 2018/19. However, the team has a direct responsibility for the programme monitoring and management of large projects, for which the team receives a project management fee. During the period the Team secured £2.4m for Halton projects.

3.3 The Team's primary role is to maximize external funding into the Borough. It is responsible for preparing medium to large-scale funding bids (primarily, but not exclusively over £50,000) on behalf of Council colleagues and on behalf of the public, voluntary and private sector. The Team focuses on Government, European, National Lottery, Landfill Funding, Trusts and Foundations with the aim of maximizing external funding opportunities for Halton.

3.4 Emphasis over recent years has been on ensuring all colleagues are aware of the service that the Team offers. In the last financial year,

specific support has been given to education colleagues, for Early Years and SEND projects, to Liverpool City Region (LCR) wide schemes, specifically Ways to Work 2 and Lost Castles. Also, for bids to the Strategic Investment Fund (SIF), the Industrial Strategy Challenge Funds, Town Centre Commission and Future High Street Fund schemes. Each member of the Team is allocated to one or more of the Mersey Gateway Regeneration Plan Plus Impact Areas to support with funding requirements. The Team also produces a monthly Local Authority Funding Update which highlights current funding streams available for local authorities to apply to. This is circulated on a monthly basis via a link in News in Brief to ensure that opportunities are not missed.

4.0 FUNDING CONTEXT AND EMERGING ISSUES

4.1 Environment, Challenges and Opportunities

- 4.1.1 External funding bodies continue to receive large volumes of grant applications and regularly reject a high proportion of good quality bids, often for no other reason than they have insufficient funds to support every project (it is not uncommon for a funder to receive '100 applications per week' or another funder to quote a 'less than 20%' pass rate). Nevertheless, funders also recognise the financial and operational pressures faced by many organisations, particularly small community groups, and continue to make available a wide range of funding opportunities for many eligible activities and project-types.
- 4.1.2 This places considerable responsibility on both Halton-based organisations and the Council's External Funding Team (working in close collaboration with other Departments) to support the development of well-planned, competitive, sustainable and, where possible, innovative projects to mount consistently strong bids that attract the required external funding.
- 4.1.3 In addition, the External Funding Team continues to respond to changes in the current funding environment and new strands of funding, such as the new Strategic Frameworks, the recently introduced by the National Lottery Community Fund and the National Lottery Heritage Fund and the introduction of the Industrial Strategy Challenge Funds. These can potentially impact on current and future project activity and development across the Borough. Through close and regular engagement with both funders and local applicants, the Team seeks to ensure that Halton's needs and priorities are reflected in all external grant proposals, and the capacity of local groups in particular to respond to a highly-competitive funding environment is essential to their own long-term sustainability. The Team has regular update meetings with the local National Lottery Community Fund Team and has recently hosted a tour of the Borough for Arts Council England who have recognised that they have not invested as much funding as they could have in the Borough and would like to look at addressing this.

4.1.4 The Team is able to provide the necessary expertise regarding current bid-writing best-practice and key funder priorities. In a highly competitive field, the Team provides a critical yet objective eye to highlight both the threats and opportunities within each organisational plan, project proposal and chosen funding body. This may be illustrated in particular by a range of case studies from the past 12-months in which the Team played a key role in securing important grant investment to the Borough:

- a. Catalyst Science Discovery Centre and Museum - £754,000 secured from Wellcome Trust/BEIS Inspiring Science Fund in June 2018, to significantly improve the science offer at a key visitor and education attraction. The Team has also been instrumental in seeking the required £300,000 match-funding for the project, of which a Garfield Weston grant of £50,000 and a Foyle Foundation grant of £40,000 were both secured in July 2018.
- b. SEND-IASS Service (HBC) - £45,900 secured from the DfE's Information, Advice and Support Programme (IASP), spread across five interrelated bids to support core services (1.5 posts) and innovative solutions to existing IASS support to local children and families.
- c. Unlock Runcorn - £49,475 secured from the Coastal Revival Fund of for feasibility work on a proposal to create a show lock.
- d. Halton Carers Centre - £120,000 secured from the Henry Smith Charity over three years to support three Carer Support Worker posts to enhance the range and delivery of services to carers of all ages across the Borough.
- e. The Studio - LOOSE - £300,000 secured from the National Lottery Reaching Communities Fund to enable the project to continue the delivery and planning of its range of arts and music-based activities to disadvantaged young people across the Borough.
- f. HBC – Early Years Team - £650,000 secured from the Government's Early Outcomes Fund for a project to improve reading for 0-5 year olds.

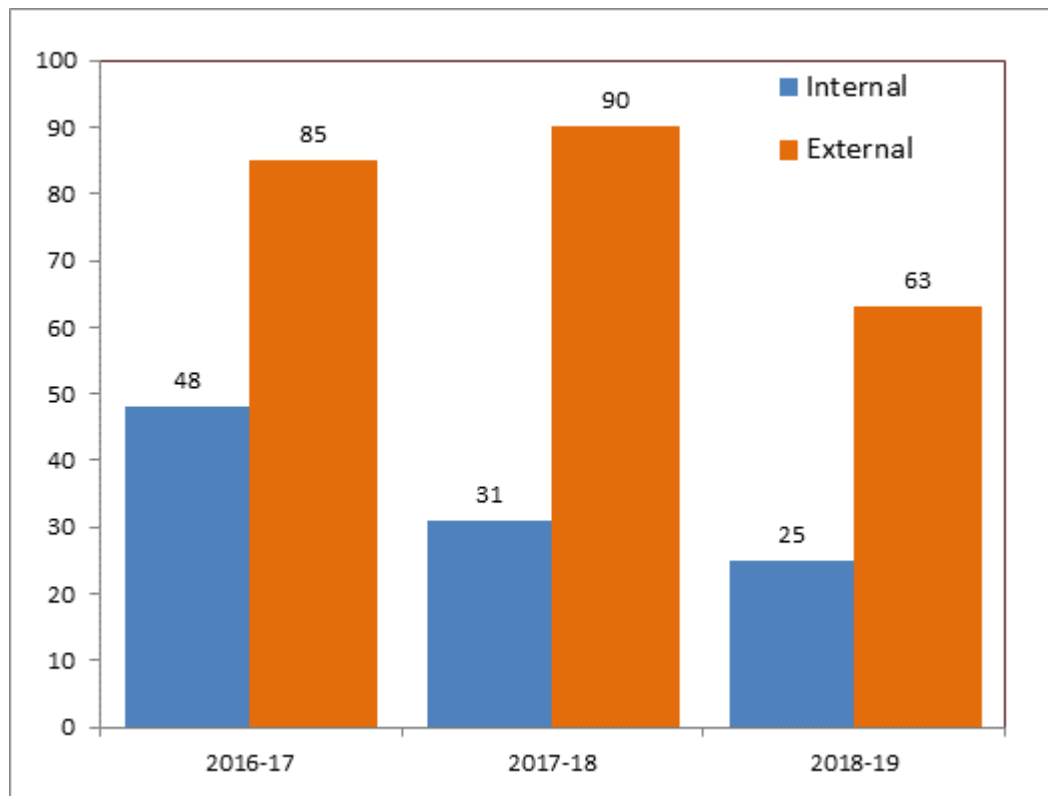
4.2 Capacity and Demand

4.2.1 Demand for the service remains high. The Team has received 88 requests for funding support to date in 2018-19. Of these:

- £2.4m secured to date
- A further 10 bids submitted worth £9.2m
- 4 bids are in progress
- 42 remain active – i.e. scoping meetings, funding searches
- 24 were referred on to other colleagues/services
- 8 did not progress for a variety of reasons

- 4.2.2 The Team works to full capacity and needs the flexibility to respond to new enquiries, manage tight deadlines for bids and to horizon scan. Importantly, the Team are specialists in sourcing funding and bid-writing; the Team does not 'own' bids, the 'owner' is responsible for delivery and driving the project.

Enquiries can be broken down into internal and external as follows:



4.3 **European Structural Investment Fund (ESIF) Programme**

- 4.3.1 The Team manages the programme on behalf of the Council; this includes both project development and bid-writing. There are a number of projects currently being supported as follows:

4.3.2 **Ways to Work**

The Employment, Learning and Skills Division and 14-19 Programme Teams are delivering the Ways to Work Project which is a £3,300,000 project. A further application has recently been submitted to DWP by the Team on behalf of the Combined Authority (CA) and all Local Authorities to extend this project until September 2021. The Halton element of the extension would secure £619,115. The outcome of this application will be known by July 2019. The project will continue to provide subsidised work placement opportunities for local unemployed residents, providing individuals with the opportunity to develop their skills and experience in the work place. The Team has been providing intensive continued support in checking and monitoring ILM spend, making quarterly claims to the Combined Authority, carrying out

procurement exercise for specialist mentors/coaches, preparation for external audits, change controls submitted to DWP and recruitment of staff for the project.

4.3.3 LCR Business Growth Programme

The Team provides continued support for the Programme. The project, which was due to finish in December 2018, has received an additional £160,000 to continue the project until December 2021 to provide an integrated business support package to SMEs. The Team has continued to support the project, advising on EU procurement rules and regulations for the contracting of specialist consultants, financial claims and external MHCLG audits.

4.3.4 Include IT Mersey Project

The Team leads on the project for Halton. The Digital Inclusion Project received an additional £15,000, as well as the original budget of £64,000, to deliver until March 2019. The project is due to receive an additional pot to deliver the project until September 2021. This is due to excellent performance results and the high quality delivery of project.

4.3.5 Greening DUN Land Demonstrator Project

The Team is heavily involved in the Demonstrator project. Which is developing a solar farm on St Michaels Golf Course, providing renewable energy to Council buildings as a demonstration site for the LCR. The project is due to complete in December 2019 at a project cost of £1.2m.

4.3.6 New Markets 2 (NM2)

Is an ERDF funded programme that targets high growth businesses and innovative SME's that can introduce high value products or services. Sci-Tech Daresbury has been delivering the NM2 project focusing on SME's located on the Sci-Tech Daresbury campus. The Team has supported delivery of the NM2 project by providing assistance with collating evidence and making claims. The SMEs received a 45% refund against the cost of their project. 41 companies have been supported and the project created 25 new jobs.

4.3.7 ESIF Update

The majority of the LCR indicative allocation for ERDF (European Regional Development Fund) is now almost fully committed on current projects, proposed extensions or possible new projects. The LEP and CA have confirmed that any remaining funding may be used for an Urban Development Fund, which is a loan fund; details of this are still to be published.

There is a significant amount of unallocated ESF (European Social Fund) (circa £27m). A call for 1.1 Access to Employment for Jobseekers and Inactive People was published in January and closed early March which the Ways to Work 2 was submitted under. Further

calls are due to be published in Spring 2019 for supported internships, active inclusion, entrepreneurship, responsive skills fund and Community Grants.

Once the ESIF programme finishes a new fund will commence called 'Shared Prosperity Fund'. The exact details of the fund are unknown as yet; a consultation was due to commence in Autumn 2018, but this has been delayed due to the current unknowns regarding the Brexit deal. This fund is likely to be similar to that of ESF and ERDF and will be heavily scrutinised by Government to ensure value for money and no duplication; it is envisaged, therefore, that resources will be required to support with bidding and ensuring the Borough gets its fair share.

4.4 **Visitor Economy and Borough of Culture**

- 4.4.1 The Team continues to undertake key work with the LCR and Halton partners in relation to Visitor Economy and Culture:
- The Lead Funding Officer sits on the LEP's Visitor Economy Officers Group and on the Liverpool City Region Heritage Officers Group;
 - Undertaking a joint piece of work with Halton Chamber of Commerce to secure private sector support for Halton's Visitor Economy going forward;
 - Support is provided for the development of a programme of activity for Halton's Borough of Culture 2021, including securing of match funding;
 - The Team supports the development of the Halton Local Cultural Education Partnership which is looking to bid for substantial funding from the Arts Council and which aligns with Halton's priorities for Borough of Culture.

4.5 **Training**

- 4.5.1 The Team continues to deliver a free Training Programme which consists of masterclasses and Meet-the-Funder style sessions. These are promoted to Council colleagues and externally to the voluntary and other public sector partners. During the past 12-months the decision was taken to deliver the courses at a series of community venues in Widnes and Runcorn, which has proven very popular with continuing strong levels of demand. The Annual Programme 2018-19 consisted of:
- 4 x half-day Basic Bid-Writing sessions delivered at Castlefields (x2) , Murdishaw and Upton Community Centres respectively; and
 - 3 x Monitoring and Evaluation sessions - delivered at Murdishaw, Upton and Hough Green Community Centres respectively
- 4.5.2 Future sessions are planned on 'Developing a Funding Strategy', 'Effective Consultation' and 'Non-Grant Income'. The training sessions are continually updated to improve bid-writing skill levels among both

internal and external colleagues and also give a greater understanding of the context in which funding bids are submitted helping to ensure that bids are prioritised and of the highest possible quality.

5.0 CHARGING POLICY PILOT

5.1 Executive Board (EXB23) agreed in July 2018 that the Council should pilot a Charging Policy for a period of 12 months, specifically for bid-writing support for external sectors. The pilot commenced in September 2018 and the External Funding Team was given an income target of £10,000.

5.2 Charging is operated on a sliding scale and does not apply to organisations with less than £10,000 in unrestricted funding.

- Up to £1,000 for all grants or loans secured between £50k- £100k
- Up to £2,000 for all grants or loans secured between £100k - £200k
- Up to £3,000 for all grants or loans secured between £200k - £300k
- Up to £4,000 for all grants or loans secured between £300k - £400k
- Up to £5,000 for all grants or loans secured between £400k - £500k
- Up to £6,000 for grants or loans secured above £500k

5.3 To date, two contracts are in place and if the bids are successful this would generate £7,000 of income. Two further contracts are in the pipeline.

5.4 Experience through the pilot has identified for a lower fee scale for smaller bids would make operational sense and the suggested revised fee scale is set out as follows:

- | | |
|---------------------|-----------|
| • Bids up to £5,000 | No charge |
| • £5,001 - £10,000 | £100 |
| • £10,001- £20,000 | £200 |
| • £20,001 - £30,000 | £300 |
| • £30,001 - £40,000 | £400 |
| • £40,001 - £50,000 | £500 |

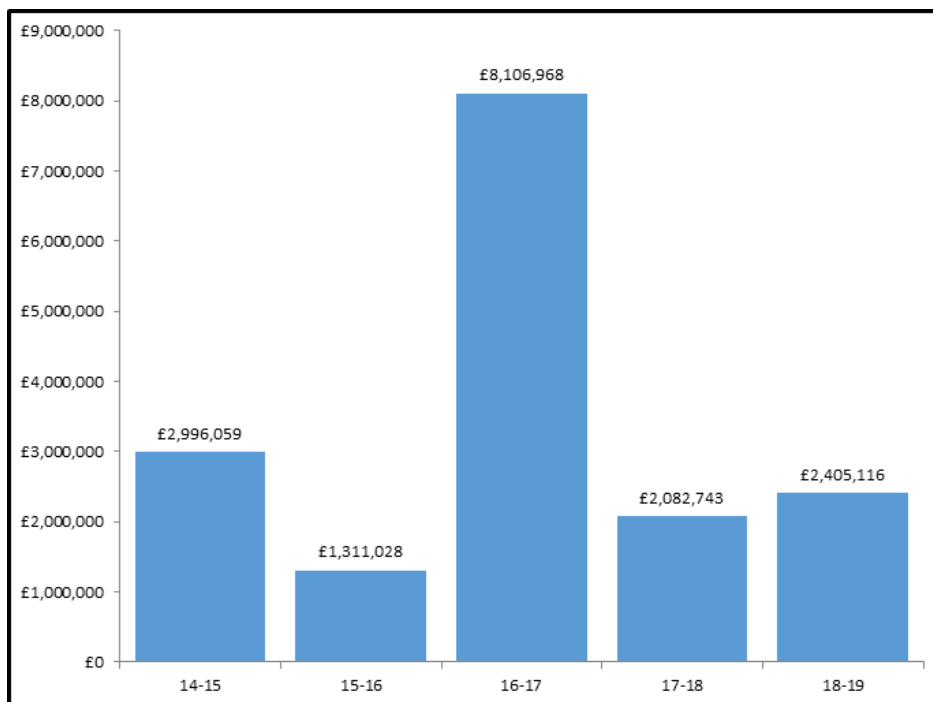
5.5 Executive Board is asked to formally approve this fee scale.

5.6 A log of comments is being maintained and feedback is also sought from colleagues at the VCA and in Community and Sports Development; overall, the Charging Policy has been well received and importantly customers seem happy to be able to purchase the service.

6.0 Funding Data

6.1 Funding Secured

The graph below shows details of the funding secured by the External Funding Team between April 2014 and March 2019. In 2018/19 the Team helped secure funding of £2.4m, has bids awaiting decisions to the value of £9.2m, and is in the process of supporting pipeline projects worth around £28m.

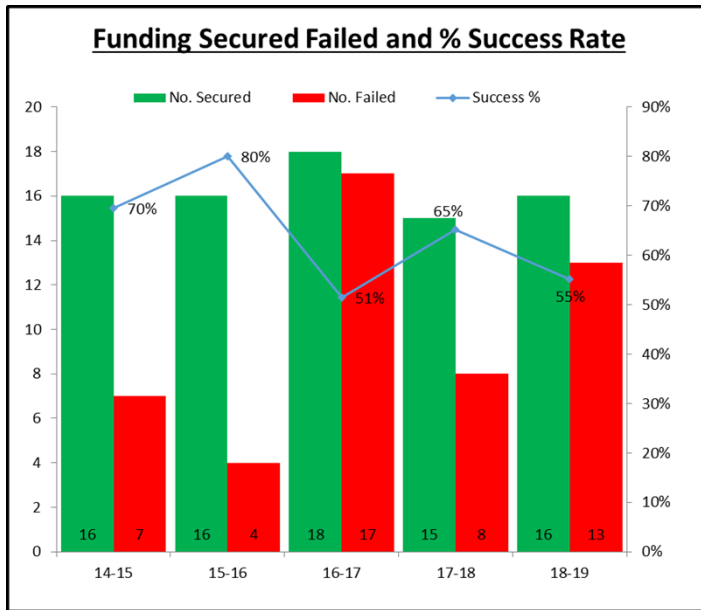


The total funding secured by the External Funding Team in the five year period was **£16,881,914**. See **Appendix 1** for a full breakdown of grants secured in 2018-19.

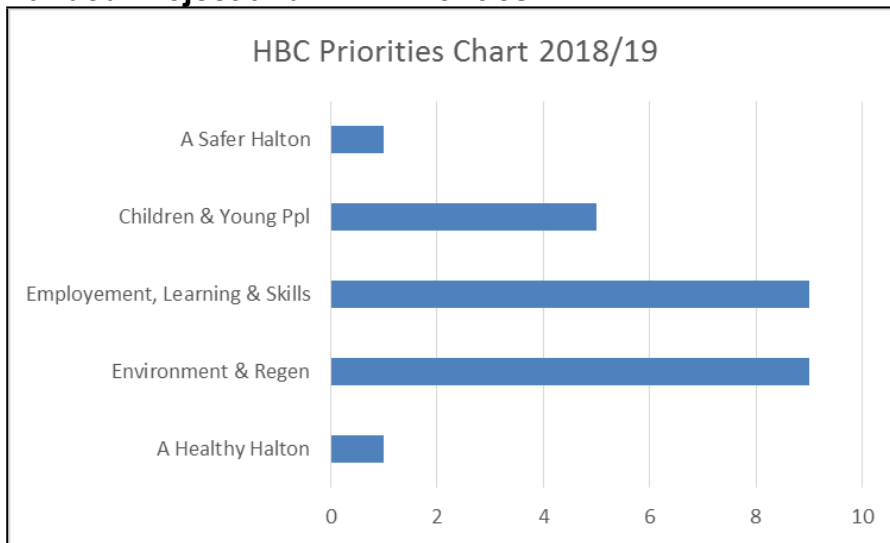
6.2 Bid Success Rate

The charts below show bid success rates for 2014-2019, as well as details of unsuccessful bid rates and the reasons for these. 62% of bids submitted in the period 2014-19 were successful. The % for 2018/19 reflects the increasing pressure on funding streams who are receiving substantially more bids than they can fund.

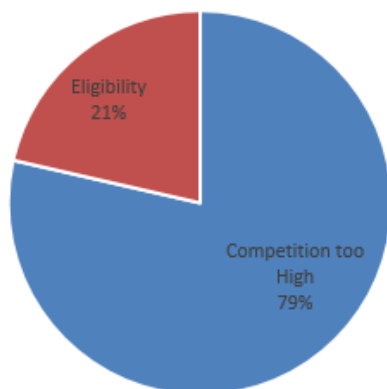
Success and failure rates 2014-19



Funded Project and HBC Priorities



Failure reasons for unsuccessful bids



7.0 **POLICY IMPLICATIONS**

The Charging Policy covers all relevant Council services; therefore, we need to ensure that the policy is applied consistently.

8.0 **FINANCIAL IMPLICATIONS**

There is a potential to raise income in the longer-term through the application of charges for this service.

9.0 **IMPLICATIONS FOR THE COUNCIL PRIORITIES**

The External Funding Team are fully committed to support funding opportunities internally and externally which accord with the Council's priorities.

10.0 **RISK ANALYSIS**

There was a risk that organisations would be deterred by the introduction of the Charging policy and as a consequence the number of successful bids submitted in Halton would reduce. This has not been the case in the initial six month period, feedback has been positive. However, we will continue to monitor the situation.

11.0 **EQUALITY AND DIVERSITY ISSUES**

It is important that smaller organisations are not disadvantaged by the Charging policy, hence the proposal to introduce the lower fee scale for smaller bids.

12.0 **BACKGROUND PAPERS**

None

13.0 **CONCLUDING COMMENTS**

It has been another very busy and exciting year for the Team, including the pilot of the Charging Policy. We continue to deal with high demand for

our services, and recognise the need to prioritise support where necessary.

The external funding environment remains vibrant and we look forward to securing further investment into the Borough in the year ahead and to supporting the corporate vision and key strategic schemes going forward.

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

None.

APPENDIX 1

List of bids secured/failed in 2018-19

	Group Name	Project	Failed/ Secured	Amount	Month	Int/Ext	Ward	Source of Funding	Reason Failed
Q1	Halton Heritage Partnership	WW1 History Project	Secured	£9,900	May-18	Ext	Boroughwide	HLF First World War: Now and Then Fund	-
	Astmoor School	Disabled Access Ramp	Secured	£12,500	May-18	Int	Halton Castle	Access Initiative Bid	-
	Catalyst SDC	Refurb project	Secured	£754,600	Jun-18	Ext	Boroughwide	Wellcome Trust	-
	MGET	Plastics Resolution	Failed	£25,000	Jun-18	Ext	Boroughwide	BIFFA Award	Eligibility
	Culture Liverpool	Lost Castles	Secured	£99,833	Jun-18	Ext	-	ACE	-
Q2	Catalyst SDC	Refurb project	Secured	£50,000	Jul-18	Ext	Boroughwide	Garfield Weston Fund	-
	Catalyst SDC	Refurb project	Secured	£40,000	Jul-18	Ext	Boroughwide	Foyle Foundation	-
	Open 360	Bridging the gap	Failed	£88,748	Jul-18	Ext	Boroughwide	Reaching Communities	Competition
	Open 360	Journey to a job	Failed	£18,500	Jul-18	Ext	Boroughwide	Vinci UK	Competition
	HBC	Children in Care	Failed	£834,627	Jul-18	Int	Boroughwide	SSIF	Competition
	Warrington BC	Transition	Failed	£628,900	Jul-18	Ext	Boroughwide	SSIF	Competition
	HBC	Ways to Work	Secured	£896,545	Jul-18	Int	Boroughwide	DWP (ESF/WEI)	-
	LOOSE	Running costs	Secured	£300,000	Aug-18	Ext	Boroughwide	Reaching Communities	
	HBC	Sewer Gas Lamp	Secured	£7,637	Aug-18	Int	Boroughwide	Section 106 funding	
	HBC	Ways to Work	Secured	£14,626	Sep-18	Int	Boroughwide	Big Lottery/ESF	
Q3	Halton Carers	Running costs	Secured	£120,000	Sep-18	Ext	Boroughwide	Henry Smith	
	St Pauls	Community Space	Failed	£11,000	Oct-18	Ext	Boroughwide	Viridor	Eligibility
	St Pauls	Community Space	Failed	£120,930	Oct-18	Ext	Boroughwide	GWAF	Competition
	St Pauls	Annual Arts Programme	Failed	£300,000	Oct-18	Ext	Boroughwide	Creative Civic Change	Competition
	Catalyst SDC	Running costs	Failed	£250,000	Oct-18	Ext	Boroughwide	Scottish Power	Competition

	LOOSE/The Studio	Project Costs	Failed	£45,000	Oct-18	Ext	Boroughwide	Ragdoll Foundation	Competition
	HBC/Innovyn	Hydrogen Feasibility	Secured	£30,000	Nov-18	Ext	Boroughwide	LCR/CA	
Q4	Runcorn Locks Restoration Society	Runcorn Locks Restoration	Secured	£49,475	Jan-19	Ext	Boroughwide	Coastal Revival Fund	
	Catalyst SDC	Curatorial Officer 3 yrs.	Failed	£90,000	Feb-19	Ext	Boroughwide	John Ellerman Fund	Competition
	Catalyst SDC	Inspiring Science Match	Failed	£150,000	Feb-19	Ext	Boroughwide	Clore Duffield	Competition
	HBC	OPE Belvedere	Failed	£87,187	Feb-19	Int	Boroughwide	OPE 7	Eligibility
	HBC Education	Improving Reading 0-5yrs	Secured	£650,000	Feb-19	Int	Boroughwide	Early Outcomes Fund	
	HBC Open Spaces	Victoria Park	Secured	£25,000	Mar-19	Int	Boroughwide	Pocket Parks	
	HBC SEND	Increase support for SEND	Secured	£45,900	Mar-19	Int	Boroughwide	IASP	
	HBC Open Spaces	BMX Track Phoenix Park	Secured	£20,000	Mar-19	Int	Castlefields/Windmill Hill	Viridor Credits	

Total Secured	17	£2,405,116
Total Failed	13	£2,322,705
Internal Total Secured	8	£1,672,208
Internal Total Failed	2	£921,814
External Total Secured	9	£1,453,808
External Total Failed	11	£1,728,078

REPORT TO:	Executive Board
DATE:	11 April 2019
REPORTING OFFICER:	Strategic Director – Enterprise, Community and Resources
SUBJECT:	Discretionary Non-Domestic Rate Relief
PORTFOLIO:	Resources
WARD(S):	Borough-wide

1.1 PURPOSE OF REPORT

1.1 The purpose of this report is to consider two applications for discretionary non-domestic rate relief, under Section 47 of the Local Government Finance Act 1988.

2.0 RECOMMENDATION: That

- 1) **The application for discretionary rate relief from Vision Enhancement Services/Deafness Support Centre in respect of 126 Widnes Road, Widnes be refused on the grounds that the organisation also operates in Cheshire West & Chester, Flintshire, Denbighshire, Cheshire East, Wrexham and Conwy, and the Deafness Support Centre operates nationally; and**
- 2) **the application for discretionary rate relief from the Cathie Stankevitch Foundation in respect of Unit 20, Albert Square, Widnes, be approved.**

3.0 SUPPORTING INFORMATION

- 3.1 Under the amended provisions of the Local Government Finance Act 1988, the Council is able to grant discretionary rate relief to any business ratepayer. This relief had previously only been available to organisations that were a registered charity, a community amateur sports club or a not-for-profit organisation.
- 3.2 From 1st April 2017 the Council became responsible for meeting the full cost of all mandatory and discretionary relief granted, as part of the Liverpool City Region 100% Business Rates Retention Pilot Scheme.
- 3.3 Two applications for discretionary rate relief have been received as outlined below, firstly from Vision Enhancement Services/Deafness

Resource Centre who are registered charities and secondly from another registered charity, the Cathie Stankevitch Foundation.

Currently, where discretionary rate relief has been granted to registered charities, it has been provided until 31st March 2022 in order to provide the organisations with some degree of certainty.

Vision Enhancement Services/Deafness Resource Centre t/a

Vision Support

126 Widnes Road, Widnes, WA8 6AX.

Vision Enhancement Services and the Deafness Resource Centre both occupy the above premises. Vision Enhancement Services is a registered charity whose mission is to promote the continuing independence of individuals living with sight loss and to raise awareness of the needs of people with a visual impairment living within local communities. The charity operates in Cheshire East, Cheshire West & Chester, Conwy, Denbighshire, Flintshire, Halton and Wrexham.

People with diagnosed sight loss living in North Wales, Cheshire and Halton, their families, friends and carers benefit directly from the services that Vision Support delivers. The charity also seeks to raise awareness of the issues faced by people with sight loss to a wider audience of related professionals and organisations through the provision of information and awareness training.

The Deafness Resource Centre provides services that support, empower and enable deaf/hard of hearing/deafened and deafblind people to fully participate and access services and opportunities that facilitates independence and improves lifestyles. The services include advocacy, equipment and communication service. The Deafness Resource Centre is based in St Helens offering services across the North West region and the wider UK.

The property is used to provide support and services to people with a sensory impairment, including IT training, digital inclusion training, access to equipment to enable independent living, advice, support and signposting.

As they are both registered charities, 80% mandatory rate relief has already been awarded but their application also includes a request for discretionary rate relief. Neither Vision Enhancement Services nor the Deafness Resource Centre receive any discretionary relief elsewhere in Halton.

Actual cost of 80% mandatory relief from 28/09/18-31/03/19	£ 2,348.84
Actual cost of 15% discretionary relief from 28/09/18-31/03/19	£ <u>440.41</u>

Total

£ 2,789.25

Cathie Stankevitch Foundation
20 Albert Square, Widnes, WA8 6JW

The Cathie Stankevitch Foundation delivers community projects and initiatives to alleviate the disadvantages and remove the barriers for social inclusion. The charitable objects of the foundation are to promote social inclusion for the public benefit by preventing people from being socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society. For the purpose of this clause 'socially excluded' means being excluded from society or parts of society as a result of one or more of the following factors: unemployment, financial hardship, youth or old age, ill health (physical or mental), poor education or skills attainment, and poor housing.

The property is being used as a charity shop, ie a retail outlet and drop off location. The charity delivers community projects and activities for disadvantaged local people to help overcome social barriers.

As a registered charity, 80% mandatory rate relief has already been awarded but their application also includes a request for discretionary rate relief. The Cathie Stankevitch Foundation does not receive any discretionary relief elsewhere in Halton.

Actual cost of 80% mandatory relief from 23/01/19-31/03/19	£ 1,212.38
Actual cost of 15% discretionary relief from 23/01/19-31/03/19	<u>£ 227.32</u>
Total	<u>£ 1,439.70</u>

4.0 POLICY IMPLICATIONS

- 4.1 The Board is required by the regulations to consider each application on its own merit. Any recommendations provided are given for guidance only, are consistent with Council policy and, wherever possible, previous decisions.

5.0 FINANCIAL IMPLICATIONS

- 5.1 The Appendix presents the potential costs to the Council of granting rate relief for their respective periods of occupation in the 2018/19 financial year and the potential annual costs to the Council of granting rate relief for the 2019/20 financial year.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

None.

6.2 Employment, Learning and Skills in Halton

Vision Enhancement/Deafness Resource Centre provide IT training/
inclusion training

6.3 A Healthy Halton

None

6.4 A Safer Halton

None

6.5 Halton's Urban Renewal

None.

7.0 RISK ANALYSIS

7.1 There are no key risks associated with the proposed action.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 The applicant offer their services to all sections of the community,
without any prejudice.

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

9.1	Document	Place of Inspection	Contact Officer
	Application form	Kingsway House, Caldwell Road, Widnes	Adel Tomkins Senior Rating Officer

APPENDIX

Ratepayer	Address	Annual Rates Liability 2019/20	Mandatory Rate Relief Awarded 2019/20	Annual Cost of Mandatory Rate Relief to HBC 2019/20	Disc. Rate Relief	Annual Cost of Disc. Rate Relief to HBC 2019/20	Actual Rates Liability 2018/19 28th September 2018 to 31st March 2019	Actual Cost of Mandatory Relief to HBC from 28th September 2018 to 31st March 2019	Actual Cost of Disc. Rate Relief to HBC from 28th September 2018 to 31st March 2019
		£		£		£	£	£	£
Vision Enhancement Services/Deafness Resource Centre	126 Widnes Road, Widnes, WA8 6AX	5922.00	80%	4737.60	15%	888.30	2,936.05	2,348.84	440.41

Ratepayer	Address	Annual Rates Liability 2019/20	Mandatory Rate Relief Awarded 2019/20	Annual Cost of Mandatory Rate Relief to HBC 2019/20	Disc. Rate Relief	Annual Cost of Disc. Rate Relief to HBC 2019/20	Actual Rates Liability 2018/19 23rd January 2019 to 31st March 2019	Actual Cost of Mandatory Relief to HBC from 23rd January 2019 to 31st March 2019	Actual Cost of Disc. Rate Relief to HBC from 23rd January 2019 to 31st March 2019
		£		£		£	£	£	£
Cathie Stankevitch Foundation	20 Albert Square, Widnes, WA8 6JW	8316.00	80%	6652.80	15%	1247.40	1,515.47	1,212.38	227.32

REPORT TO:	Executive Board
DATE:	11 April 2019
REPORTING OFFICER:	Strategic Director, Enterprise, Community and Resources
PORTFOLIO:	Resources
SUBJECT:	Pensions Discretions Statement
WARD(S)	Borough-wide

1.0 **PURPOSE OF THE REPORT**

1.1 The Council is required to publish a Pensions Discretion Statement annually, to advise the discretions it intends to exercise under the Local Government Pension Scheme (LPGS).

1.2 This report accompanies the proposed statement for 2019/20.

2.0 **RECOMMENDATION: That the Board approve the Pensions Discretions Statement for 2019/20.**

3.0 **SUPPORTING INFORMATION**

3.1 The Pensions Discretion Statement for 2019/20 is based upon the statement for 2018/19, which was approved by Executive Board in April 2018.

3.2 No new discretions have been added, nor have any discretions been removed.

3.3 There have been no material changes to the Local Government Pension Scheme Regulations 2013 that would result in a change to the statement. Regulation 60 of those regulations sets out what the statement should contain, and the statement is compliant.

4.0 **POLICY IMPLICATIONS**

4.1 The Council is required to publish a written policy statement on how it will exercise its discretions provided by the scheme. The policies adopted seek to achieve the correct balance between cost to the council tax payer, good employee relations and staff recruitment and retention.

5.0 FINANCIAL IMPLICATIONS

5.1 There are financial implications for the Council in considering the application of these discretions. Each case will be different, and a business case will be required when such a discretion is exercised, balancing the interests of the Council with the interests of the individual.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 There are no direct implications to be noted for any of the Council's priorities.

7.0 RISK ANALYSIS

7.1 The statement complies with the Local Government Pension Scheme Regulations 2013, and enables the Council to make balanced decisions taking into account all risks.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 The recommendations will apply equally to all staff who are members of the LGPS. Employees have a right of appeal if they feel they have been treated incorrectly/unfairly.

8.2 In the first instance, appeals are made to the Divisional Manager Policy, People, Performance & Efficiency, who acts in the capacity of the Independent Person for the Independent Disputes and Resolution Procedure.

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

Document	Place of Inspection	Contact Officer
The Local Government Pension Scheme Regulations 2013 (Statutory Instrument 2013 No. 2356)	Municipal Building, Kingsway, Widnes	Richard Rout

**PENSIONS DISCRETIONS
STATEMENT 2019/20**

HALTON BOROUGH COUNCIL

Introduction

This statement is prepared and published in accordance with the requirements of Regulation 60 (1) of the Local Government Pension Scheme Regulations 2013, which states that;

A Scheme employer must prepare a written statement of its policy in relation to the exercise of its functions under regulations –

- (a) 16(2)(e) and 16(4)(d) (funding of additional pension);
- (b) 30(6) (flexible retirement);
- (c) 30(8) (waiving of actuarial reduction); and
- (d) 31 (award of additional pension),

and an administering authority must prepare such a statement in relation to the exercise of its functions under regulation 30(8) in cases where a former employer has ceased to be a Scheme employer. This statement fulfils that requirement.

There are no material changes to the discretions contained within this statement, which covers the financial year 2018/19.

Where relevant, monetary amounts used within the explanations of discretions have been revised as appropriate.

This statement aligns with the Council's Staffing Protocol and the position with regard to discretionary payments for early termination of employment is contained herein.

This document is confirmed as the Council's Pensions Discretions Statement for the financial year 2019/20.

The discretions will be exercised by the appropriate Strategic Director, in consultation with the Portfolio Holder for Resources, and Operational Director Finance. (In the case of applications from Strategic Directors or the Chief Executive, the discretions will be exercised by the Chief Executive, in consultation with the Portfolio Holder for Resources and Strategic Director, Enterprise, Community and Resources).

Any questions relating to this statement should be directed to:

Pay & Pensions Team (HR Service Centre)
Policy, People, Performance & Efficiency Division,
Enterprise, Community & Resources Directorate,
Halton Borough Council,
Municipal, Building,
Kingsway,
Widnes,
WA8 7QF

e-mail: payandpensions@halton.gov.uk

**COMPULSORY POLICY STATEMENTS IN ACCORDANCE WITH LOCAL GOVERNMENT
PENSION SCHEME REGULATIONS 2013**

Regulation 16 (2) (e) & 16 (4) (d)

Ability to contribute to a shared cost additional pension contribution (APC) scheme.

Explanation:

Where an active scheme member wishes to purchase extra annual pension of up to £6,755 (2017/18 rate) by making an Additional Pension Contribution (APC) the employer may voluntarily contribute towards the cost of purchasing that extra pension via a Shared Cost Additional Pension (SCAPC).

HBC decision:

A SCAPC will only be entered into when the member decides that they wish to make an APC in order to repay the loss of pension which they have suffered from the purchase of unpaid leave relating to the changes to Terms and Conditions.

As long as the member enters into the APC contract by the 31st March of the leave year in which they wish to repay the loss of pension (i.e. 31st March 2019 for the unpaid leave purchased in 2018/19) then the Council will contribute two thirds of the cost of repayment. All other APC contracts will be funded in full by the member.

Regulation 30 (6)

Ability to award Flexible Retirement

Explanation:

A member who is aged 55 or over and with their employers consent reduces their hours/or grade, can then, but only with the agreement of the employer, make an election to the administering authority to receive all or part payment of their accrued benefits without having retired from that employment.

HBC decision:

The Council will adopt this discretion and will assess applications from those employees aged 55 and over who reduce their hours by 25% (not for a grade reduction). Applications will be considered on the basis of future service provision and cost. The decision to release benefits will be taken by the appropriate Strategic Director.

Regulation 30 (8)

Waiving of Actuarial Reduction on Flexible Retirement and early retirement (age 55+)

Explanation:

Employers can elect to waive some or all of the reduction on benefits if a member chooses to take flexible retirement and take their benefits before Normal Pension Age (NPA)

HBC decision:

HBC will only waive actuarial reduction on flexible retirement in exceptional circumstances.

Transitional Protections – Regulation 1 (1) (c) Schedule 2

Power of the Employing Authority to “switch on” the 85 year rule for a member voluntarily drawing benefits on or after age 55 and before age 60.

Explanation:

A member who meets the 85 year rule and elects to draw their pension benefits from age 55 will no longer require their employers consent if they retire after 31st March 2014. However, certain members will lose some 85 year rule protections if they wish to draw their pension between age 55 and 60.

An employer may decide to “switch on” protection to the 85 year rule for a member who voluntarily retires from age 55 but before age 60 and meet any additional cost of the retirement.

HBC decision:

In exceptional circumstances, where this is in the interest of the Council and the costs of allowing such requests are considered against the benefits to the Council, that the Council will pay the additional cost of an unreduced pension.

Regulation 31

Ability to grant additional pension to an active member or within 6 months of ceasing to be an active member by reason of redundancy or business efficiency.

Explanation:

An employer may decide to award a member additional pension up to a limit of £6822 per year (current amount, will increase each April) payable from the same date as their pension is payable.

HBC decision:

The Council will not award additional pension.

NON COMPULSORY DISCRETIONS

**Regulation 9 (3)
Contributions Payable by an Active Member.**

Explanation:

Employers must assess the appropriate rate of contribution band, in a reasonable and consistent manner and review the contribution bands on any material change in pay.

HBC decision:

The Council will review contribution bands annually or at a significant change, unless an employee exercises their right to appeal their band allocation when the review may be conducted earlier.

**Regulation 22 (7) & (8)
Re-employed and Re-joining Deferred Members**

Explanation:

This provision permits an employer the discretion to extend the statutory 12 month window within which a scheme member can elect to aggregate deferred LGPS benefits into their current employment.

HBC decision:

The Council will not normally extend the time limit beyond 12 months.

**Regulation 100 (6)
Inward Transfer of Pension Rights**

Explanation:

This provision allows an employer the discretion to extend the statutory 12 month window within which a scheme member can elect to transfer benefits from another scheme into their current scheme.

HBC decision:

The Council will not normally extend the time limit beyond 12 months.

Regulation 30 (5)

Ability to Waive Actuarial Reduction on Compassionate Grounds

Explanation:

This regulation provides for early payment of retirement benefits, reduced by the amount shown in actuarial guidance issued by the Secretary of State for Local Government, in relation to an employment, for a scheme member who is not an employee in local government service in that employment, and has not attained normal pension age, but is aged over 55 years.

HBC Decision:

The Council will consider, on a case by case basis, exercising its discretion to waive some or all of the reduction. This will be where it is felt to be in the best interests of the Council as well as the employee (deferred member) and the costs of allowing such requests will be considered against the benefits to the Council.

**Discretion under the
Local Government (Early Termination of Employment) (Discretionary Compensation)
(England and Wales) Regulations 2006.**

The Council is required to formulate, publish and keep under review a statement of policy on how it will exercise its discretion under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006. Such a statement is contained in the Councils Staffing Protocol. It is reproduced here for completeness.

By virtue of regulation 7 (1) of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 Scheme employers are required to formulate a Statement of Policy on whether it intends to base a redundancy payment on an employee's actual weeks' pay where this exceeds the statutory weeks' pay limit and whether to make a termination payment (inclusive of any redundancy payment) of up to a maximum of 104 weeks' pay (regulation 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006.

The Council will pay a redundancy payment based on actual weeks' pay where this exceeds the redundancy payment and will enhance payments in line with the multiplier applicable at that time and contained in the Councils Staffing Protocol. The multiplier has been set at 1.4, effective from 1st April 2016.

REPORT TO: Executive Board

DATE: 11 April 2019

REPORTING OFFICER: Strategic Director, Enterprise, Community and Resources

PORTFOLIO: Resources

SUBJECT: Directorate Performance Overview Reports for Quarter 3
2018 - 19

1.0 PURPOSE OF REPORT

1.1 To report the Council's performance for the third quarter period to 31st December 2018. The reports detail progress against key objectives / milestones and performance targets, and describes factors affecting each of the Directorates.

2.0 RECOMMENDED: That

- 1) Executive Board note the information contained in the reports; and**
- 2) Consider the progress and performance information and raise any questions or points for clarification.**

3.0 SUPPORTING INFORMATION

3.1 It is essential that the Council maintains a planning and performance framework that allows the identification and on-going monitoring of key activities and performance measures that meet organisational needs. Performance management will also continue to be important in our demonstration of value for money and outward accountability.

3.2 The Directorate Performance Overview Reports provide a strategic summary of the key issues arising from performance in the relevant quarter for each Directorate and being aligned to Council priorities or functional areas. Such information is central to the Council's performance management arrangements and the Executive Board has a key role in monitoring performance and strengthening accountability.

3.3 Information for each of the Council's Directorates is contained within the following appendices:

Appendix 1 – People Directorate (Children and Young People)

Appendix 2 – People Directorate (Adult Social Care)

Appendix 3 – Enterprise, Community and Resources Directorate

4.0 POLICY IMPLICATIONS

4.1 The Council's Performance Management Framework will continue to form a key part of the Council's policy framework.

5.0 OTHER IMPLICATIONS

5.1 These reports would also be available to support future scrutiny arrangements of services by Members and Inspection regimes for Ofsted and Adult Social Care.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Existing and future performance frameworks at both local and national level are linked to the delivery of the Council's priorities.

6.2 The provision of Directorate Overview Reports to Executive Board, that include progress in relation to objectives/ milestones and performance indicators will support organisational improvement and accountability.

7.0 RISK ANALYSIS

7.1 The Council performance management framework allows the authority to both align its activities to the delivery of organisational and partnership priorities and provide appropriate information to all relevant stakeholders in accordance with the "transparency agenda". Performance Indicators are used by external agencies and the public at large in informing any judgement they make as to how the authority is currently performing.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no specific equality and diversity issues relating to this report.

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

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

Directorate Overview Report (Children and Young People)

Reporting Period: Quarter 3, 01 October – 31 December 2018

1.0 Introduction

- 1.1 This report provides an overview of issues and progress that have occurred during the period of the report towards the priority of Children and Young People. The way in which traffic light symbols have been used to reflect progress is explained within Appendix 1 (section 8).
- 1.2 Please note initials have been provided to indicate which officer is responsible for the commentary to aid Members, as requested by the Children and Young People Policy and Performance Board. A key is provided in Appendix 1 (section 8).

2.0 Key Developments

2.1 Ofsted Annual Report (AMc)

Ofsted's annual report was published in December 2018. This report released figures relating to the percentage of settings, schools and colleges that were graded good or outstanding, alongside findings and trends over the last year. Ofsted also set out the focus for their work for the forthcoming year, alongside findings and trends over the last year. Ofsted also set out the focus for their work for the forthcoming year.

Amanda Spielman comments on the importance of the Early Years, and getting basics right at all stages of education. She states that "literacy is the key to success" and comments on how children's vocabulary development in the foundation years' impacts significantly on the ease of which children are able to learn to read. Ofsted will pay greater attention to reading when inspecting educational establishments.

Spielman also comments on the key role of parents and how they need to work in partnership with schools, including toilet training, preventing and tackling obesity, keeping children safe, and minimising the risks of knife crime and gang related incidents.

Beyond these key areas, she expresses the desire to list the exemption from inspection for outstanding schools, but needs the legislation and funds to ensure Ofsted have the capacity to inspect these establishments. Remarks are also made regarding building capacity of outstanding schools, leaders and teacher to support schools who may be inadequate.

Link to report: <https://www.gov.uk/government/collections/ofsted-annual-report-201718>

2.2 Multiagency Safeguarding Arrangements (TC)

Following a number of consultation events, a proposed model was presented at Halton's Safeguarding Children Board in December 2018. The new arrangements will be known as Halton Safer Children Partnership. The formal arrangements must be published no later than June 2019 but in Halton are likely to be published, and implemented by June 2019.

2.3 Children in Need (TC)

The Children in Need division have worked hard to review Child in Need cases that have been open more than 12 months, which has led to a reduction in the number of cases open, leading to more manageable caseloads. This will remain an area of continued monitoring as this figure fluctuates month on month.

2.4 Children and Families on the Edge of Care review (TC)

A review is underway to look at services available to support children and families on the edge of care and the focus of resources available will be reviewed in line with current demand. A proposal of any change or adaptations should be available in April 2019.

2.5 Children in Care and Care Leavers (TC)

A service development plan has been drawn up to steer the required improvement and performance for children in care and care leavers. This is being launched in February 2019 at a Service Development session with staff in the service.

Alternative sites have been identified to resume the project of a Council owned residential home and semi-independent accommodation for care leavers.

A multi-agency transition to adulthood panel is being implemented to address and match young people to resources such as accommodation, apprenticeships, employment and health.

2.6 Centralised placement Team (TC & AMc)

Interviews took place in December 2019 for the Placement Officer, and the SEND Commissioner posts. Start dates are currently being agreed and likely to be mid-March 2019. Recruitment to the remaining posts in the Placement team structure are currently being progressed.

Visits have taken place with eight out of borough schools to date, initially focussing on their requirement to submit attendance data for all pupils on a weekly basis as well as termly progress data. Further visits are planned to ensure that this requirement is in place for all out of borough schools.

Some initial discussions have also taken place regarding a cost/volume approach to the Commissioning of placements.

An Access to Resources panel will be implemented for all children in care placement requests and resources, to ensure that children are matched well, placement breakdowns are avoided where possible, and financial responsibility where appropriate is accounted for.

2.7 Halton Behaviour Support Service (AMc)

Inclusion, supporting children with special educational needs and disabilities, and supporting school colleagues to have strategies to support positive behaviour management is an important focus for Halton. The Halton Behaviour Support Service (HBSS) has been established and are currently working targeted schools to provide training and strategies to implement whole school behaviour management systems. This is fed into the Halton Educational Strategic Partnership Board so all

work is coordinated and meeting the priorities of Halton's children and young people.

HBSS are able to offer the following:

- Advice for governors and senior leadership teams on the government guidance on behaviour management
- Training for governors on their role in managing behaviour and in supporting and providing appropriate challenge to head teachers over exclusions
- Training for all members of school staff on the implementation of the schools behaviour policy and on legislation and government guidance on behaviour management
- Team Teach training and Mental Health First Aid training (it is compulsory for all schools to have two Mental Health First Aiders by 2020).
- Behaviour audits involving all school stakeholders including a report on current strengths and areas for development
- Reviews of behaviour policies and compliance checks
- Summary of government guidance on behaviour and on all aspects of mental health in school
- Classroom management and environment advice
- Support for individual teachers or cohorts of teachers in meeting the behaviour needs of pupils and consistently applying the schools behaviour policy
- Work with staff to meet the needs of more challenging cohorts of pupils including reviewing provision for them and making adjustments
- Work with identified families to enable them to enact consistent messages with the school at home
- Work with cohorts of parents to support them with common parenting issues as identified by the school.

2.8 General Data Protection Regulation in Schools (AMc)

Nationally the number of school data breaches reported by the education sector has increased by 43% since the introduction of GDPR. The Information Commissioners Office has reported a rise in reports of disclosure issues (such as occasions where sensitive information is inadvertently shared and/or cyber-attacks happened, between July and September this year).

Many of these disclosures relate to loss of paperwork or data, letters and information sent to the wrong recipient, or inadvertent verbal disclosures. Governors need to consider with school leaders on how to prevent school data breaches and minimise the risks of a cyber security attack.

3.0 Emerging Issues

3.1 National Issues

Inspection – Joint Targeted Area Inspection themes (TC & AMc)

Ofsted have identified themes for the Joint Targeted Area Inspections (JTAI) that they will undertake over the coming year. The themes identified are:

- Children living with mental health issues
- Prevention and Early Intervention
- Older children in need of help and protection, and contextual safeguarding, including exploitation.

Ofsted Consultation

Ofsted launched a consultation regarding a proposed new inspection framework that will come into effect September 2019. The new focus will be based upon considering the breadth and depth of the curriculum on offer, and will have a more proportionate response to the use of test and exam data. High aspirations and results are key, but quality of education and not cramming to teach a test are an area that Ofsted will be analysing. This new framework will apply to Early Years, Schools and Colleges.

Aspects included in the consultation include:

- A new 'quality of education' judgement with the curriculum at it's heart
- Looking at outcomes in context and whether there is a well-planned curriculum that is implemented effectively
- No longer using schools' internal performance data as inspection evidence, to ensure inspection does not create unnecessary work for teachers
- Separate judgements about learners' 'personal development' and 'behaviour and attitudes'
- Extending on-site time for short inspections of good schools to two days to ensure inspectors have the opportunity to gather evidence that a school remains good.

All stakeholders can provide feedback on this consultation. The consultation will close 04 April 2019. Link to consultation: <https://www.gov.uk/government/collections/education-inspection-framework>

3.2 Halton Specific

Ofsted Annual Conversation (AMc & TC)

In January 2019, the Strategic Director, Operational Directors for Children and Families and Education, Inclusion and Provision, Divisional Manager for Education, Head of the Virtual School and the Divisional Manager for Children in Need attended the local authority Annual Conversation with Ofsted. Ofsted were pleased with the progress made in early years and primary, and concurred with the local authority that a key aspect to these improvements was the involvement of strategic leaders working in partnership to support schools, and using tools to hold leaders to account was crucial. Ofsted were encouraged with the commitment received from well informed governors, and that this was evidenced by high rates of school representation at governor briefings and conferences.

Ofsted shared key areas that they would be considering in future inspections. There was a focus on transition at all stages, considering beyond the pastoral and moving learning on

seamlessly form one phase to another. For secondary schools they would be looking at the quality of the impartial careers advice provided by schools and considering students journey onto further education, training and employment. Holding high aspirations for all students, at all stages of education and in particular focusing upon outcomes of any vulnerable groups was clearly another area of interest. With regard to Early Years, we shared our target that at least 69% children would achieve the good level of development indicator this year, and that by 2020 Halton would be in line with National.

For social care there was a discussion around the Self Evaluation provided in advance of the meeting. The Permanency Leadership Board was discussed and the themes of Permanency and Care Leavers were put forward as potential areas for a future Focus Visit.

High Needs Budget (AMc)

The Dedicated Schools Grant settlement was announced on 17 December 2018 giving a total of £16,770,689 for the new High Needs Block for 2019-20. From this figure, £2,906,662 is being recouped by the Education and Skills Funding agency for commissioned places in special academies and some independent special schools. This leaves £13,864,027 High Needs Block that will be paid to HBC.

Following consultation with schools and with Schools Forum agreement, we have submitted a disapplication request to transfer 1% from the Schools Block to the High Needs Block (£869,311).

The DfE announced 16 December 2018 that an additional £250million would be passed to local authorities over two years as additional funding for the High Needs Block. It has been allocated based on ONS projections. Halton's allocation is £296,390 for each year.

Unless the disapplication request is agreed, the funding gap for 2018-19 is £546,494. As a deficit balance is expected in the region of £753,787, with the 1% transfer we will continue to have an overall deficit of £430,970.

The DfE consulted with local authorities in the Autumn Term about the detailed implementation of new rules regarding the reporting, monitoring and reduction of deficit Dedicated School Grant (DSG) balances. Where a local authority has a deficit DSG balance of more than 1% of its latest published DSG allocations for 2018-19, gross of recoupment, a detailed report, plus supporting evidence, will be required setting out the plan to bring the DSG account back into balance, within three years. This report must be discussed with the Schools Forum prior to submission, and needs to be reviewed and signed off by the Chief Finance Officer. The DfE are aware that DSG deficits are usually caused by high needs pressures and as such the evidence required for the year-end deficit recovery report will already have been prepared for the block movement disapplication request. However, the main causes of overspend will need to be addressed in detail. Further savings and reducing overspends are essential to getting back to a balanced DSG position. Should the 1% transfer be refused, the overall deficit position will double to around £865,626.

Social Care Workforce (TC)

Liverpool Council have announced plans to rapidly and substantially increase their social care workforce, including workers and managers by 160 staff in the next two years. A task and finish group has been established in Halton to develop a response to this, and to ensure that the stability and experience of Halton's workforce is maintained.

Contextualised Safeguarding (TC)

A multi-agency task and finish group has been set up to score Halton's response to Contextualised Safeguarding and how we respond to the emerging risks locally. It is anticipated that a response will be finalised and agreed in April 2019.

4.0 Risk Control Measures

4.1 Risk control forms an integral part of the Council's business planning and performance monitoring arrangements. As such, directorate risk registers were updated in tandem with the development of the 2018-19 business plan.

5.0 Progress against high priority equality actions

5.1 Equality issues continue to form a routine element of the Council's business planning and operational decision making processes. Additionally the Council must have evidence to demonstrate compliance with the Public Sector Equality Duty (PSED) which came into force April 2011.








The council's latest annual progress report in relation to achievement of its equality objectives is published on the Council's website

<http://www4.halton.gov.uk/Pages/councildemocracy/Equality-and-Diversity.aspx>

6.0 Performance Overview

6.1 The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by the Directorate. It should be noted that given the significant and unrelenting downward financial pressures faced by the Council there is a requirement for Departments to make continuous in-year adjustments to the allocation of resources in order to ensure that the Council maintains a balanced budget. Whilst every effort continues to be made to minimise any negative impact of such arrangements upon service delivery they may inevitably result in a delay in the delivery of some of the objectives and targets contained within this report.

Objective: Improve outcomes for children and young people through effective multi-agency early intervention (PED01)

Ref	Measure	17/18 Actual	18/19 Target	Current	Direction of Travel	Quarterly Progress
PED01 01	Monitor the average length of time between a child returning home and their return interview for those missing from care/home (Commissioned services information)	72 hours	72 hours	72 hours		
PED01 02	Reduce the number of young people who repeatedly run away in Halton (Halton BC data)	140				
PED01 03	Monitor the number of young people going missing in the year (Halton BC data)	1312				
PED01 04	Monitor the number of young people flagged as at risk of child sexual exploitation (snapshot at end of quarter)	34		20		
PED01 05	Reduce the number of incidents of fixed term exclusion (academic year)	508				
PED01 06	Reduce the number of children subject to fixed term exclusions (academic year)	204				
PED01 07	Reduce the number of children subject to permanent exclusions (academic year)	33				
PED01 08	Increase the number of children involved in early intervention (CAF) (All those who have had a CAF at any point in the year)	715	750	887		





Supporting commentary:



PED01 01 – 03: Missing data in relation to return interviews is provided from the Commissioned Service. Data in relation to incidents and individuals is provided from the Notifications of missing which are recorded by the local authority. Data for the year to date is indicating a similar pattern to that of the previous year. Please note that due to the change in source of this data, the targets set were inappropriate and that the 2017/18 has been amended to reflect the new data source.

PED01 04: The cohort of children flagged as at risk of child sexual exploitation continues to be monitored and scrutinised at a monthly operational group.

PED01 05 – 07: This data has been updated to cover the academic year. xxx

PED01 08: The number of families open to CAF has increased. Early Help work has also increased. Work is still underway to refine the reporting systems of early help in Children's Centres, and the CAF development group will lead on the review of Early Help Assessments as a whole.

Ref:	Milestones	Quarterly Progress
PED01a	Further develop the performance monitoring in iCART to include the outcomes of CAF's (March 2019)	
PED01b	Implement North West Boroughs Thrive staff front door into iCART (March 2019)	
PED01c	Review the link with Adult Services referral structures (September 2018)	
PED01d	Revise joint protocol of working between Children and Adult Services (June 2018)	

PED01e	Preparation for Ofsted Inspection (ongoing)	
PED01f	Implement the Exclusions protocol to reduce the number of exclusions (September 2018)	

Supporting commentary:

PED01a: This has been further developed and is now measured within the Early Intervention CAF development group rather than iCART.










PED01b: A CAMHS practitioner is now established in iCART one afternoon a week. Initial feedback is that this supports practice and consultation in the front door, and leads to improved joined up approaches. This offer is also available to social workers within the teams. Meetings are taking place to strengthen this development further.

PED01c – d: These have been completed.

PED01e: Risk assessments and action plans are being undertaken around all the inspection frameworks.

PED01f: Completed

Objective: Keeping Children and Young People safe by improving practice (PED02)

Ref	Measure	17/18 Actual	18/19 Target	Current	Direction of Travel	Quarterly Progress
PED02 01	Monitor the rate of referrals to Children's Social Care per 10,000 0-18 year olds	418		402		
PED02 02	Reduce the number of children and young people who enter the care system	77	75	44		
PED02 03	Reduce the number of children who are placed at home with parents on a care order	32	29	34		
PED02 04	Reduce the number of children who are placed in residential care	47	34	35		
PED02 05	Reduce the number of children who are placed in independent fostering agency placements	55	35	68		

Supporting commentary:

PED02 01: The rate of referrals can fluctuate and is monitored closely within a weekly meeting (Performance Improvement Management Meeting). Forecast for the end of the year is significantly higher than the previous year.

PED02 02: Significant work is being undertaken to address this and creative ways of working to support a systemic approach is being implemented to reduce this number where appropriate.

PED02 03: Monthly Legal Advice Meetings are progressing and tracking this.

PED02 04 & 05: Placement Project reporting to the Permanency Leadership Board is now in progress to monitor and reduce these measures.

Ref:	Milestones	Quarterly Progress
PED02a	Move to a model of systemic practice across the service (March 2019)	
PED02b	Revise LSCB arrangement for April 2019 (Publication April 2019, Implementation September 2019)	
PED02c	Review the commission for domestic abuse support services (March 2019)	
PED02d	Implement the revised Children in Care Partnership Board (July 2018)	
PED02e	Commission and implement a new client recording system (March 2019).	
PED02f	Commission a provider to develop a specialist residential provision supporting a group of complex children to step down from residential provision to foster care (March 2019)	
PED02g	Develop a Market and Recruitment collaboration to increase the number of foster care homes (March 2019)	
PED02h	Develop and publish a Local Offer for Care Leavers (July 2018)	

Supporting commentary:

PED02a: The first cohort of staff trained will complete in January 2019 and new staff will start at the end of January.

PED02b: Please see Key Developments section.

PED02c: This is underway.

PED02d: This has been completed.










PED02e: Comments awaited.

PED02f: Further work is underway and an alternative site has been identified as suitable. A project plan will be initiated although it is expected the timescales will be towards the end of 2019.

PED02g: This has been completed.

PED02h: This has been completed.

Objective: Improve the offer for children and young people with SEND (PED03)

Ref	Measure	17/18 Actual	18/19 Target	Current	Direction of Travel	Quarterly Progress
PED03 01	Increase participation in the POET Survey (parents/guardians)	33	35	4		
PED03 02	Increase the percentage of EHC Plan assessments completed within 20 weeks (academic year)	85%		71%		
PED03 03	Increase the number of schools identified as Nurture champions	8	8	8		
PED03 04	Increase the percentage of Statement converted to EHC Plans to meet the timescale	23%	80%	100%		
PED03 05	Increase the number of people accessing the Local Offer	38,019	40,000	26,199		



Supporting commentary:

PED03 01: The local authority is considering a different approach to gathering evaluations from parents given the low participation rate during 2018. POET Survey will no longer be used.

PED03 02: There were some issues in completion of assessments in timescale due to the large number of applications received during the summer term 2018. Most were agreed to assess, but then not possible to complete them due to the schools closed over the summer holiday. This has impacted on performance.

PED03 03: The Nurture Network continues to be well attended. Additional training such as Beyond the Boxall for CIC has also helped grow membership. The Bridge have been the first school in the area to be accredited with the Nurturing School Award. At the latest network meeting we have agreed a data collection for schools engaged in nurture to return information to help with monitoring impact and progress.

PED03 04: There has been a decline in the number of sessions (proxy measure for those accessing the Local Offer).

Ref:	Milestones	Quarterly Progress
PED03a	Develop and implement a Social Emotional and Mental Health (SEMH) Strategy and outcome focused action plan (March 2019)	
PED03b	Establish a Behaviour Support Team (March 2019)	
PED03c	Review specialist SEND provision for children and young people in Halton (March 2019)	
PED03d	Review the Education, Health and Care Plan process (March 2019)	

Supporting commentary:


PED03a: There is a completed, co-produced definition and Mission Statement for SEMH. The high level action plan is in the final stages of production and this will be ready for the March 2019 deadline. The launch for the SEMH strategy is planned for the Summer Term Inclusion Conference.

PED03b: Please see Key Developments section.

PED03c: The review has been completed and a summary with main recommendations will be shared with Executive Board on 21 February 2019.

PED03d: The EHCP process was considered as part of the SEND High Needs Strategic Review.






Objective: Improve progress and attainment across all key stages and diminish the difference between vulnerable groups and their peers (PED04)

Ref	Measure	17/18 Actual	18/19 Target	Current	Direction of Travel	Quarterly Progress
PED04 01	Diminish the difference between disadvantaged pupils and their peers in achieving the expected standard at KS2 Reading, writing and Maths	24%	N/A	21.5% (unvalidated)		
PED04 02	Increase the percentage of Children in Care achieving expected outcomes at KS2	Due to small cohorts and statistical variation, targets are not provided. Analysis of the cohort is conducted on an individual basis for these children to underpin resulting performance.				

Supporting commentary:

PED04 01: 63% of all pupils achieved the expected standard in RWM combined. Of these, 51% of disadvantaged pupils achieved that standard and 72.5% of non-disadvantaged pupils achieved that standard.

PED04 02: Analysis of the end of key stage outcomes for children in care were shared at January 2019 PPB through the Virtual School Head teacher annual report.

Ref:	Milestones	Quarterly Progress
PED04a	Using rigorous data analysis, feedback from the Cross Service Monitoring group and School Improvement officer knowledge, schools will be categorised to identify levels of support and challenge.	
PED04b	Analyse, evaluate and report end of EYFS, Key Stage 1, Key Stage 2, Key Stage 4 and Key Stage 5 achievement outcomes, including success in diminishing the difference between vulnerable groups and their peers (March 2019)	
PED04d	Identify areas of need and support for Children in Care and Free School Meals pupils (December 2018)	
PED04e	Monitor the impact of Pupil Premium and Early Years Premium in closing the gap between Disadvantaged pupils and their peers (March 2019)	
PED40f	Ensure appropriate deployment of school improvement challenge and support for identified schools and settings, including school to school support as appropriate (March 2019)	










Supporting commentary:

PED04a - b: All primary schools categorised and informed of their school category. Secondary schools received their letters after the Autumn half term break.

PED04c: Attainment reports were shared with members of PPB in September 2018. Also shared with Head teachers and will be shared with Governors at the Governor conference in November 2018. Attainment has improved in all areas, with the exception of phonics. EYFS, reading and KS4 maths are priorities for development.

PED04d: Analysis of the end of key stage outcomes for children in care were shared through the Virtual School Head teacher annual report.

Objective: Raise achievement in Early Years (PED05)

Ref	Measure	17/18 Actual	18/19 Target	Current	Direction of Travel	Quarterly Progress
PED05 01	Increase the percentage of children achieving a good level of development in Early Years Foundation Stage	61%	67%	64.5% (unvalidated)		
PED05 02	Reduce the good level of development gap between disadvantaged children and their peers at EYFS	23%	19%	21.6% (unvalidated)		
PED05 03	Increase the take up of Early Years entitlement for vulnerable 2 year olds	100%	97%	89%		
PED05 04	Increase the take up of Early Years entitlement for 3-4 year olds	92%	95%	93%		
PED05 05	Monitor the percentage of Early Years settings (pre-schools, day care, out of school clubs, childminders) with overall effectiveness of Good or Outstanding	N/A	90%	94%		






Supporting commentary:

PED05 01 - 02: Attainment increased by 4% and reduced the difference to national by 3%. Attainment improved in all Early Learning goals.

PED05 03: Target has increased from 347 to 666 children per term. Halton funds the same number of children, however the target has nearly doubled.

PED05 04: The latest summary tables indicate that 93% of 3&4 year olds benefitted from the entitlement in 2017/18. In 2018 95% of 4 year olds took up the entitlement but the eligible 3 year old rate fell to 90%.

PED05 05: 3.5% are graded 'Requires improvement' and 1.4% are graded as 'Inadequate'. The of the remaining providers 9% are 'meeting the requirements' (judgment provided when no children present for inspection) and 10.4% are awaiting inspection. Where providers 'met' or awaiting inspection are removed, this provides a total of 94% graded good or outstanding.

Ref:	Milestones	Quarterly Progress
PED05a	Analyse Good Level of Development performance for all pupils and groups	
PED05b	Use data analysis to inform and share priorities with One Halton strategic group, the Educational Strategic Partnership Board and the SRIB.	
PED05c	Agree local and regional priorities and bid for funding where appropriate through SSIF and other funding streams (September 2018).	
PED05d	Completed RAG categorisation process for all EYFS settings (by September 2018) and identify actions, including levels of challenge, support and intervention required to improve pupil and inspection outcomes.	
PED05e	Using "Schools Causing Concern" guidance and "Strategy for Support and Intervention" identify and challenge schools and settings underperforming, using powers of intervention and locally agreed strategies required to improve standards and leadership (March 2019).	

Supporting commentary:

PED05a: Analysis has been carried out, reported and shared to schools and stakeholders through the One Halton Strategic Group.







PED05b: Attainment has improved in all areas; technology remains the strongest ELG performance; writing and reading are the weakest areas. Girls outperform boys, as is the case nationally and the gap to national for each gender is similar.







PED05c: Strategic School Improvement Fund has now been abolished and no longer a route for funding. Existing projects will continue. Some targeted schools are taking part in an EY bid led by Warrington Teaching school based on developing Communication, Language and Literacy skills. Local and regional priorities are agreed through LCR and Warrington group and plans are further developed through the NWADCS School Improvement sub-group and other regional groups.

PED05d: RAG rating completed for all settings and will be shared by the end of October with the settings. The RAG categorisation process is being reviewed for settings to align more closely with the schools model. This new way of working will be shared with settings once criteria has been finalised. This is outside of the timescale originally set.

PED05e: Schools Causing Concern guidance is being used to inform categorisation. We have two schools receiving a high level of support as "Schools Causing Concern" and are providing further challenge and support to other schools based on needs analysis.

Objective: Raise attainment across all Key Stages: KS1, KS2 & KS4 (PED06)

Ref	Measure	17/18 Actual	18/19 Target	Current	Direction of Travel	Quarterly Progress
PED06 01	Increase the percentage of pupils achieving the expected standard at Key Stage 1 Reading	66%	N/A	73% (unvalidated)		
PED06 02	Increase the percentage of pupils achieving the expected standard at Key Stage 1 Writing	58%	N/A	67% (unvalidated)		
PED06 03	Increase the percentage of pupils achieving the expected standard at Key Stage 1 Maths	65%	N/A	74% (unvalidated)		
PED06 04	Increase the percentage of pupils achieving the expected standard at Key Stage 2 in Reading, Writing and Maths	56%	59%	63% (unvalidated)		
PED06 05	Increase the percentage making sufficient progress in Reading KS1 to KS2	-0.05	0	0.39 (unvalidated)		

PED06 06	Increase the percentage making sufficient progress in Writing KS1 to KS2	-0.48	0	0.43 (unvalidated)		
PED06 07	Increase the percentage making sufficient progress in Maths KS1 to KS2	-0.41	0	0.46 (unvalidated)		
PED06 08	Increase the percentage of young people achieving 9-5 in GCSE English and Maths	30.5%	N/A	32.2% (unvalidated)		
PED06 09	Increase the percentage of young people achieving 9-4 in GCSE English and Maths	55%	N/A	57.7% (unvalidated)		
PED06 10	Increase the average attainment 8 score per young person	44.9	N/A	44.0 (unvalidated)		
PED06 11	Increase the Progress 8 score	-0.22	N/A	-0.27		

Supporting commentary:

PED06 01: An improvement of 7% and difference to national reduced to -2%

PED06 02: An improvement of 9% and difference to national reduced to -3%

PED06 03: An improvement of 9% and difference to national reduced to -2%

PED06 04: An improvement of 7% and difference to national reduced to -1%

PED06 05: An increase of 0.43 and significantly above national

PED06 06: An increase of 0.91 and significantly above national







PED06 07: An increase of 0.86 and significantly above national

PED06 08: Unvalidated national average is 39.9%

PED06 09: Unvalidated national average is 59.1%

PED06 10: This measure should not be compared to previous year due to the increase in subjects graded 9-1. The unvalidated national average is 44.3.

PED06 11: This measure should not be compared to previous year due to the increase in subjects graded 9-1. The unvalidated national average is 0.27.

Ref:	Milestones	Quarterly Progress
PED06a	Analyse and report on the performance of pupil, school and LA attainment outcomes against national data for percentage reaching the expected standard and higher standard in reading, writing and maths (KS1), RWM and progress from KS1-KS2 (KS2), 9-5 and 9-4 in English, Maths, and English and Maths, and attainment 8 and progress 8 scores (KS4) (September 2018 – provisional data, March 2019 – validated data)	
PED06b	Identify and share good practice locally, regionally and nationally (termly).	
PED06c	Identify schools requiring further challenge and support due to outcomes and quality of teaching, learning and assessment, and/or middle/senior leadership. Broker support where necessary and use powers of intervention where necessary (ongoing)	
PED06d	Increase the skills, knowledge and experience of middle leadership through training and facilitating coaching and introducing peer reviews (December 2018)	
PED06e	Provide updates and training to strategic leaders including governors, outlining their role in holding schools to account and providing challenge to improve standards (December 2018)	
PED06f	Using "Schools causing concern" guidance, identify and challenge schools underperforming, using powers of intervention and locally agreed strategies required, improve standards and leadership. Inform the RSC and hold the RSC to account where necessary regarding underperformance in Academies and Free Schools (March 2019)	

Supporting commentary:

PED06a: As detailed in PED04.

PED06b: Good practice is shared at the One Halton Strategic Group, Primary Head teacher and Secondary Head teacher meetings. Our Schools Games Organiser has shared good practice nationally regarding Halton Schools Sports events.

PED06c: As detailed in PED05.






PED06d: A core School Improvement team advisor is providing training to colleagues developing middle leadership knowledge, skills and experience and is currently working in 34 primary schools with a bespoke programme to develop middle leadership capacity.

PED06e: Governor termly training events now report attendance back to schools and hold governors to account to ensure key messages are shared. This more rigorous approach to governance has seen a dramatic increase in governor attendance and engagement in their strategic role. Governors are gaining a greater understanding of their role in holding school leaders to account for educational and attendance performance.

PED06f: The Director of Children's Services has kept in touch with the RSC regarding a Free school eligible for intervention.

These communications are a two way mechanism of holding each other to account about progress and impact of work carried out in schools where we or the RSC needs to intervene.

Objective: Improve participation and skills for young people to drive Halton's future (PED07)

Ref	Measure	17/18 Actual	18/19 Target	Current	Direction of Travel	Quarterly Progress
PED07 01	Reduce the percentage of 16-17 year olds not in education, employment or training	4.4%	4.4%	4.8%		
PED07 02	Reduce the percentage of 16-17 year olds whose activity is not known	0.8%	0.8%	0.4%		
PED07 03	Increase the percentage of 19 year olds achieving a Level 2 qualification			83.7%		
PED07 04	Increase the percentage of 19 year olds achieving a Level 3 qualification			55.3%		
PED07 05	Monitor the percentage of young people progressing to Higher Education		25%	28%		

Supporting commentary:




PED07 01: Data relates to December 2018. Impact of the improved tracking result below is that those young people we did make contact with are NEET, therefore NEET has increased.

PED07 02: Data relates to December 2018. This demonstrates very good tracking performance.

PED07 03: This data is 2016/17 and represents a reduction from 84.4% for 2015/16. National and regional figures have also reduced. Halton's decrease is lower than that of the national and regional decreases.

PED07 04: This data is 2016/17 and represents an increase from 54.4% for 2015/16. National and regional figures have also increased. Halton's increase is higher than that of the national and regional increases.

PED07 05: This data is 2016/17 and is in line with performance in 2015/16.

Ref:	Milestones	Quarterly Progress
PED07a	Closely monitor the cohort of young people not in education, employment or training and identify any common patterns/issues to inform actions or future commissioning needs (March 2019)	
PED07b	Work with schools to review the post 16 offers of learning made to young people in order to review why the percentage dropped in 2017 and to avoid further decreases (June 2018)	
PED07c	Work with Liverpool City Region colleagues to influence the development of the Careers Hub and how this works alongside the careers information, advice and guidance (IAG) support given to institutions in Halton (March 2019)	

Supporting commentary:

PED07a: Analysis of the cohort has been undertaken. Report has been provided to the Children's Trust Commissioning Partnership.

PED07b: All but one school now visited. Issues in making contact within the school have been escalated to the Head teacher. Concern about one other school and the capacity to continue dialogue with the Local Authority also raised.

PED07c: Official Careers Hub Launch took place in Liverpool City Centre January 2019. Meeting planned in February 2019 with the three lead Enterprise Coordinators leading Hub Schools. Currently three schools in Halton are part of the Careers Hub (33 in total across LCR).

7.0 Financial Summary

7.1 Children and Families Department

Revenue Budget as at 31 December 2018

	Annual Budget	Budget To Date	Actual To Date	Variance to Date (Overspend)
	£'000	£'000	£'000	£'000
Expenditure				
Employees	9,417	6,989	6,872	117
Premises	277	155	134	21
Supplies and Services	1,124	615	585	30
Transport	115	62	104	(42)
Direct Payments/Individual Budgets	627	491	536	(45)
Commissioned Services	247	161	148	13
Out of Borough Residential Placements	4,366	2,615	4,382	(1,767)
Out of Borough Adoption	82	50	50	0
Out of Borough Fostering	1,416	894	2,016	(1,122)
In House Adoption	215	100	198	(98)
Special Guardianship	1,119	802	1,201	(399)
In House Foster Carer Payments	2,058	1,450	1,135	315
Care Leavers	190	143	193	(50)
Family Support	60	45	74	(29)
Emergency Duty Team	100	46	46	0
Contracted Services	4	3	4	(1)
Early Years	60	20	181	(161)
Total Expenditure	21,477	14,641	17,859	(3,218)
Income				
Fees and Charges	-23	-19	-14	(5)
Sales Income	-52	-41	-42	1
Rents	-80	-52	-52	0
Dedicated Schools Grant	-47	-35	-35	0
Reimbursements & Other Grant Income	-530	-333	-325	(8)
Government Grants	-123	-107	-107	0
Transfer from Reserves	-83	-83	-83	0
Total Income	-938	-670	-658	(12)
Net Operational Expenditure	20,539	13,971	17,201	(3,230)
Recharges				
Premises Support	140	107	107	0
Transport Support	29	22	22	0
Central Support Service Costs	2,609	1,932	1,932	0
Net Total Recharges	2,778	2,061	2,061	0
Net Department Expenditure	23,317	16,032	19,262	(3,230)

Comments on the above figures

The net departmental expenditure is £3,230,000 over budget profile at the end of the third quarter of the financial year, most of this relates directly to Social Care Services.

Employee costs are currently £117,000 under budget profile. At present the Divisional Manager post for Children in Care and Care Leavers is vacant and is being backfilled by agency. There are also a number of vacant posts with the department, some of which are currently in the recruitment process. Agency staffing costs remain high and have decreased by just 1.08% since the second quarter. They account for 9.34% of the total employee related expenditure to date. The departmental overall staff turnover saving target is being met, but this is due to Edinburgh Road's staffing costs being £227,000 under budget at the end of quarter 3. This is being used to offset the divisions where the staffing costs are over budget. Staffing needs to be monitored very carefully and in particularly agency costs to make sure they stay within budget.

Employee budgets are based on full time equivalent staffing numbers of 263.

Supplies and Services expenditure is £30,000 under budget to date. Every effort is being made to keep controllable costs to a minimum. However, included within these costs are Children in Care costs, which are £36,700 over budget profile at the end of the third quarter, despite an increase in budget of £55,000 since last year. The Supplies and Services costs relating to Edinburgh Road are £31,000 under budget at the end of quarter 3 and this is offsetting areas where costs are over budget profile.

Transport related expenditure is £42,000 over budget at the end of the third quarter, despite the addition of £100,000 to the budget this financial year. Expenditure on transport by taxis for children and young people on the Children in Care and Care Leavers Team to date is £92,438. This will need to be carefully monitored to make sure that contracts are set up for essential journeys only and where possible other methods of transport are explored.

Expenditure relating to Direct Payments/Individual Budgets is £45,000 over budget profile. This area was given an additional £340,000 of budget this financial year. Halton Clinical Commissioning Group (HCCG) continues to robustly implement their Continuing Healthcare Assessment, which has resulted in a reduction in the number of joint funded packages of care. The high cost packages will need to be reviewed periodically to see if any costs can be reduced, but still ensuring all needs are still being met.

Out of Borough (OOB) Residential placement costs are significantly above budget to date and will continue to be a budget pressure for the remainder of the year, despite being given additional budget of £1,138,610 this financial year. Savings have also been applied to this area totalling £580,000, which are not being achieved and an income target of £100,000 relating to HCCG contribution to joint funded packages has also been applied and unless we have more children in joint funded placements this will not be fully achieved at the year end. In quarter 3, five new children entered the service at an additional cost of £145,389; five young people have moved to leaving care packages with a resulting reduction in costs of £81,710; reductions in the cost of two residential placements have been negotiated saving £19,262; one child has transferred to OOB Fostering saving £50,743; three children have transferred from OOB Fostering placements to residential at an additional cost of £210,473 and there is one new remand placement, the additional cost of which is £110,292 and an extension to a Parent and Child placement, additional cost £54,786. The result of these changes is an additional increase in costs for the year of £369,225. Extensive work continues to be done to reduce the cost of some residential packages and to try and reduce

the number of children going into residential placements, which has had a positive impact on actual costs, but more needs to be done to try and bring expenditure in line with the budget. This is based on a snapshot of the service at this point in time and there is a risk that additional pressures from new service users will increase overspend levels during the remainder of the financial year.

Costs relating to Out of Borough Fostering placements are also significantly over budget to date and they will continue to place pressure on the budget. This area was given additional budget of £1,000,000 this financial year, but a saving of £45,000 has also been applied, which is not being achieved. In quarter 3 there were 6 children who entered the service at an additional cost of £69,434; one child transferred from an OOB Residential placement at an additional cost of £20,835; there were 2 changes to packages of care which resulted in a saving of £10,835 and a Staying Put Arrangement at an additional cost of £11,570. The result of these changes is an additional increase in costs for the year of £91,004. Every effort is made to utilise In House foster carers where possible, but due to the lack of available foster carers in the Borough that is not always possible, especially if a young person has specific health needs, therefore Out of Borough placements need to be sought at a higher weekly cost. The average weekly cost for an In House Foster placement is £263.05 and the average cost for an Out of Borough Foster placement is £814.98. This means that the average cost of an Out of Borough placement is 309.82% higher than the average cost of an In House placement.

Expenditure relating to In House Foster carer payments is £315,000 below budget to date and this expected to be the case for the remainder of the financial year. There has been a significant reduction in the number of foster carers within the Borough and to address this issue and to recruit new foster carers, Halton have joined a collaborative fostering service with Cheshire West and Chester, Cheshire East and Warrington. Over time it is hoped that the collaboration will increase the number of foster carers recruited and also improve the quality of service offered to them across all authorities. However, it is likely to take some time before the service sees any positive impact from the collaboration.

Expenditure relating to In House Adoption is £98,000 above budget to date. This relates to Residency Orders and the costs of the Regional Adoption Agency – Together for Adoption. Residency Orders are very similar to Special Guardianship Orders, but the carer does not have parental responsibility. These are made by the family court and not the council so it is difficult to estimate how many more of them will be agreed throughout the financial year. At present there are 26 children subject to a Residency Order at an average weekly cost of £68.37.

Special Guardianship Orders expenditure is £399,000 over budget profile and will continue to be a budget pressure this financial year. The number of children subject to a Special Guardianship Order is 147, remaining the same as quarter 2 and the average weekly cost is £222.22. A Special Guardian has parental responsibility until a child reaches 18 years of age and again these decisions are made by the family court and not the council, which makes it difficult to estimate how many more of them will be agreed throughout the financial year.

The Early Years net divisional expenditure was £161,000 over budget at the end of the third quarter. Following a staffing restructure that was implemented in March 2018, new working patterns were established at Warrington Road Integrated & Ditton Early Years Centres which have enabled both settings to cover a 10 hour day to bring them into line with private sector settings. A staffing contingency has now been built into the budget and employee related expenditure will not be a budget pressure in this financial year. The employee related expenditure for Warrington Road Integrated Centre was £31,500 under budget profile and Ditton Early Years Centre £57,900. Income was £272,000 under budget profile due to parental fees continuing to underachieve; Warrington Road Integrated Centre by £146,000 and Ditton Early Years Centre £126,000 and is the main area of

concern. This level of underachievement is expected to continue for the remainder of this financial year as income targets were set based on both settings having full occupancy levels. Fees increased by £0.50 at the beginning of the 18/19 academic year. However, if the fees were to increase to a level at which the day care centres became self-sustaining, they could find it difficult to compete with places offered in the private sector and occupancy levels could fall. Therefore this option would not be enough to provide a balanced budget. This area needs to be carefully monitored throughout the remainder of the financial year and will continue to be a pressure area in 2018/19 and beyond.

The forecast outturn net spend position for the department is a £4.35m overspend. The departmental budget and service pressures will continue to be a dominating issue in forthcoming years unless the pressures on Children Social Care are addressed by Government, some relief has been provided in 2019/20 in the form of a one-off social care grant of £1.1m.

7.2 Education Inclusion and Provision Department

Revenue Budget as at 31 December 2018

	Annual Budget	Budget To Date	Actual To Date	Variance to Date (Overspend)
	£'000	£'000	£'000	£'000
<u>Expenditure</u>				
Employees	6,133	4,146	4,160	(14)
Premises	34	8	6	2
Supplies & Services	2,439	1,304	1,186	118
Transport	5	0	0	0
Schools Transport	949	648	979	(331)
Commissioned Services	2,520	1,136	1,136	0
Agency Related Expenditure	1,647	1,161	1,148	13
Independent School Fees	2,412	1,725	1,725	0
Inter Authority Special Needs	175	55	55	0
Pupil Premium Grant	92	27	27	0
Nursery Education Payments	5,215	4,251	4,251	0
Special Education Needs	666	500	500	0
Contingency				
Schools Contingency	2,727	2,045	2,045	0
Capital Finance	12	0	0	0
Total Expenditure	25,026	17,006	17,218	(212)
<u>Income</u>				
Fees & Charges	-346	-300	-323	23
Government Grants	-897	-1081	-1081	0
Reimbursements & Other Income	-489	-299	-323	24
Schools SLA Income	-366	-371	-405	34
Transfer to/from Reserves	-855	-723	-723	0
Dedicated Schools Grant	-15,800	0	0	0
Inter Authority Income	-578	-443	-249	-194
Total Income	-19,331	-3,217	-3,104	(113)
Net Operational Expenditure	5,695	13,789	14,114	(325)
<u>Recharges</u>				
Central Support Services Costs	1,598	1,187	1,187	0
HBC Support Costs Income	-79	-59	-59	0
Premises Support Costs	156	117	117	0
Transport Support Costs	279	137	137	0
Net Total Recharges	1,954	1,382	1,382	0
Net Department Expenditure	7,649	15,171	15,496	(325)

Comments on the above figures

Employee spend is over budget, however this has reduced from the first half of the year due to an increased number of vacant posts which will help contribute towards meeting the departments staff turnover saving target.

Employee budgets are based on full time equivalent staffing numbers of 103.

Supplies and Services spend is currently showing as being under budget and this is projected to continue for the final quarter of the year. This is a result of spend being monitored closely by the budget holders and being restricted where possible.

Schools Transport is still projected to be over budget by the end of the financial year due to the large demand to provide transport for special educational needs pupils. New contracts with transport providers started in October 2018, this will help to reduce the cost of the service for the final six months of the financial year but the extent of the demand will still result in higher spend than the budget allows for.

Agency related expenditure is still showing as being under budget in line with previous quarter reports. However, this area is needs led and the final amount of expenditure depends on the support requested from Schools. The commissioning contracts within this area are all projected to spend according to budget.

The Fees and Charges income is currently exceeding the target and is likely to continue for the rest of the year.

Schools SLA income is now forecast to exceed its income target. This is due to a current increase in demand for the Educational Psychology and Education Welfare services in line with the increase in high needs requests received from schools.

Inter Authority income will not achieve its budgeted income target. The Council's special schools and units are currently full so they do not have the capacity to take on pupils from other authorities, which reduces the amount of income that can be generated.

The net departmental expenditure is currently above the budget profile. Based on current demand and available information, the forecast outturn position for the department as a whole will be over budget by the end of the financial year.

Capital Projects as at 31 December 2018

Capital Expenditure	2018/19 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
Asset Management Data	5	3	3	2
Capital Repairs	808	753	685	123
Asbestos Management	19	10	9	10
Schools Access Initiative	77	65	56	21
Lunts Heath	11	11	1	10
Fairfield Primary School	79	70	13	66
Weston Point Primary	4	4	3	1
Kitchen Gas Safety	71	60	60	11
Small Capital Works	119	80	74	45
The Bridge School	397	397	336	61
Simms Cross	130	130	126	4
Ashley School	80	80	76	4
SEND allocation	30	0	9	21
Healthy Pupils Capital Fund	70	40	23	47
Total Capital Expenditure	1,900	1,703	1,474	426

Comments on the above figures.

Asset Management (CADS) works, and small capital works will continue in response or in line with any emergency Health and Safety issues. Asbestos programme surveys are being updated and remedial work carried out where necessary.

Kitchen gas safety works were carried out over the summer holidays. The Council are awaiting the final accounts.

The majority of the Capital Repairs works were completed during the Easter and Summer holidays. The final invoices are still to be received.

Bids have been received and approved from schools in respect of the Schools Access Initiative. The Council are currently awaiting schools to procure the work.

Lunts Heath and Weston Point classroom extensions have been completed and are currently awaiting release of retention payments.

Fairfield Primary construction work to the infants and junior schools, MUGA pitch and enhancement of the grass playing field are now complete. The Council are currently awaiting final fees invoices and the release of retention payments.

Work at The Bridge School vocational centre is now complete and final invoices are still to be received. The retention will be released in September 2019/20.

The works at Simms Cross were completed over the summer holidays.




Works have been completed at Ashley School. Awaiting final invoices.

The SEND capital allocation will be split between Beechwood Primary School and Halton Lodge Primary School to provide a social, emotional and mental health resource provision base at each school. Works will commence in 2019 with a planned completion for Sept 2019 for Beechwood Primary School and Oct 2019 for Halton Lodge.

Healthy Pupils Capital Funding will be distributed equally between 36 schools once each school has submitted an application form to the Local Authority, work agreed and carried out, and a copy invoice submitted to the Local Authority in order for the school to be reimbursed.




8.0 Appendix I

8.1 Symbols are used in the following manner:

Progress		Milestone	Measure
Green		Indicates that the milestone is on course to be achieved within the appropriate timeframe.	Indicates that the annual target is on course to be achieved.
Amber		Indicates that it is uncertain, or too early to say at this stage whether the milestone will be achieved within the appropriate timeframe.	Indicates that it is uncertain or too early to say at this stage whether the annual target is on course to be achieved.
Red		Indicates that it is unlikely or certain that the objective will not be achieved within the appropriate timeframe.	Indicates that the target will not be achieved unless there is an intervention or remedial action taken.

8.2 Direction of Travel indicator

Where possible measures will also identify a direction of travel using the following convention:

Green		Indicates that performance is better compared to the same period last year.
Amber		Indicates that performance is the same as compared to the same period last year.
Red		Indicates that performance is worse compared to the same period last year.
N/A		Indicates that the measure cannot be compared to the same period last year.

8.3 Key for responsible officers:

- AMc** Ann McIntyre, Operational Director, Education, Inclusion and Provision Service
- TC** Tracey Coffey, Operational Director, Children and Families Service

Directorate Performance Overview Report –Adult Social Care / Public Health

Directorate: People Directorate

Reporting Period: Quarter 3 – Period 1st October – 31st December 2018

1.0 Introduction

1.1 This report provides an overview of issues and progress within the Directorate that have occurred during the third quarter 2018/19.

2.0 Key Developments

2.1 There have been a number of developments within the Directorate during the third quarter which include:

Adult Social Care:

Developing the use of the Mental Health Resource Centre in Vine Street, Widnes: following the provision of capital funding from the Borough Council, NHS Halton Clinical Commissioning Group and the North West Boroughs Mental Health NHS Trust, the Mental Health Resource Centre in Vine Street has been redesigned and remodelled. Originally intended as a multi-purpose resource centre for people with complex mental health needs, this service for some time was underused. Following the works that have taken place, the ground floor of the building is now occupied by the North West Boroughs Assessment and Home Treatment Service, with the potential to offer a 24-hour crisis support service on site (this is currently being explored). Upstairs, the existing Mental Health Outreach Team and the Community Bridge Building Team have now been joined by social workers and the mental health carers assessor. This is creating a new and more integrated service for the borough's residents, which will make it easier and faster for people to get the help that they need across social care and health services.

Public Health

Halton Public Health Service is working closely with Halton NHS CCG to align evidence and intelligence against commissioning intentions. A key priority for the CCG is prevention and self care.

The NHS Long Term Plan has just been released and One Halton is working to determine how we can best deliver it.

Halton Stop Smoking Service has seen an increase in maternal referrals and an increase in pregnant smokers quitting so far this year compared to the same period last year.

Public health England are providing training to health visitors in Halton on Speech, language and communication, as part of a pilot programme. The aim of this work is to improve child development, through speech and language, which is one of the areas that child development scores are lower in Halton.

3.0 Emerging Issues

Adult Social Care

Oak Meadow manages 19 Intermediate Care Beds. The service is funded through the pooled budget with NHS Halton Clinical Commissioning Group (HCCG) as part of the Intermediate Care services. The upstairs floor of the building was closed as a bed-based service a couple of years ago, due to an excess of beds in the Borough at that time. The upstairs floor is currently utilised as office space for Adult Social Care services.

NHS England have allocated capital funding to STHK hospital; to fund additional beds for the winter period.

Discussions have taken place with the Director of Adult Social Services (Halton) and the Chief Executive of STHK Hospital to consider funding refurbishment of the upstairs floor at Oak Meadow to open an additional 11 beds.

Social Work Matters Forum

The 'Social Work Matters Forum' has been running in Halton for three years and continues to thrive. Led by social work professionals within the Council the forum provides a valuable feedback and feed forward mechanism for both local and national issues related to social work. The quarterly meetings, chaired by the Adults' Principal Social Worker, involves input from internal teams as well as hosting external speakers. Content is focussed on best practice and information sharing and has involved case study examples, updates on project work and legislative changes. The Forum is well attended with dates for the year being set in advance. The recent meeting looked at:-

- Teaching Partnership – Presentation from Sam Walsh, Practice Manager for Social Work Professional Development
- Carer's Centre – Rose Belair – Adult Carers Support Worker
- Channel – process and interventions - Bev Hurst, Prevent Co-ordinator, Merseyside and Cheshire Police

Community Connectors

There two Community connector posts 12 month pilot continues until April 2019. The pilot is now subject to review and evaluation. They have focused on connecting local people to their neighbourhood and communities. They are a single, local point of contact in an agreed area and proactively seek out vulnerable people who may benefit from a local area connector approach.

The Community connectors have already been busy providing advice, information and support in the community to people, families and their carers across service types.

They have identified a number of community based services and have been working closely with social workers and social care staff to aid awareness of aware of alternative services and opportunities available to people.

The Halton Autism Action Alliance (HAAA) continues to meet on a Bi monthly basis with a focus on ensuring that the All Age Autism Strategy Delivery plan continues to make progress. The recruitment process for the partnership chair role of this group is now underway with advertisements being circulated across a range of areas

The Autism self-assessment now has been completed, approved and submitted and we now await the analysis and publication of data and outcomes from this piece of work.

The operational lead for Autism is taking forward the actions relating to training of front facing HBC staff in the, ensuring that mandatory equality and diversity training references autism awareness training and that this is publicised and available to all Halton staff. In addition work is being undertaken with the Human Resources team to identify suitable training to meet the need for more specialist training (particularly for social work staff) that goes beyond the current training available via eLearning and face to face in the Borough.

The group will continue to feedback via the Strategic Action and Commissioning Group.”

Transition Team

Towards the end of 2016 a review took place looking at local processes and procedures in place to support young people with health and social care needs and their families/carers going through transition. This review involved consultation with families and it revealed that: It also became clear that transition arrangements were not fit for purpose.

In early 2017, action was taken to address this; a dedicated Transition Team was established, supported by a new Multi-Agency Transition Protocol, to ensure that in future young people would experience transition that is planned from an earlier stage with effective joint working between professionals and taking into account the wishes and needs of young people and their families.

The Transition Team was established in February 2017 comprising one Social worker from Children’s Services and two Social Workers from Adult Social Care with Principal Manager support from Adult Social Care. Close working links were also established, aided by physical co-location, with the Positive Behaviour Support Service and the Continuing Health Care Complex Needs Children’s Nurse (employed by the CCG). The aim of the team is to have a joined up approach to transition from education, health and social care with increased and targeted co-ordination and communication from all agencies from a younger age. The team works with young people aged from 14 to 25 years (or until appropriate to transfer into generic adult services), depending on complexity and how much support they will require to go through the transition process.

In September 2017, the Transition Team was awarded £92,827 from the Department of Health (now the Department of Health & Social Care – DHSC) following a bid to be involved with the national ‘Named Social Worker’ pilot, which ran until April 2018. The aim of the pilot was to support sites to make changes to social work practice and wider system conditions that will improve outcomes and experiences for individuals with learning disabilities, autism and mental health conditions, and for the people around them.

In practice, the model varied from one place to another but the ambition was for all the sites to:

- Provide excellent person-centred support for individuals with learning disabilities and the people around them;
- Equip and support social workers to be enablers of high quality, responsive, person centred and asset based care;
- Build more effective and integrated systems that bring together health, care and community support and deliver efficiency savings.

The additional funding allowed the creation an additional Social Worker post and an Advanced Practitioner post. This additional capacity allowed the team to work intensively with 17 young people with complex needs as part of the pilot. Social Workers worked with the young people and their families to prevent crisis intervention and develop a new approach to working with those who are often seen as the most challenging and therefore often end up in out-of-area residential placements.

Halton took part in the overall evaluation of the pilot on a national level and a cost-benefit analysis was completed by York Consultancy. The cost-benefit analysis revealed a Financial Return on Investment of 5.14 which means a £5.14 saving for every £1 spent on NSW support.

One of the cases from Halton's pilot became a case study shared nationally as part of the positive outcomes of the NSW approach (Peter's story). This demonstrated the costs savings that can be realised by the wider system as a result of the NSW model.

Following on from the Evaluation, Halton Borough Council are working with partners across Health and Education to secure further funding to retain the additional resources and continue to work within the Named Social Worker model.

Halton is presently working alongside Social Care Institute of Excellence, the Department of Health and Social Care and the innovation unit on rolling out national guidance on Transition, from Directors of Adult Social Services to social work Practitioners.

A 'Transition Video' that was produced by a group of young people from Halton has been recommended to be added to the guidance and tools for good practice for Social Workers to access when working with young people and their families.

In January 2019, The Transition Team and the 'The preparing for Adulthood' service from Education within Halton Borough Council, are working in partnership, with the National Development Team, commissioned by the Department of Education to review the process and audit of, 'Education and Health Care Plans', and how these can be reviewed and improved.

A new Audit tool is being developed by the group and Halton will be a pilot site, before the final version is rolled out nationally.

Review of the Mental Health Act 1983: this national review took place throughout 2018, with a consultation which received a response from this Council. The final outcome of the review has now been published and is being considered by the government. It is likely that this will lead to a full revision of the current mental health legislation in 2019/ 20.

The review has made 154 recommendations, and these will be considered by central government to form the basis of a Green Paper, to be followed by a White Paper which will in turn lead to legislation. A number of key principles are put forward in the review:

- Choice and autonomy: ensuring that patients have more choice in decision-making
- That the Act should be used in the least restrictive way
- Services should be delivered for therapeutic benefit, reducing the need for detention
- Treating each person as an individual

Two key recommendations have already been accepted in full by central government:

- The development of a Statutory Advanced Choice Document, so that people can make choices about their treatment whilst they have the capacity to do that
- Changing the definition of “nearest relative” to “nominated person”, a decision which must again take place whilst the person has the mental capacity to make the decision. This will remove a problem in the existing legislation where people who have abused family members can still have the right to determine what happens to them.

Further updates will be made available as the process continues.

National Workforce Plan for Approved Mental Health Professionals (AMHPs): this national plan has been developed by the national AMHP leads and has been submitted to the Association of Directors of Adult Social Services for approval. This will support the delivery of effective workforce planning for this essential but complex role, and its local implementation will be considered in future months in Halton.

Public Health

There continues to be separate work streams in care homes specifically around the rates of falls and whether more can be done to reduce the number of falls. Equally there is a separate work stream looking at 5 particular wards within the borough that have above the national average incidents of falls. The outcomes of both of these work streams will be fed up to the appropriate boards.

4.0 Risk Control Measures

Risk control forms an integral part of the Council’s Business Planning and performance monitoring arrangements. During the development of the 2018/19 Business Plan, the service was required to undertake a risk assessment of all key service objectives with high risks included in the Directorate Risk Register.

As a result, monitoring of all relevant ‘high’ risks will be undertaken and progress against the application of the risk treatment measures was reported in Quarter 2.

Progress against high priority equality actions






There have been no high priority equality actions identified in the quarter.

6.0 Performance Overview

The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by the Directorate. It should be noted that given the significant and unrelenting downward financial pressures faced by the Council there is a requirement for Departments to make continuous in-year adjustments to the allocation of resources in order to ensure that the Council maintains a balanced budget. Whilst every effort continues to be made to minimise any negative impact of such arrangements upon service delivery they may inevitably result in a delay in the delivery of some of the objectives and targets contained within this report. The way in which the Red, Amber and Green, (RAG), symbols have been used to reflect progress to date is explained at the end of this report.

Adult Social Care

Key Objectives / milestones

Ref	Milestones	Q1 Progress
1A	Monitor the effectiveness of the Better Care Fund pooled budget ensuring that budget comes out on target	
1B	Integrate social services with community health services	
1C	Continue to monitor effectiveness of changes arising from review of services and support to children and adults with Autistic Spectrum Disorder.	
1D	Continue to implement the Local Dementia Strategy, to ensure effective services are in place.	
1E	Continue to work with the North West NHS Foundation Trust proposals to redesign pathways for people with Acute Mental Health problems and services for older people with Mental Health problems.	
1F	The Homelessness strategy be kept under annual review to determine if any changes or updates are required.	
3A	Undertake on-going review and development of all commissioning strategies, aligning with Public Health and Clinical Commissioning Group, to enhance service delivery and continue cost effectiveness, and ensure appropriate governance controls are in place.	

Supporting Commentary

1A Systems in place to continue to monitor the budget.

1B Multi-disciplinary Team work is ongoing across primary care, community health care and social care work has begun to look at developing models of hub based working across localities.

1C Information currently unavailable..







1D During Q3 the Mental Health and Dementia Delivery Group have agreed to develop a dementia dashboard pulling together local data in relation to diagnosis rates, primary care dementia care plan reviews, dementia carers assessments and types of adult social care support people living with dementia are accessing through HBC. The Post Diagnosis Community Pathway contract options paper was presented to the Operational Operating Committee in December 2018, with proposals for the delivery of the pathway post March 2019. It was proposed that a waiver be applied for, to extend the existing contract by 6 months, whilst further consideration is given to the community offer. Halton Dementia Action Alliance network continues to share local, regional and national dementia news, learning and good practice, along with links to resources for people living with dementia, carers and professionals, via the HDAA webpage.

1E Considerable work has taken place across the Clinical Commissioning Group, the borough council and the NW Boroughs to develop and clarify the pathways for people with a full range of mental health needs within the Borough. Local services within social care have been redesigned to increasingly provide support at an earlier stage in people's conditions, and thereby to reduce the likelihood of them needing more complex interventions. The works at the Mental Health Resource Centre in Vine Street have been completed and the North West Boroughs Assessment and Home treatment Team has moved in there, providing more convenient links for Widnes residents and allowing a much greater level of contact between NHS and borough council services.





1F Information currently unavailable.

3A The work on developing the One Halton placed based commissioning and service delivery is ongoing.

Key Performance Indicators

Older People:						
ASC 01	Permanent Admissions to residential and nursing care homes per 100,000 population 65+ <i>Better Care Fund performance metric</i>	623.31	635	338.09		
ASC 02	Delayed transfers of care (delayed days) from hospital per 100,000 population. <i>Better Care Fund performance metric</i>	604	5147	1145 v plan 860.1		
ASC 03	Total non-elective admissions in to hospital (general & acute), all age, per 100,000 population. <i>Better Care Fund performance metric</i>	3290	13,289	3217 v plan 3274		
ASC 04	Hospital re-admissions (within 28 days) where original admission was due to a fall (aged 65+) (directly standardised rate per 100,000 population aged 65+) <i>Better Care Fund performance metric</i>	N/A	N/A	N/A	N/A as no target	N/A
ASC 05	Proportion of Older People (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (ASCOF	78%	75%	N/A	N/A as no target	N/A

	2B) Better Care Fund performance metric					
Adults with Learning and/or Physical Disabilities:						
ASC 06	Percentage of items of equipment and adaptations delivered within 7 working days	94%	97%	73%		
ASC 07	Proportion of people in receipt of SDS (ASCOF 1C – people in receipt of long term support – include brief definition) (Part 1)	65.76%	78%	71.5%	NA	N/A
ASC 08	Proportion of people in receipt of SDS (ASCOF 1C – people in receipt of long term support – include brief definition) (Part 2) DP	32.85%	44%	29.4%	NA	N/A
ASC 09	Proportion of adults with learning disabilities who live in their own home or with their family (ASCOF 1G)	86.62%	87%	89.7%		
ASC 10	Proportion of adults with learning disabilities who are in Employment (ASCOF 1E)	5.30%	5%	4.7%		
ASC 11	Out of Borough Placements – number of out of borough residential placements	NYA	30	N/A	N/A	N/A
People with a Mental Health Condition:						
ASC 12	Percentage of adults accessing Mental Health Services, who are in employment.	0.49%	N/A	0.43%	N/A	N/A
ASC 13 (A)	Percentage of adults with a reported health condition of Dementia who are receipt of services.	44.44%	TBC	45.2%	N/A	N/A
ASC 13 (B)	Percentage of Carers who receive services, whose cared for person has a reported health condition of Dementia.	11.02%	TBC	15.15%	N/A	N/A
Homelessness:						
ASC 14	Homeless presentations made to the Local Authority for assistance In accordance with Homelessness Act 2002.	117	500	N/A	N/A	N/A
ASC 15	Homeless Households dealt with under homelessness provisions of Housing Act 1996 and LA accepted statutory duty	10	100	N/A	N/A	N/A
ASC 16	Number of households living in Temporary Accommodation	6	17	N/A	N/A	N/A
ASC 17	Households who considered themselves as homeless, who approached the LA housing advice service, and for whom housing advice casework intervention resolved their situation (the number divided by the number	1.64%	6.00%	N/A	N/A	N/A

	of thousand households in the Borough)					
Safeguarding:						
ASC 18	Percentage of VAA Assessments completed within 28 days	74.49%	88%	69%		
ASC 19	Percentage of existing HBC Adult Social Care staff that have received Adult Safeguarding Training, including e-learning, in the last 3-years (denominator front line staff only).	61%	56%	66%		
ASC 20 (A)	DoLS – Urgent applications received, completed within 7 days.	N/A	80%	N/A	N/A	N/A
ASC 20 (B)	DoLS – Standard applications received completed within 21 days.	N/A	80%	N/A	N/A	N/A
ASC 21	The Proportion of People who use services who say that those services have made them feel safe and secure – Adult Social Care Survey (ASCOF 4B)	95.57%	82%	N/A	N/A	N/A
Carers:						
ASC 22	Proportion of Carers in receipt of Self Directed Support.	99.27%	TBC	98.4%	N/A	N/A
ASC 23	<i>Carer reported Quality of Life (ASCOF 1D, (this figure is based on combined responses of several questions to give an average value. A higher value shows good performance)</i>	8.1% 2016/17	9	N/A	N/A	N/A
ASC 24	<i>Overall satisfaction of carers with social services (ASCOF 3B)</i>	48.9% 2016/17	50	N/A	N/A	N/A
ASC 25	The proportion of carers who report that they have been included or consulted in discussions about the person they care for (ASCOF 3C)	76.6% 2016/17	80	N/A	N/A	N/A
ASC 26	Do care and support services help to have a better quality of life? (ASC survey Q 2b) Better Care Fund performance metric	93.30% 2016/17	93%	N/A	N/A	N/A

Supporting Commentary

Older People:

ASC 01 The permanent admissions are lower than those as at the end of Q3 in 17/18. (lower figures are better for this measure).

- ASC 02 The full Q3 data is not available, the data reported here relates to October and November.
The nationally reported figures are 1145 delayed days, however Warrington Trust have informed us of an administrative error which overstated the number of delayed days. Once this error has been taken into account the number of delayed days reduces to 1094. Whilst this remains above plan the number of delayed days is below that reported in the same period in 2017/18 (1275)
There has been a large increase in the number of delays attributed to patients awaiting care in their own home, this has increased from 82 to 361 in the comparable periods.
- ASC 03 The CCG is in line to achieve the plan set with NHS England for non-elective activity, however Year-on-year growth is around 7% and an additional 889 emergency admissions have been witnessed. Increases are driven almost exclusively by St Helens trust (+974, +16%) with a small reduction at Warrington (-85, -2%) The CCG is working with MIAA and the trusts to understand the reasons behind the number of very short stay admissions and emergency readmissions with a view to developing alternatives.
- ASC 04 Data not currently available due to data issues with the CSU.
No refresh on data is available beyond 2015/16.
- ASC 05 Annual collection only to be reported in Quarter 4.
Data published October 2017, the latest data for 17/18 will be available in October 2018

Adults with Learning and/or Physical Disabilities:

- ASC 06 Data does not include HMS as this information has not yet been received, this is being followed up by the performance team.
- ASC 07 We are looking at the recording and calculation of this measure due to the low percentage against the target.
- ASC 08 While the figure appears low in relation to the target, we perform well in relation to the North West and neighbouring authorities.
- ASC 09 We have exceed the target for this measure and have now moved the process in-line with the SALT Guidance
- ASC 10 Performance very slightly less compared to same quarter last year.
- ASC 11 Information currently unavailable.

People with a Mental Health Condition:

- ASC 12 This target is close to being achieved. This is an area which will receive further attention with the continued development of the local strategic planning approach in mental health.
- ASC 13 (A) When compared with last year, this performance indicator does not look as if it will achieve the same levels as last year. However, locally there is work going on within primary care to improve the number of care plan reviews for people with dementia, and this is likely to lead to an increase in referrals for services.
- ASC 13 (B) When compared with last year, this figure has improved so far. The Halton Carers Centre has a specific carers worker for people with dementia and this is supporting

the delivery of this performance indicator.

Homelessness:

ASC 14 Information currently unavailable

ASC 15 Information currently unavailable

ASC 16 Information currently unavailable

ASC 17 Information currently unavailable

Safeguarding:

ASC 18 This figure is around 6 per cent lower than as at the same period last year, this is generally due to loading on to the Carefirst system and is being addressed through caseload management and performance support workshops.

ASC 19 17/18 Data not available due to reporting issues which are being investigated.

ASC 20 17/18 Data not available due to reporting issues which are being investigated.
(A)

ASC 20 Annual collection only to be reported in Q4, (figure is an estimate).
(B)

ASC 21 Annual collection only to be reported in Quarter 4, (figure is an estimate).

Carers:

ASC 22 This figure is slightly lower than as at the same time last year, this could be due to a reduction in the number of informal carers that have been assessed and received a service

ASC 23 This is the Biennial Carers Survey which will commence in December 2018




ASC 24 This is the Biennial Carers Survey which will commence in December 2018











ASC 25 This is the Biennial Carers Survey which will commence in December 2018

ASC 26 This is the Biennial Carers Survey which will commence in December 2018

Public Health

Key Objectives / milestones

Ref	Milestones	Q3 Progress
PH 01a	Increase the uptake of smoking cessation services and successful quits among routine and manual workers and pregnant women	
PH 01b	Work with partners to increase uptake of the NHS cancer screening programmes (cervical, breast and bowel)	
PH 01c	Ensure Referral to treatment targets are achieved and minimise	

	all avoidable breaches. AND/ OR Increase awareness among the local population on the early signs and symptoms of cancer.	
PH 02a	Facilitate the Healthy child programme which focusses on a universal preventative service, providing families with a programme of screening, immunisation, health and development reviews, and health, well-being and parenting advice for ages 2½ years and 5 years.	
PH 02b	Maintain the Family Nurse Partnership programme.	
PH 02c	Facilitate the implementation of the infant feeding strategy action plan	
PH 03a	Expansion of the Postural Stability Exercise Programme.	
PH 03b	Review and evaluate the performance of the integrated falls pathway.	
PH 04a	Work in partnership to reduce the number of young people (under 18) being admitted to hospital due to alcohol	
PH 04b	Raise awareness within the local community of safe drinking recommendations and local alcohol support services through delivering alcohol awareness campaigns, alcohol health education events across the borough and ensuring key staff are trained in alcohol identification and brief advice (alcohol IBA).	
PH 04c	Ensure those identified as having an alcohol misuse problem can access effective alcohol treatment services and recovery support	
PH 05a	Monitor and review the Mental Health Action plan under the Mental Health Governance structures (covering actions to promote mental health and wellbeing and the early detection and effective treatment of mental health conditions.	
PH 05b	Implementation of the Suicide Action Plan.	

PH 01a Halton is working closely with the Cheshire and Merseyside Cancer Prevention group to develop the C&M Cancer Alliance transformation funding for CURE (a secondary care based smoking cessation approach), while Halton hospitals were not successful in securing a place in the pilot, WHHT are very keen to replicate the approach and participate in subsequent rounds; we are working closely to facilitate this.

Halton Stop Smoking Service has seen an increase in maternal referrals and an increase in pregnant smokers quitting so far this year compared to the same period last year. Brief Intervention training has been delivered to Midwives this quarter taking total number of Midwives trained to 19. This reflects the successful partnership working between Halton Midwives and the Stop Smoking Service supported by funding from NHS England in 16/17 to reduce maternal smoking rates.

The Stop Smoking Service has visited a total of 5 workplaces this quarter and delivered Lung Age readings in 4 workplaces and delivered cessation in one workplace for routine and manual groups to access support and products to quit smoking.

- PH 01b** We continue to work closely with the Cheshire and Merseyside Cancer Prevention Group in the development of proposals to support improvements in cancer screening uptake and awareness. Uptake of Bowel Screening continues to increase slowly though is still below target, while Cervical and Breast screening are currently achieving target there is a gradual local and national decline in uptake of these programmes.
- PH 01c** Data available up to the end of October identifies that the 2 week wait referral (percentage of those referred on a 2 week pathway are seen within 2 weeks) is below the target, achieving 91.4% year to date against a target of 93%. Overall, year to date October 2018, we are achieving the target (85%) of individuals receiving first treatment within 62 days of referral, 86.64%.
- PH 02a** The Bridgewater health visitor, school nurse and Family Nurse Partnership (FNP) 0-19 service continues to deliver all the elements of the Healthy Child programme to families in Halton. Public health England are providing training to health visitors in Halton on Speech, language and communication, as part of a pilot programme. The aim of this work is to improve child development, through speech and language, which is one of the areas that child development scores are lower in Halton.
- PH 02b** The Family Nurse Partnership service continues to be fully operational with a full caseload and works intensively with first time, teenage mothers and their families. The annual FNP celebration event was held in December 2018, and was well attended by staff and clients. The programme has reach 112 families in the last 12 months, and undertaken 1276 visits.
- PH 02c** Progress has been made in many of the areas on the action plan, and an operational group is looking at refreshing the action plan to focus ensuring we achieve those areas that are ongoing, such as breastfeeding policies, social marketing campaigns and parent education sessions.
- PH 03a** Health Improvement Team continues to deliver a 45 week Age Well (postural stability) exercise programme across the borough. We are continuing to identify areas and opportunities to maximise uptake of the Exercise Programme.

We are collaborating with many partners both in the community and within hospital settings to explore opportunities to develop new initiatives to improve screening for falls and promotion of preventative service.

We continue to promote and deliver the Age Well Awareness program to all front line staff which includes training on the use of the Falls Risk Assessment Tool and advising on the appropriate falls referral pathways. This training package is to be reviewed this quarter to see if it can provide more holistic information around falls as opposed to the focus of the FRAT. Work is continuing with the CCG to look at the opportunities to work closer with our Health colleagues for improving the promotion and the uptake of the Age Well exercise programme and focus more on Prevention.

We continue to raise public awareness about falls, the steps that people can take to minimise the risk of falls and the various services across the borough that can support people at risk.

PH 03b The 5 year strategy for Falls. 2018-2023 was presented the Older Peoples Reference Group. It will now be presented to Health and Wellbeing Board. We are continually looking at how we can streamline the referral pathway to the Falls Prevention Service with the hope to offer rehabilitative services to more people who have had a fall to prevent further falls and hospital admissions.

There continues to be separate work streams in care homes specifically around the rates of falls and whether more can be to reduce the number of falls. Equally there is a separate work stream looking at 5 particular wards within the borough that have above the national average incidents of falls. The outcomes of both of these work streams will be fed up to the appropriate boards.

We have made changes to the referral pathways for Adult Social Care staff. This has resulted in a significant increase in the number of potential referrals to the Age Well exercise Programme. Since June there have been 80 potential referrals for the Age Well service.

We have devised a new pathway with the Telehealth care team who respond to people who fall in our community. This has been activated in January 2019.

PH 04a We continue to make good progress in Halton, seeing long terms decline in the number of under 18s admitted to hospital as a result of alcohol. There is a strong partnership approach locally which is coordinating delivery of alcohol awareness campaigns, delivery of education sessions, and continuation of training for brief interventions to enable professionals to engage in alcohol interventions for people who need early help.

PH 04b Halton Health Improvement team continue to raise awareness of safe drinking recommendations and local alcohol support services within the local community through the delivery of integrated approaches, including the delivery of Audit C and alcohol brief intervention and advice through smoking cessation services, health checks and the Drink Less and Enjoy More campaign.

PH 04c We continue to monitor the delivery of the substance misuse service (CGL) in terms of outcomes and outputs with appropriate numbers of new referrals for alcohol and non-opiate related problems as well as those receiving post treatment recovery support.

PH 05a Further to the previous report, Halton continues to deliver its broad range of community and locality based programmes to promote health and wellbeing, reduce the stigma of mental health and provide training and advice on mental health and suicide. The Halton submission has been made for our application to become a Time to Change Hub and we have been successful in getting through the first round and will be making a presentation alongside our delivery partners Mind, in London later this month.











PH 05b We continue to implement the Suicide Prevention strategy and action plan









alongside our engaged partners across the Suicide Prevention Partnership. In addition we continue to engage with the wider footprint Zero Suicide work across Cheshire and Merseyside, in the process of populating the Stay Alive App with localised information as a tool for those experiencing crisis.

We are beginning the process of data collection for the 2018 Suicide audit which would be finalised within the next month or so.

Key Performance Indicators

Ref	Measure	17/18 Actual	18/19 Target	Q3	Current Progress	Direction of travel
PH LI 01	A good level of child development (% of eligible children achieving a good level of development at the end of reception)	60.9% (2016/17)	63.0% (2017/18)	Annual data only		
PH LI 02a	Adults achieving recommended levels of physical activity (% adults achieving 150+ minutes of physical activity)	65.2% (2016/17)	66.0% (2017/18)	Annual data only		
PH LI 02b	Alcohol-related admission episodes – narrow definition (Directly Standardised Rate per 100,000 population)	838.2 (2017/18) <i>Provisional</i>	836.0 (2018/19)	813.1 (Q3 '17/18 – Q2 '18/19) <i>Provisional</i>		
PH LI 02c	Under-18 alcohol-specific admissions (crude rate per 100,000 population)	57.8 (2015/16-2017/18) <i>Provisional</i>	57.0 (2016/17-2018/19)	56.6 (Q3 '16/17-Q2 '18/19) <i>Provisional</i>		
PH LI 03a	Smoking prevalence (% of adults who currently smoke)	16.6% (2016)	15.0% (2017)	15.0% (2017)		
PH LI 03b	Mortality from cardiovascular disease at ages under 75 (Directly Standardised Rate per 100,000 population) <i>Published data</i>	93.6 (2015-17)	91.0 (2016-18)	89.9 (Q3 '15 – Q2 '18) <i>Provisional</i>		

	<i>based on calendar year, please note year for targets</i>					
PH LI 04a	Self-harm hospital admissions (Emergency admissions, all ages, directly standardised rate per 100,000 population)	337.9 (2017/18) <i>Provisional</i>	335.0 (2018/19)	324.3 (Q3 '17/18 – Q2 '18/19) <i>Provisional</i>		
PH LI 04b	Self-reported wellbeing: % of people with a low happiness score	12.2% (2016/17)	11.1% (2017/18)	Not yet available		
PH LI 05	Mortality from all cancers at ages under 75 (Directly Standardised Rate, per 100,000 population) <i>Published data based on calendar year, please note year for targets</i>	173.7 (2015-17) <i>Provisional</i>	173.0 (2016-18)	170.3 (Q3 '15 – Q2 '18) <i>Provisional</i>		
PH LI 06ai	Male Life expectancy at age 65 (Average number of years a person would expect to live based on contemporary mortality rates) <i>Published data based on 3 calendar years, please note year for targets</i>	17.3 (2014-16)	17.5 (2016-18)	17.3 (2015-17) <i>Provisional</i>		
PH LI 06aii	Female Life expectancy at age 65 (Average number of years a person would expect to live based on contemporary mortality rates) <i>Published data based on 3 calendar years, please note year for targets</i>	19.1 (2014-16)	19.3 (2016-18)	19.2 (2015-17) <i>Provisional</i>		

PH LI 06b	Falls and injuries in the over 65s (Directly Standardised Rate, per 100,000 population; PHOF definition)	3014.9 (2017/18) <i>Provisional</i>	3000.0 (2018/19)	2940.8 (Q2 17/18 - Q1 18/19) <i>Provisional</i>		
PH LI 06c	Flu vaccination at age 65+ (% of eligible adults aged 65+ who received the flu vaccine, GP registered population)	74.0% (2017/18) <i>Provisional</i>	75.0% (2017/18)	Not yet available		
PH LI 07a	% of successful completions (drugs) as proportion of all treatment (18+) (Increase)	17.3% (2016/17)	Above NW average	20.8% (Nov '17 - Oct '18)		
PH LI 07b	Individuals re-presenting to drug services within 6 months of discharge (reduction)	8.9% (2016/17)	Below NW average	9.7% (Nov '17 - Oct '18)		

Supporting Commentary

PH LI 01 - Data is released annually.

PH LI 02a - Data is released annually.

PH LI 02b - Although based on provisional data, the rate to Q2 2018/19 has fallen from the end of year rate for 2017/18. Though we are below the target for the year, it is still too early to state whether the year-end target will be achieved.

Provisional figures are based on unverified data and as such caution is advised in their use.

PH LI 02c - Although based on provisional data, the rate to Q2 2018/19 has fallen from the end of year rate for 2017/18. Though we are below the target for the year, it is still too early to state whether the year-end target will be achieved.

Provisional figures are based on unverified data and as such caution is advised in their use.

PH LI 03a - Adult smoking prevalence has reduced once again and has met the target for 2017.

Data is available annually; 2018 target will be set for the Q1 2019/20 QMR.

PH LI 03b - Premature mortality from CVD has fallen to the 3-year period to the end of Q2 2018, however, it is currently too early to state whether the year-end target will be achieved.

Mortality indicators are now based on 3-year period

PH LI 04a - Although based on provisional data, the rate to Q2 2018/19 has fallen from the end of year rate for 2017/18. Though we are below the target for the year, it is still too early to state whether the year-end target will be achieved.

Provisional figures are based on unverified data and as such caution is advised in their use.

PH LI 04b - Data is available annually.

PH LI 05 - Too early to state whether the year-end target will be achieved.

Mortality indicators are now based on 3-year periods.

PH LI 06ai - Data is available annually.

PH LI 06aii - Data is available annually.

PH LI 06b - Although based on provisional data, the rate to Q2 2018/19 has fallen from the end of year rate for 2017/18. Though we are below the target for the year, it is still too early to state whether the year-end target will be achieved.

Provisional figures are based on unverified data and as such caution is advised in their use.




PH LI 06c - For 2017/18, Halton failed to meet the 75% target for flu vaccination uptake amongst those residents aged 65+. However, there was an increase in population flu vaccination coverage in this age group, from 71.5% (2016/17) to 73.7% (2017/18).

PH LI 07a - Successful completions (according to the NDTMS website) show good progress and are higher compared to the national (14.1%) and North West (14.8%) averages. The Halton percentage has increased from the same period the previous year.

PH LI 07b - Re-presentations within 6 months (according to the NDTMS website) are lower compared to the national (10.3%) and North West (10.5%) averages. However, the Halton percentage has increased from the same period the previous year.




APPENDIX: Explanation of Symbols

Symbols are used in the following manner:

Progress		<u>Objective</u>	<u>Performance Indicator</u>
Green		Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
Amber		Indicates that it is <u>uncertain or too early to say at this stage</u> , whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage</u> whether the annual target is on course to be achieved.</i>
Red		Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved</u> unless there is an intervention or remedial action taken.</i>

Direction of Travel Indicator

Where possible performance measures will also identify a direction of travel using the following convention

Green		Indicates that performance is better as compared to the same period last year.
Amber		Indicates that performance is the same as compared to the same period last year.
Red		Indicates that performance is worse as compared to the same period last year.
N/A		Indicates that the measure cannot be compared to the same period last year.

Performance Overview Report – Enterprise, Community & Resources

Reporting Period: **Quarter 3 – 1st October 2018 – 31st December 2018**

1.0 Introduction

1.1 This report provides an overview of issues and progress within the directorate that have occurred during the third quarter period.

2.0 Key Developments

2.1 There have been a number of developments within the Directorate during the period which include:-

Finance

Revenues and Financial Management

2.2 Government announced the provisional local government finance settlement on 13 December 2018. The main points were:

- Settlement announcement was broadly in line with settlement figures included in the Council's Medium Term Financial Strategy.
- The council tax referendum limit for 2019/20 remains at 3% and the Government confirmed there is to be no change to how the New Homes Bonus grant is to be calculated.
- The Public Health grant was reduced by 2.6%, in line with forecasts. The Government also made an additional £180m available to local authorities by way of the surplus held on the business rate retention levy/safety net account. The allocation for Halton is £0.545m and is a one-off amount only.
- An additional £650m was made available nationally for social care funding in 2019/20, consisting of a Winter Pressures Grant (£240m) and Social Care Support Grant (£410m), with allocations for Halton being £0.639m and £1.092m respectively.

2.3 On 12 December 2018 Council approved initial budget savings for 2019/20 totalling £4.653m and where possible budget proposals will be implemented immediately which will also help towards reducing spending in the current financial year.

2.4 Indicative 2019/20 School budgets have been calculated and will be circulated to primary and secondary schools. Final budgets will be confirmed following approval by the Education Funding Agency.

2.5 The Council's spending position for the first half of the financial year was reported to Executive Board on 15 November 2018. Net expenditure was £2.515m over the profiled budget to date figure of £32.282m. Capital spending as at 30 September 2018 totalled £9.418m, which is 25% of planned capital spend for the financial year.

Audit, Procurement & Operational Finance

- 2.6 In April 2014 the Council entered into five year contracts for a range of insurance services covering public and employers' liability, officials' indemnity, professional indemnity, engineering inspection and engineering insurance. These contracts end on 31 March 2019. An OJEU procurement process is therefore currently underway to renew these policies.
- 2.7 As part of the exercise a review of the Council's insurance programme has been undertaken and quotations are being sought with alternative levels of deductibles and indemnity limits. The closing date for tender submissions is 29 January 2019.

Human Resources, Organisational Development, Policy, Performance and Efficiency

Payroll

- 2.8 Further work has been completed during the quarter on the new pay spines that are to be introduced as a result of the NJC 2019/20 pay award. The pay spines can be introduced in a way that is compliant with NJC instruction with minimum disruption to the Council's grading structure, and the integrity of the grading structure remaining as originally intended. An equality impact assessment has been undertaken and no detrimental factors have been identified and the revised NJC pay spines have been worked into the Council's 2019/20 budgets.

Apprenticeships

- 2.9 The service is continuing to work with operational areas to make progress with the setting up of new apprenticeships in the Council. The Council has met its government target for the Financial Year to have 2.3% of the workforce in an apprenticeship placement – performance remains at 2.4%.

Recruitment, Pay and Pensions

- 2.10 In response to the UK exit from the EU, the EU settlement scheme has been put in place by government to enable any settled EU citizens working in the UK to obtain relevant legal residency status and eligibility to work following the exit. Numbers of employees within the Council falling into this category are nominal, however the service is engaging with our agency worker provider to ensure that relevant legitimate status is in place for agency workers used in critical services.

Organisational Development

- 2.11 Within the Organisational Development Service, the focus on coaching to enhance the effectiveness of colleagues within a range of workplace situations continues to be progressed. A new 'Coaching Skills in Practice' programme has been designed to prepare managers and leaders to use coaching skills and principles to support and develop their staff for higher performance and productivity.
- 2.12 Requests for 1 to 1 coaching have increased significantly over the last 12 months (13 requests since Oct 2018) and have been allocated out amongst the bank of qualified coaches – employees who have undertaken development to become coaches. Feedback from those completing the process has been very positive. Benefits stated include; *"increased resilience both on a personal and business level"*, *"I have been empowered quickly to make and own positive changes in my life"*, and *"A consequence of the coaching process was that I regained my confidence, self-belief and motivation"*.

- 2.13 Operational managers have been supported in a range of areas during the quarter to design Recruitment Personal Profile Analysis (PPA), with profiling undertaken to support recruitment to the Mayoral Chauffeur and Lead Tracking officer (14 – 19 Service) posts, as well as supporting to the Environmental Health Service to develop a bespoke Job profile for the Trading Standards Operations Manager and Officer. This activity is designed to optimise the quality of candidates and inform assessment through the recruitment process, resulting in an efficient and effective recruitment process leading to new employees who are an ideal fit for the role.

ICT Infrastructure

Halton BACS Bureau and Records Management

- 2.14 Halton's new status as a BACS bureau is now facilitating and delivering BACS for other local authorities, Schools and partners. Linked to this project the development of a considerable number of digital interfaces have been developed in house to enable the ability to link additional partner organisations as this opportunity develops.
- 2.15 The records Management Unit is continuing to digitise the authorities paper based records systems and significant progress has been made across a number of areas. For example all Building Control, SEN Service User records, and CHC Client FILES (CCG) have now been completed with work continuing on Safeguarding and Direct Work Indexing files.

Contact Centre

- 2.16 The Halton Direct link facilities in Runcorn and Widnes continue to meet target waiting times with 23,352 enquiries being dealt with during Quarter 3 with over 50% of enquiries being almost equally split between Council Tax and Adult Social Care.
- 2.17 Contact Centre staff handled over 21,000 calls during the period with an average wait time of just over 5 minutes. Again the highest number of calls related to Council Tax at 24%, Adult Social Care at 17% and Waste Management at 15%. Children's Social Care enquiries accounted for almost 8% of calls.

Key Projects

- 2.18 The authorities' in house Cloud Services Delivery and Cloud Desktop upgrade continues to be successfully rolled out with over 1100 users now migrated into the new in-house cloud service. Approximately a further 800 users will be migrated from the existing MyDesk cloud systems and those using traditional laptop's will also be linked to the new MyApp's desktop. A further 400 new Laptop's are to be deployed in January and February – this project has enabled the cost of Laptop devices to reduce from over £1000 per unit to just over £350 per unit.
- 2.19 The new network connectivity service managed by HBC and developed through a collaboration between all authorities and Mersey Travel is now live in Halton and allowing officers from all Merseyside authorities to connect to WiFi services across the region.
- 2.20 The deployment of a free open source E Mail Filtering system is now configured and working and will be fine-tuned over the coming months. This project will save the authority a considerable sum over the next 3 years.

Legal and Democracy

- 2.21 The by-election in the Ditton ward took place during the period and the new Elected Member has received their induction and Legal teams will continue prepare for the next stage of the Local Elections

Community and Environment

Stadium

- 2.22 Works are progressing for the redevelopment of the Karalius Suite which will see capacity increase by 50% from 100 to 150 allowing for further marketing opportunities. In addition the Halton and Fitness Suites will be used to accommodate up to 100 Council staff as part of the Council's wider accommodation strategy and the continued focus upon asset maximisation and cost reduction.

School Meals

- 2.23 Unfortunately three schools have withdrawn for the schools meals service and this has required a review of existing provision to be undertaken in this area. Management is presently in discussion with Trade Unions and any proposals will then be subject to staff consultation.

Library Service

- 2.24 The Summer Reading Challenge again increased participation rates this year with 1100 children signing up to read 6 books over the summer holidays. This year we also launched a lunch club, providing a free packed lunch to children attending events.
- 2.25 We now have a new post to support the delivery of the expanding Home Library Service. The Support Worker role will be vital part of the team responsible for the efficient administration of this successful strand of work.

Community Centre Usage and Activities

- 2.26 Castlefields Centre continues to see an increase in trends reported earlier in the year; with bookings, attendance figures and income increasing year on year. In addition during quarter 3 Murdishaw Centre hosted two themed parties for local families; Halloween and Christmas. The events have been hugely successful with the local community, with tickets selling out on both occasions. Both have been included in a schedule of events for the new financial year.
- 2.27 During quarter 3 the Food Bank has decided to leave Murdishaw Community Centre to relocate to Halton Haven Hospice.
- 2.28 Much of the focus for the third quarter at Upton Centre has been to improve the café offer with a view to replicating the success achieved over the previous nine months at Castlefields. There remains work to be done but to date the café at Upton has seen an increase in usage and income generating an additional £1,000 compared to that recorded for the same period during the previous financial year.
- 2.29 December saw the centre host the annual pantomime; organised by H.E.A.R.T.S dance and theatre school. The performance was well received with around 1,000 members of the local community attending across the six performances and planning has begun for next year's pantomime.

Open Space Services

- 2.30 Phase 2 of the Peel House Cemetery works was completed at the end of the period. This phase saw the installation of a drainage system that is compliant with Environment Agency regulations. The contract for Phase 3 (the laying out of the cemetery grounds) has been awarded and work will start in quarter 4.
- 2.31 At the end of the period Widnes Crematorium had seen its busiest 12 month period since it opened in 1959. In total 769 cremations were carried out in the 2018 calendar year with the previous year's figure being 639. Factors such as a rise in the annual death rate nationally (due to an aging population) and a contract with a private cemetery have contributed to this increase. However there is still plenty of capacity at the Crematorium so any further rise in numbers can be accommodated.
- 2.32 The Halton Residents' Funeral has started to have an impact and 19 of these funerals took place during quarter 3.

Waste and Environmental Improvement

- 2.33 The Waste and Resources Strategy for England provides a commitment to protect the environment and an ambition for using resources more efficiently, reducing the amount of waste produced and increasing recycling levels. The Strategy also reflects and re-states a commitment to eliminating plastic waste within the next 25 years and the elimination of all avoidable waste by 2050. A number of the government's proposals will be subject to consultation which are planned to commence as early as January 2019. The consultation will cover the proposals which include:
- Every household to be provided with a weekly separate food waste collection from 2023, whether charges for garden waste collections should continue and the introduction of the collection of a consistent set of recyclable materials from all households.
 - Extending producer responsibility to ensure that producers pay the full net costs of disposal or recycling of packaging.
 - The introduction of a 'deposit return scheme' to increase the recycling of single-use drinks containers including bottles, cans, and disposable cups and the introduction of tax on plastics that do not have a minimum recycled content.
 - Addressing barriers to re-use at Household Waste Recycling Centres and further measures to boost re-use; including reporting and re-use targets and extending producer responsibility for waste electronic and electrical equipment (WEEE)
 - A review of joint working arrangements and performance metrics to move beyond current weight-based targets.

Economy, Enterprise & Property

Property Services

- 2.34 The re-roofing of Widnes Market Hall has now been completed, which together with improved lighting has created a much brighter and inviting shopping environment. Separately works have commenced on site for the new Crow Wood Park Pavilion with completion being planned for early summer.
- 2.35 A feasibility study has been completed into the conversion of Belvedere, which is currently surplus to requirements, into a care facility for older people with complex needs. A bid has been submitted to the One Public Estate to develop the project to tender stage and the outcome of the bid is expected to become known during Quarter 4.

- 2.36 The movement of staff to allow works to convert the first floor of Oakmeadow from office to bed space started on site in December with actual conversion works commencing in January 2019.

Development & Investment Services

One Public Estate

- 2.37 As previously mentioned a bid in respect of developing Belvedere as a care home has been submitted to the One Public Estate fund as part of the wider City region bid. The request is for £87k to cover the cost of investigation works and to develop the design and associated documentation to the stage where we are ready to go out to tender. An announcement on the outcome of the bid is expected in late February.

Sci-Tech Daresbury

- 2.38 The Joint Venture (JV) applied to Chrysalis Fund for £8.4m to fund Project Violet alongside the £5.9m approved by the Council's Executive Board. This application was approved subject to due diligence in November 2018. The £8.4m is now intended to be provided jointly by Chrysalis and the Liverpool City Region Combined Authority through the Strategic Investment Fund with works expected to start on site in late summer 2019.
- 2.39 A Talent & Skills Strategy Lead was appointed by the JV in November 2018, to finalise and launch the strategy and to deliver a number of activities which seek to address the skills shortages and challenges at Daresbury. An element of this will continue the activities identified in the previous SkillSpace bid.

Castlefields

- 2.40 Lakeside Phase 3 (45 homes by Keepmoat for open market sale) has commenced on site with over 40% units sold off plan. Construction is anticipated to complete in early summer 2019.
- 2.41 Preparations continue to work towards taking the final phase of Council land disposal at Priory Meadow (known as Canalside within the Castlefields Masterplan) to the market in late 2019.
- 2.42 Alstom's option over land at the 3MG site has been extended to 30th June 2019 and they are making progress with the pendolino contract as well as bidding for other work. Liberty (Widnes) has commenced their 107,000 sq. ft. speculative development at Newstead Road, caked Liberty Park. They have planning permission for some 475,000 sq. ft. of development of warehouses/light industrial units.

Liverpool City Region Business Growth Programme

- 2.43 Delivery of the Business Growth Programme (BGP) in Halton was completed in December. The programme has engaged with 230 Halton businesses, assisting 141 businesses against a target of 123. The final three months of the programme will collect evidence of jobs created as a result of BGP assistance.

Halton Growth Hub

- 2.44 In Quarter 3 2018-19 the Halton element of the Liverpool City Region Growth Hub Programme assisted 140 unique companies which equates to a 2018-19 cumulative total of 429 against an annual target of 700. We have until 31 March 2019 to meet the target and are in discussions with Halton Chamber of Commerce who are the lead partner.

External Funding

2.45 During quarter 3 an additional £30K of external funding was secured bringing the total to date for 2018 – 18 to almost £2.5M. A total of 21 requests for funding application support were received during the period bringing the total to date to 72 and 11 bids were submitted to the value of £2.4M.

Employment Learning and Skills

2.46 During the period the Liverpool City Region Visitor Economy, Employability Skills, Low Carbon and Advanced Manufacturing Skills for Growth Action Plans were launched. The Plans set out the key skills and employment requirements and are part of a suite of 14 Skills for Growth Action Plans to be delivered by March 2019, which HBC manages on behalf of the Combined Authority.

2.47 Planning is currently in progress to deliver 4 Skills Shows to take place in Halton, Sefton, Liverpool and St Helens/Knowsley (combined) during February and March 2019.

2.48 The Apprenticeship Hub has so far supported 14,490 individuals and completed 928 outreach meetings in Liverpool City Region, of which 1,711 individuals (12%) and 138 outreach meetings (15%) have been in Halton. The Apprenticeship Graduation Ceremony has been planned to take place 07th March 2019 at St George's Hall in Liverpool to honour those apprentices that completed their programme in the 2017/18 academic year.

2.49 An Institute of Leadership & Management (ILM) recruitment event took place in Quarter 3 for employers who were interested in offering an ILM placement for Ways to Work clients. A revised Ways to Work profile was submitted in Q3 to DWP. Additionally, a joint Continuous Improvement Workshop took place at Riverside College and included an Ofsted inspection update, a tour of facilities and an opportunity to network with peers.

2.50 The plans to work towards devolution of the Adult Education Budget, which funds the Adult Learning Team, continued during the period and included joint meetings with Riverside College to ensure alignment of provision and maximisation of funding available. Partnership working with them was further developed in Q3 with college staff visiting HBC courses to talk to learners about progression.

2.51 Referrals to the Work & Health Programme have increased; however, the quality of the referrals from the Job Centres is mixed and it is felt that some referrals are not suitable given the extent of the health conditions these individuals are facing. The knock on effect is that the target numbers entering employment is adversely impacted.

Policy, Planning and Transportation

Planning and Policy

2.52 Work is continuing on the evidence base to support the Local Plan and an Executive Board report will be produced in Quarter 4 seeking permission for consultation on the next stage of the local plan.

2.53 An application for a new office building for Inovyn has been received. This is for a new office building to replace the existing headquarters building at the Runcorn site.

Highway Schemes and Maintenance

- 2.54 Watkinson Way Gyratory Improvements, which will include the Warrington Road to Watkinson Way footpath link funded by Halton Housing Trust, is due for completion in March 20. Work on the Runcorn De-Linking and demolition is scheduled for March to December 2019 with the Widnes Loops Link Road scheduled for April 2019 to January 2020.

Structures

- 2.55 The design process for HBC's preferred option for the Runcorn Approach Viaduct (RAV) western cantilever and parapet modification scheme (which is required to enable the demolition of RAV West under the Runcorn de-linking scheme) is progressing, with site investigation work undertaken in December 2018 to check as-built detailing to key reinforced concrete structural elements.
- 2.56 The Delivery Agreement for the Liverpool City Region major maintenance project for the steelwork maintenance painting on Hutchinsons Sidings Bridge has been signed in preparation for site implementation during Quarter 4. Part of the work will necessitate the temporary closure of Dock Road, and a traffic order has been made for this.

3.0 Emerging Issues

- 3.1 A number of emerging issues have been identified during the period that will impact upon the work of the Directorate including:-

Finance

Benefits

- 3.2 The Department for Work and Pensions has recently informed local authorities that the managed migration of Universal Credit in 2019 will be "a year of consolidation". DWP will commence testing in 2019 on a very small scale (no more than 10,000 claimants) in order to refine their processes as necessary before taking on larger volumes in 2020. DWP have indicated that they expect the managed migration process to be complete by the end of 2023. The Council has not been informed by the DWP when residents on legacy benefits in Halton will be affected by the managed migration to Universal Credit.

Revenues and Financial Management

- 3.3 Government published 2 consultations during the period relating to the funding of Local government from 2020 which related to a review of local authorities relative needs and resources and to Business Rates Retention Reform. The Council will respond to these consultations through engagement via the Liverpool City Region and the Special Interest Group of Municipal Authorities (SIGOMA).

Audit, Procurement and Operational Finance

- 3.4 Under current regulations all relevant procurement activity falls within EU Procurement rules. In the event of a 'no deal' Brexit situation arising the UK would need to establish its own procurement database which would be used by the public sector to advertise tenders following exit from the European Union

- 3.5 However whatever the final scenario it is likely that public procurement rules will continue to apply in substantially the same form as the Public Contract Regulations 2015 and in the event of a deal, the EU is likely to require substantial compliance with the current EU procurement rules. It is therefore anticipated at this stage that whatever the outcome of the Brexit negotiations the practical and resource implications for the Council will be minimal.
- 3.6 Work is underway assessing the new VAT reporting requirements for local authorities that will come into effect from October 2019. Under the new arrangements the Council will be required to maintain digital records and submit its VAT information to HMRC.
- 3.7 In the coming months the Council will be withdrawing payment by cheque and relevant parties are now being advised of this. The transfer to a BACS payment scheme will provide for the quicker transfer of funds and will save approximately £700 per month in processing costs. The Council will however maintain a manual cheque payment method for use in exceptional circumstances.
- 3.8 The Council is also in the process of facilitating Blue Badge payments through the GOV.UK digital service which will provide 24 hour 7 day a week convenience for service users.

Human Resources, Organisational Development, Policy, Performance and Efficiency

Staffing and Recruitment

- 3.9 Signs of increasing spend and overriding of regionally agreed pay rates for agency staff in Children's Social care services across the city region remain, and also in non-qualified social care areas. Analysis of current spend and deployment against previous years has been considered by Management Team and the Efficiency Programme Board. A significant project-based recruitment exercise is in progress in Adult Social Care to grow the staffing establishment and reduce agency usage. When capacity allows a full examination of the resourcing mix for other services area will be undertaken (as outlined in service objective PPPE04).
- 3.10 Following the increase in recruitment activity reported in previous quarters, demand has continued unabated. The staffing complement in the Recruitment & Resourcing team has been increased further to work towards meeting the increased service demand, and training of new staff is taking place in January 2019.

ICT Infrastructure

- 3.11 A new online Free School Meals (FSM) application system to replace the current paper based system is currently being implemented. This will build upon the existing online (Parent Portal) school admissions system and will allow parents to apply for FSM when applying for a school place or independently at any time of the year.
- 3.12 Each Parent application will get an instant response to show their current entitlement as the portal is linked directly to the Department for Education's ECS service (Eligibility Checking Service: Interface between Department for Education and Department for Work and Pensions to provide entitlement checks).

- 3.13 It is envisaged that the simple online nature of the new process will encourage more parents already receiving Universal infant free school meals (UIFSM) to apply for FSM, which in turn will lead to schools receiving the “Pupil Premium” funding which should lead to better outcomes for these children.
- 3.14 The development of the Halton Cloud Service is moving from strength to strength and will continue with the incremental roll out of the new desktop facilities to all officers with plans to start a roll out across the School’s curriculum network centralising all data services as well as desktop provision reducing the associated hardware spend for schools.
- 3.15 New application developments will include the extensive and complex replacement of the existing Care Management Systems for both Adults and Children’s Services, the replacement of the learning and libraries networks and associated systems, key web based developments will take place for the integration of new DWP and associated customer portals for the delivery of client driven access to Revenues and Benefits data and services.

Community and Environment

- 3.16 Due to financial considerations, increased costs and changes to the way the Brindley café now operates, the approved plans for an extension have now been withdrawn and Managers will seek to make better use of existing spaces to create more capacity.

Economy, Enterprise & Property

Property Services

- 3.17 The schedule in respect of all the temporary use areas which are to be handed back to the Council has recently been updated by Merseylink. Joint site visits with the MGCB, Merseylink and Property Services have been ongoing for some time to agree boundary treatments, finished levels etc. and the anticipated completion date for the Mersey Gateway work is 19th June.

Development & Investment Services

- 3.18 The contract period for the provision of property Guardian services is due to expire May 2019 and commence work to re tender the contract.

Business Growth Programme / Place Marketing ERDF Programme Extension

- 3.19 The Liverpool City Region Combined Authority (CA) issued a ‘Call’ under ERDF Programme Priority 3 (Business Support) in March 2018 which sought partnerships or agencies to deliver a range of business support services across the Liverpool City Region for a period of three years.
- 3.20 A partnership of City Region Local Authorities and Chambers of Commerce has delivered the Business Growth Programme (BGP) for a period of six years and Place Marketing for Inward Investment project for a period of three years utilising ERDF Priority 3 funding. Ministry of Housing, Communities and Local Government (MHCLG) has confirmed that a three year programme extension for BGP, to cover the period January 2019 – December 2021, has been approved albeit with more demanding output targets

Liverpool City Region 'One Front Door'

- 3.21 The Combined Authority (CA) has been tasked with realising a Mayoral ambition to create 'One Front Door' (OFD), in other words a single portal for all investment enquiry and management and place marketing, for the City Region.
- 3.22 In December 2018 the CA published a proposal that would see the creation of a small central team of approximately five individuals to oversee inward investment marketing and inward investment enquiry management across the City Region. The CA aspire to have an OFD Team and operating protocols with key partners in place by June 2019. In the meantime the Liverpool City Region Local Enterprise Partnership (LEP) will deliver a transition OFD service.

Sci-Tech Daresbury

- 3.23 In order to access the funding for Project Violet, the Joint Venture have been asked to set up a Specialist Purpose Vehicle (subsidiary company). The JV are considering the legal, tax and procurement issues relating to this and will report to the Board in the next Quarter.

External Funding

- 3.24 A tour of the borough has been organised for key Arts Council staff during February in order to maximise Halton's future funding opportunities for funding from the organisation. Additionally work is also underway with Halton Chamber of Commerce and the Local Enterprise Partnership to reinvigorate Halton's Visitor Economy offer.
- 3.25 A meeting has been requested by the External Funding Team with representatives of the Big Lottery Fund following the introduction of new processes within what is a highly competitive funding bid process.

Employment Learning and Skills

- 3.26 The Councils employment contracts for the Apprenticeship Hub team are due to end on 31st March 2019. A review of options to secure sustainability with provision set out in the existing Education and Skills Improvement Service contract will soon be undertaken and other funding resources are being explored by the Combined Authority.
- 3.27 The sectoral make up of apprenticeship starts is shifting, with proportional growth in construction, planning and built environment and retail and commercial enterprise. Unfortunately however the reputational impact of Apprenticeships in the region is suffering due to recent high profile closures of training providers such as: First4Skills, Learn Direct and 3AAA by Ofsted/Education and Skills Funding Agency.

Policy, Planning and Transportation

Planning and Development

- 3.28 The Liverpool City Region are starting work on the LCR Spatial Development Strategy. The Spatial Development Strategy will support the delivery of strategic employment and housing sites throughout the City Region. The Strategy would require approval by a unanimous vote of Members appointed to the Combined Authority by the constituent Councils.

- 3.29 It is worth noting that devolution deal stated that this approach must not delay the development of local plans. Also emerging is a non-statutory Mayoral Transport Plan which will articulate the transport aspirations of the Liverpool City Region Mayor whilst considering the emerging LCR Industrial and Energy Strategies.

Silver Jubilee Bridge Maintenance

- 3.30 On several occasions, high winds during the autumn have led to lost working shifts, which has affected the contractor's programme. The contractor is now seeking to recover lost time through additional weekend working with the current forecast completion date being July 2019
- 3.31 A change request to Merseytravel is being prepared to seek approval for changes to the agreed schedule and spend allocations for the current programme. This includes a proposal to utilise a budget under-allocation towards the SJB arch painting scheme.

4.0 Risk Control Measures

- 4.1 Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the suite of 2018 – 19 Directorate Business Plans.
- 4.2 Progress concerning the implementation of all high-risk mitigation measures was reported at Quarter 2.

5.0 High Priority Equality Actions

- 5.1 Equality issues continue to form a routine element of the Council's business planning and operational decision making processes. Additionally the Council must have evidence to demonstrate compliance with the Public Sector Equality Duty (PSED) which came into force in April 2011.
- 5.2 The Council's latest annual progress report in relation to the achievement of its equality objectives is published on the Council website and is available via:

<http://www4.halton.gov.uk/Pages/councildemocracy/Equality-and-Diversity.aspx>

6.0 Performance Overview





6.1 The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by the Directorate.

It should be noted that given the significant and unrelenting downward financial pressures faced by the Council there is a requirement for Departments to make continuous in-year adjustments to the allocation of resources in order to ensure that the Council maintains a balanced budget.

Whilst every effort continues to be made to minimise any negative impact of such arrangements upon service delivery they may inevitably result in a delay in the delivery of some of the objectives and targets contained within this report

Financial Services

Key Objectives / milestones

Ref	Milestones	Q3 Progress
FS 01b	Report 2019 – 22 revenue budget, capital programme and Council Tax to Council - March 2019 .	
FS 03a	Publish the Statement of Accounts following external Audit by 31st July 2018 .	
FS 04a	Establish Treasury Management Policy and report to Council - March 2018 .	
FS 05a	Establish and report prudential indicators to Council - March 2018 .	

Supporting Commentary











Progress remains on track for revenue budget, capital programme and council tax to be reported to Council on 06 March 2019. Budget proposals for 2019/20 are currently being considered with the first set of budget proposals being approved by Council on 12th December 2018.

The Statement of Accounts approved by Business Efficiency Board on 25 July 2018 and the audit certificate published on Council's web-site on 23 August 2018.

The 2018/19 Treasury Management Policy was approved by Council on 07 March 2018 and Half- year monitoring report was presented to Executive Board on 15 November 2018 which was supported with an analysis of the economic outlook provided by Link Asset Services, the Council's treasury management advisors.

The 2018/19 prudential indicators were reported to Council on 07 March 2018 as part of Treasury Management Policy. A Half year report was presented to Executive Board on 15 November 2018. Prudential borrowing indicators are reviewed on a regular basis.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
FS LI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes	Yes		
FS LI 02	Receive positive annual comment from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes	Yes		
FS LI 03	Proportion of Council Tax that was due that was collected	94.62%	95.00%	82.12		
FS LI 04	The percentage of Business Rates which should have been received during the year that were received	98.21%	97.00%	82.98		
FS LI 05	Average time for processing new claims (Housing & Council Tax Benefit)	18.79 (Days)	20 (Days)	17.94 (Days)		

Supporting Commentary




2017/18 Statement of Accounts audit opinion was reported to the Business Efficiency Board on 25 July 2018. In the 2017/18 Audit Findings report the Council's external auditor concluded that the risk in regard to the Council's financial position and sustainability was sufficiently mitigated and the Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

The external auditor also concluded that it was satisfied with management's assessment that the Council will continue for the foreseeable future and that the going concern basis was appropriate for the 2017/18 financial statements.

The collection of Council Tax has marginally reduced by 0.08% when compared with the same point last year and at quarter 3 there has been an increase of 0.11% in the collection of Business rates. Both measures are expected to achieve target by year-end.

Policy, People, Performance & Efficiency**Key Objectives / milestones**

Ref	Milestones	Q3 Progress
PPPE 01a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy May 2018	
PPPE 01d	Development of Management Development Programme September 2018	

Ref	Milestones	Q3 Progress
PPPE 02a	Establish 10 new apprentice placements within the Council consistent with the requirements of legislation March 2019	
PPPE 02b	Establish 10 new existing employee apprenticeships to enable up-skilling in a range of business areas compliant with the requirements of Apprenticeships legislation March 2019	
PPPE 03a	Monitor the impact of the new Absence Management policy quarterly – support with financial and data analysis – June, September, December 18 and March 2019	
PPPE 04c	Ongoing monitoring of agency usage and spend April, September, December 2018, and March 2019.	

Supporting Commentary

The Organisational Development Service is now enabling a focus on Organisational Development Need. Actions within the strategy are in scope of current activity, with additional initiatives now being brought forward for inclusion in the portfolio made available below to the organisation. The basis of a revised strategy is being constructed as the scope of the service grows and this will be brought forward in the coming financial year.

Dialogue continues through a ‘business partner’ model to understand and address the training and development needs of individual service areas. Refer narrative within the Key developments section of this report for further information.





Basis of a programme for senior leadership development is constructed and now endorsed by the Executive Board with the procurement process currently underway.














Steady progress is being made concerning apprenticeships and further information is included within the Key Developments section of this report and PPPE LI 09 below.

The implementation of the revised Attendance Policy has been positive and a report will be prepared for Management Team in quarter 4.

Regular dialogue with agency contract provider is ongoing. Quarterly business intelligence is analysed to keep track of deployment and financial performance in this area. 2018/19 spend reported to Management team and Efficiency Programme Board in December 2018.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
PPPE LI01	The number of working days / shifts lost due to sickness absence (Corporate)	10.28 (Days)	10	8.26		
PPPE LI02c	Total Agency Worker usage (number of placements – year to date)	685 Placements	650	361		

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
PPPE LI02d	Total Agency Worker usage (cumulative cost – year to date)	£1,718,283 (Gross Cost)	£1.5m (Gross Cost)	£1.54M (Gross Cost)		
PPPE LI04	The percentage of top 5% of earners that are a) women b) from BME communities. c) with a disability	56.86% 2.53% 0.86%	50.00% 1.50% 8.00%	59.09% 2.47% 0.92%	  	  
PPPE LI05	No of staff declaring that they meet the definition of disability within the Equality Act 2010 as a % of the total workforce.	1.45%	10.00%	1.36%		
PPPE LI06	Minority Ethnic community staff as % of total workforce.	0.99%	1.00%	0.99%		
PPPE LI07	Average time to recruit (Management Team approval to employee start date)	69 (Days) (Q3 2017/18)	Baseline to be determined 18/19	86.29 (Days)	N/A	N/A
PPPE LI08	Staff turnover rate (Permanent & temporary staff. Excludes casual)	4.70%	TBC	2.29%	N/A	N/A
PPPE LI09	Number of apprenticeship placements established in the Council (cumulative – year to date)	10	20 (Government target is 55)	14		N/A

Supporting Commentary

The implementation of the new Absence Management policy and procedures may result in more robust management reporting of sickness may result in a recorded increase over previous figures.

In numerical terms placement numbers are moving in the right direction but this should be also be considered in light of costs which at the end of quarter have failed to meet annual targeted levels.

Training continues to be well attended and will continue to be monitored.

Positive movement on all three staff profile component indicators, however recruitment in to 5% of earners is very limited, and as such scope for significant change is low.







Target for employees with a disability is based on wider community profile. Very unlikely to be met, however nominal movement in this indicator remains positive and in line with 2017/18 outturn.

The indicator for BME staff remains static. Fluctuation may occur in year due to staff turnover, however forecasting this is difficult and recruitment practice remains focused on being open to all.

The introduction of a new Applicant Tracking System (ATS) means that information concerning time to recruit will be more accurate than previously reported but means that comparison with previously reported data to be difficult.

ICT and Support Services

Key Objectives / milestones





Ref	Milestones	Q3 Progress
ICT 01a	Continued Enhancement of the virtualization platform to enhanced or new technologies - March 2019 .	
ICT 01b	Further development of Cloud Services Platform - March 2019 .	
ICT 02a	Continuing improvements, enhancements and potential commercial use of Cloud system - March 2019 .	
ICT 02c	Improvement and enhancement of all web based customer interfaces - March 2019 .	
ICT 02d	Continued development of document management and distribution services - March 2019 .	
ICT 03b	Develop and enhance operational Records Management Unit Services - March 2019 .	



Supporting Commentary

All objectives are presently on track and notable initiatives are detailed within the Key Development and Emerging Issues sections of this report.

In addition the roll out of technical upgrades to the underlying server infrastructure has been planned in line with vendor software releases and software and hardware upgrades to the underlying SharePoint and Records Management infrastructure have also been delivered within both Data Centres.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
ICT LI01	Average availability of Council servers	99.07%	99.00%	99.45%		
ICT LI02	Average availability of the Council's WAN Infrastructure	99.03%	99.00%	100%		




Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
ICT LI04	Average working days from delivery to completion of a new PC.	10 (Days)	10 (Days)	10 (Days)		

Supporting Commentary

All indicators remain positive as we have moved through the third quarter with replacement PC's for those with complex technical/application requirements being planned toward the end of the replacement programme.

Legal & Democracy

Key Objectives / milestones







Ref	Milestones	Q3 Progress
LD 01	Review constitution - May 2018 .	
LD 02a	To ensure that all members have been given the opportunity of a having a MAP meeting where desired.	
LD 02b	To induct all new members by October 2018 .	





Supporting Commentary

The revised Constitution was approved at Annual Council in May and all Members are given the opportunity to have a MAP meeting but this remains a matter of personal choice.

All new Members went through the induction programme in Quarter 1 with the induction of further new members is planned through the year.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
LD LI01	No. Of Members with Personal Development Plans (56 Total).	55 (98.21%)	56 (100.00%)	56 (100%)		
LD LI02	Percentage of Members attending at least one organised Training Event.	86.00%	100%	87.00%		
LD LI03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	7 (Days)	10 (Days)	7 (Days)		






Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
LD LI04	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1 (Days)	3 (Days)	3 (Days)		
LD LI05	% of Executive Board minutes published within 5 working days after the meeting.	100%	100%	100%		

Supporting Commentary

All indicators are performing as well as at the same period in the previous year, with a slight increase in Members attending at least one training event, and are expected to meet their respective targets for the current financial year.

Policy, Planning & Transportation

Key Objectives / milestones

Ref	Milestones	Q3 Progress
PPT 01	Review progress against LCR SJB maintenance strategy and deliver 2018/19 major bridge maintenance works programme.	
PPT 02	To deliver the 2018/19 LTP Capital Programme March 2019 .	
PPT 03	Ensure continued unrestricted availability of the Highway network and to allow future maintenance to be delivered on a steady state, lifecycle planned basis.	
PPT 04	Continue to maintain the Highway Authorities statutory duties in accordance with Section 41 and 58 of the Highways Act.	
PPT 06	Ensure that at least one exercise is carried out each financial to test the COMAH plans March 2019	

Supporting Commentary

Due to circumstances beyond the Councils control, for example as referenced within the key developments section of this report' there has been some delays to tasks within the Silver Jubilee Bridge major maintenance works programme for Year 3 and a change request will be submitted to Merseytravel in January 2019.

The LTP Capital Programme continues to be delivered and some examples of works include;

The parapet upgrade to the Runcorn Approach Viaduct being completed in December 2018 and the provision of the footway / and cycleway of the Widnes Approach Viaduct.

Improvements to Runcorn East Station Car Park to provide additional car parking programmed for 7 January 19 to April 19.

Walking and cycling improvements to Runcorn Canal Towpath, Astmoor Busway, and West Bank Street to Lugsdale Rd, Widnes have also been scheduled throughout 2019.









Works scheduled in relation to the maintenance of the highway network include Footway Reconstruction Works programmed for Birkdale road, Ryder Road, Hough Green Road, Hale road, Blackburn Avenue to Lovell Terrace, and Fieldway.

Carriageway Resurfacing Programme works for 19/20 include Fairfield Road, remaining southern half, Prescott Road, railway bridge to Heath Road, Runcorn road Moore, Liverpool road haunch repair, Hale road haunch repair, Clifton Islands link roads (under M56 Junction 11). Further works are currently being prepared including additional Liverpool City Region Carriageway Funded Schemes.

A review of the Highway Safety Inspection Policy and guidance is underway and proposed for implementation by the end of February 2019.

A successful exercise was carried out for ICoNiChem on 17th October 2018 with regards to COMAH sites and all relevant parties were subject to a debrief.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
PPT LI 02	Net additional homes provided	369 (2017/18)	552	369 (2017/18)	N/A	N/A
PPT LI 03	Number of affordable homes delivered (gross)	92 (2017/18)	138	92 (2017/18)	N/A	N/A
PPT LI 04	Processing of planning applications (%) as measured against targets for,					
	a) 'major' applications	83	60%	100%		
	b) 'minor' applications	95	80%	89%		
	c) 'other' applications	96	80%	100%		
PPT LI 12	Damage to roads and pavements (% above intervention levels) repaired within 24 hours.	100%	100%	100%		
PPT LI 15	% of network where structural maintenance should be considered:					
	a) Principal Roads	0.3%	2.00%	N/A	N/A	N/A
	b) Non-Principal Roads	1.00%	4.00%	N/A	N/A	N/A
	c) Unclassified Roads	3.46%	9.00%	N/A	N/A	N/A





Supporting Commentary

Housing completion figures are reported annually at year end.

All planning application processing measures remain above target and continue to meet or exceed their respective annual targets

In line with the Highways Asset Management Plan, consideration needs to be given to further overall long term investment and highway condition. Note that this figure doesn't measure those highways which are starting to deteriorate, where works may be required to prevent failure and more costly repairs.

Community & Environment**Key Objectives / milestones**

Ref	Milestones	Q3 Progress
CE 0 1a	Deliver a School Meals promotion and educational campaign - September 2018 and January 2019 .	
CE 02a	Deliver a programme of extended informal learning opportunities meeting identified local targets - March 2018- March 2019	
CE 04a	Continue to deliver communications and awareness raising initiatives to ensure that participation with the Council's recycling services is maximised and that residents comply with the requirements of the Council's Household Waste Collection Policy - March 2019 .	
CE 04b	Undertake a review of the Council's Waste Management Strategy and associated Policies and update as necessary - March 2019 .	

Supporting Commentary

An educational School Meals Campaign took place in September for the new pupils starting secondary school. Further visits are planned for the new term.

The Summer Reading Challenge again improved on last year with more children enrolling in the programme, and an increased number completing the challenge. A full programme of activity has been delivered in Q3 including IT Clinics, school class visits, STEM activities (science, technology, engineering, maths) such as coding, digital circuits.

In this last quarter, a campaign was undertaken over the Christmas period to encourage waste prevention and increased recycling which resulted in direct face-to-face community engagement with over 300 residents.

A new 'Guide to Waste Collection Services and Procedures' information booklet was developed and will be used to help ensure that residents in 'new build' properties are aware of the waste and recycling services provided by the Council and their requirements under the Council's waste collections Policies.

Along with other district Council's across the LCR, Halton has signed up to partnership agreement with the Merseyside Recycling and Waste Authority for the delivery of a RECYCLE RIGHT campaign, which has been

















developed to support the delivery of a wide scale and on-going communications and awareness raising programme that aims to deliver a targeted set of communications activities to raise awareness and improve the quality of kerbside recycling collections and reduce 'contamination'.

The campaign commenced in December with generic social media messaging and future communication activities will include, but not be limited to, radio advertising, outdoor media advertising, press and PR opportunities and 'paid for' social media messaging.

Officers have been negotiating changes to a number of practices and procedures at the Council's Household Waste Recycling Centres that were approved following a review of the Council's Policies. The changes will come into effect in the new financial year.

As referred to in the 'Emerging Issues' section of this report, a new waste Strategy for England was published in December. Any review and updating of the Council's own Waste Management Strategy and associated Policies will need to be informed by that Strategy and the outcome of planned consultation exercises.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	78.20%	80%	78.98%		
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	71.88%	75%	81.48%		
CE LI 03	Take up of school lunches (%) – primary schools.	551kgs	65%	59.01%		
CE LI 04	Take up of school lunches (%) – secondary schools.	43.80%	55%	60%		
CE LI 05	Residual household waste per household.	551kgs	590kg	452kg		
CE LI 06	Household waste recycled and composted.	43.80%	44%	42%		
CE LI 07	Number of active users (physical & digital resources) of the library service during the last 12 months.	574,045	400,000	448,517		
CE LI 08	Number of physical and virtual visits to libraries (annual total)	614,045	600,000	480,120		

Supporting Commentary

The take up of free school meals and lunches has remained positive during quarter 3, although the percentage take of lunches in primary and secondary schools is slightly lower than at the same point in the previous financial year.







The household waste recycling figure is an estimated figure and indications are at this stage that this target will not be met. Recycling performance is projected to be lower than last year's 43% figure.

A fall in recycling rates is not unique to Halton but appears to be consistent with many other local authorities. In Halton, a reduction in the amount of garden waste collected due to the hot weather and an increase in blue bin contamination levels are two of the contributory factors towards the projected reduction in recycling performance.

The Library service has seen increases in membership, book issues and visits to the libraries this year, despite national trends around library use declining. This is an extremely positive and encouraging trend and reflects the positive reaction to, and the benefits of, the work that has been undertaken by the Council in promoting engagement within the community and aligning service delivery approaches with expectations and demand.

Economy, Enterprise and Property

Key Objectives / milestones

Ref	Milestones	Q3 Progress
EEP 01a	Completion of Halton Tomorrow Document - July 2018	
EEP 01b	Produce a Local Economic Assessment – September 2018	
EEP 03e	Develop Business Rates Investment Plan - September 2018	
EEP 05a	Develop Disposal Plan - December 2018	
EEP 05b	Develop Corporate Strategic Asset Management Plan December 2018	
EEP 06c	To complete the refurbishment of the Halton Suite and relocation of staff – March 2019	

Supporting Commentary

Halton Tomorrow (renamed Halton 2030) is now complete and was presented to Executive Board, Employment, Learning, Skills and Community (ELSC) Policy & Performance Board and Management Team. An additional piece of work is now being undertaken to develop an Action Plan.

Interim findings were reported to ELSC PPB in February 2018 and to the Board of Halton Chamber of Commerce and Enterprise in June 2018. The LEA now forms the basis of the Halton Tomorrow and the economic development priorities for Halton Council











Business rates policy developed and approved by Executive Board ready for a roll out in April 2019 starting in the Astmoor Regeneration Area.

A Disposal methodology and framework has been delayed due to competing work priorities.

The Strategic Asset Management Plan has been completed and shared with Council's Asset Management Group.

Work to the Halton Suite is now likely to start in March and be completed late spring so the Milestone will not be achieved. This is as a result of the works to refurbish the Karalius Suite taking longer than envisaged, the anticipated date for completion of the Karalius Suite being early March 2019.

Key Performance Indicators

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q3 Actual	Q3 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO ₂ e).	16,043 tonnes CO ₂ e (actual 16/17)	15,882 tonnes CO ₂ e (target 17/18)	14,811 tonnes CO ₂ e (Actual 17/18)		
EEP LI 04	Occupancy rates of commercial and investment portfolio.	New KPI	N / A	N / A	N / A	N / A
EEP LI 07	Number of companies benefitting from the Council's intensive Key Account Management (KAM) Service.	New Indicator for 2018/19	50	53		
EEP LI 08	Number of Enrolments (Adult Learning).	1,960	2,950	886		
EEP LI 09	Number of People supported into work.	319	400	99		
EEP LI 10	Percentage of learners achieving accreditation.	56%	42%	21%		

Supporting Commentary

The reporting requirements for emissions have been amended whereby the figures for academies are no longer included. The actual figure for 2016/17 has therefore been amended to reflect the change to ensure the comparison to the 2017/18 figure is meaningful.

The overall emissions for 2016/17 amounted to 16,043 tonnes. The emissions for 2017/18 are 14,811 tonnes which equates to a 7.6% reduction.

Energy consumption has risen slightly however as the kw/h-CO₂ conversion factor has been reduced due to the greater mix of renewable energy being generated the overall CO₂ emissions have reduced.

- The breakdown is as follows:
- School Buildings 4894t
- Corporate buildings 5252t
- Unmetered supply 3045t
- Fleet Transport 1277t
- Business Mileage 343t

Street Lighting had the largest annual reduction in the amount of 22%. The target for 2018/19 has been set at 14,663 tonnes CO₂e, a 1% reduction over 2017/18. The annual figure for this indicator is a year behind and therefore only reported in the following year.

The BIG Team are currently working with industry partners to create a local 'Chemical\Energy & Environmental Sector Group' thereby increasing KAM penetration within an otherwise neglected sector.




More than 99 people were supported into work in Q3 but the required ESF evidence hasn't been received from employers and therefore, the additional job starts have not yet been claimed and counted. Cumulative job starts claimed to date for 17/18 is 218.

136 learners have achieved accreditation in the autumn term of the 17/18 academic year; this figure will increase throughout the year. Some courses have been extended and are longer than the one term, this will be reflected in the lower figures from last year.





8.0 Application of Symbols

Symbols are used in the following manner:

Progress Symbols

<u>Symbol</u>	<u>Objective</u>	<u>Performance Indicator</u>
Green 	Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
Amber 	Indicates that it is <u>uncertain or too early to say at this stage</u> whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage</u> whether the annual target is on course to be achieved</i>
Red 	Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved</u> unless there is an intervention or remedial action taken.</i>

Direction of Travel Indicator

Green 	Indicates that performance is better as compared to the same period last year.
Amber 	Indicates that performance is the same as compared to the same period last year.
Red 	Indicates that performance is worse as compared to the same period last year.
N / A 	Indicates that the measure cannot be compared to the same period last year.

REPORT TO: Executive Board

DATE: 11 April 2019

REPORTING OFFICER: Strategic Director (Economy, Community & Resources)

SUBJECT: Business Plan 2019 - 2020

WARDS: Borough wide

1. PURPOSE OF THE REPORT

- 1.1. To progress the adoption of the Council Business Plan for the period 2019 -20, as a basis for action and performance monitoring.

2. RECOMMENDED: That

- 1) the draft Business Plan extracts be received; and**
- 2) the Chief Executive, in consultation with the Leader, be authorised to make any final amendments and adjustments that may be required.**

3. SUPPORTING INFORMATION

- 3.1 The Council develops its business plan in parallel with the determination of its annual budget and the review and refresh of Corporate and Directorate Risk Registers. The Plan is formulated as a series of extracts representing each of the Council six strategic priority areas.
- 3.2 Whilst providing an overall operating context each of the Business Plan extracts will provide details of specific objectives and performance measures which would provide a focus for the ongoing monitoring of progress throughout the coming financial year.
- 3.3 Elected Members were engaged in the development of Directorate Plans, primarily through the autumn cycle of individual Policy and Performance Board meetings. This approach allowed Members to enter into a dialogue with Lead Officers concerning key themes for each strategic priority area and the development of specific improvement activities and targets for the coming year.
- 3.4 Following this the draft Directorate Plans, in tandem with the 2015 – 18 draft budget, are presented to Executive Board for approval. This approach ensures that decisions on Business Planning are linked to resource allocation.

- 3.5 Information for each of the Business Plan extracts is contained within the following appendices:-

Appendix 1 - Corporate Effectiveness & Business Efficiency

Appendix 2 - Children Young People and Families

Appendix 3 - Employment, Learning, Skills and Community

Appendix 4 – Environment & Urban Renewal

Appendix 5 - Health

Appendix 6 – Safer Halton

- 3.6 It should be noted that plans can only be finalised once budget decisions have been confirmed and that some target information may need to be reviewed as a result of final outturn data becoming available post March 2019.

4.0 POLICY IMPLICATIONS

- 4.1 The Business Plan forms a key part of the Council's policy framework and reflects known and anticipated legislative changes.
- 4.2 Elected Member engagement is consistent with "Best Value Guidance", to consult with the representatives of a wide range of local persons.

5.0 OTHER IMPLICATIONS

- 5.1 The Business Plan takes account of known and anticipated resource requirements relevant to the plan period.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

- 6.1 The business planning process is the means by which we ensure that the six corporate priorities are considered and translated into operational activity.
- 6.2 In accordance with the Council's performance management framework arrangements for the provision of Quarterly Performance Monitoring Reports will continue for 2018 - 19. Individual Priority Based Reports will be provided to relevant Policy and Performance Boards with Executive Board receiving quarterly Directorate Overview Reports.

7.0 RISK ANALYSIS

- 7.1 The development of the Business Plan, will allow the authority to both align its activities to the delivery of organisation and partnership priorities and to provide information to stakeholders as to the work of the Directorate over the coming year.

8.0 EQUALITY AND DIVERSITY ISSUES

- 8.1 There are no specific issues related to equality and diversity.

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

9.1 There are no relevant background documents to this report.

This Business Plan extract contains information in relation to the delivery of the Council's following strategic priority.

Corporate Effectiveness and Business Efficiency

Our overall aim is to deliver continued and positive improvement on the quality of life in the communities of Halton through the efficient use of the Council's resources.

Key Developments

Financial Services

The Council was successful in setting a balanced budget for 2018/19, despite having to identify £10m of savings. However, the first two quarters of the current year have indicated that overall spending is significantly above budget. This is due in part to the reduced budget, but in particular results from continued significant spending pressures in Children's Social Care and Adult Social Care where there is increasing demand for services. The latter comes despite the Council having increased the Children's and Adults budgets significantly, to try to address these severe demand pressures. Action plans are therefore being implemented to try to mitigate the situation in Children's and Adult Social Care as far as possible.

The overall 2017/18 financial outturn position for the Council was a £1.1m overspend, the scale of which has not been experienced previously by the Council. This has also placed further pressure upon the 2018/19 budget. In addition, shortfalls in income are now being experienced across a number of Services.

The Council's 2017/18 statutory accounts were published on schedule on 31st July 2018, which was two months earlier than previously required. Once again an excellent external audit report was received from Grant Thornton which provided the Council with another "clean bill of health."

Halton's council tax collection rate remains one of the highest in the region. However, following the introduction of the Council Tax Reduction Scheme in April 2013, significantly more households are now being billed and whilst the total cash collected has increased, a concern moving forward is the increasing level of accumulating council tax arrears.

There has been significant growth in business rates income generated over the past year and this is forecast to continue over the medium term. Since 1st April 2017 the Council has been part of the Liverpool City Region pilot scheme for 100% business rates retention and therefore now retains the full amount of any business rates growth. The need to make financial provision for rateable value appeals continues, although the Valuation Office Agency have introduced a three stage approach to appeals which is intended to speed up the process and avoid spurious appeals.

At a time of financial constraint and reductions in staff resources, it is particularly important to ensure that financial probity and a sound control environment is maintained throughout the Council. Work to provide assurance in this respect is led by Internal Audit, but all Divisions within the Finance Department contribute in this respect. Last year Internal Audit underwent

a Peer Review which confirmed that Halton is fully complying with the Public Sector Internal Audit Standards.

The Department provides Direct Payments to over 700 adults and children, to assist with meeting their social care needs. The demand for Direct Payments continues to increase, particularly in respect of children and will therefore need to be managed over the coming years. In addition, the Department provides an Appointeeship and Deputyship service to over 300 vulnerable individuals, for which the service provided is cost neutral.

In July 2016 Halton was one of the first Boroughs to move onto “full service” for Universal Credit. During the past year assessments and payment of housing benefits have been provided for over 7,600 claimants. In addition, council tax support discounts have been provided to over 12,500 taxpayers and the Welfare Rights Team has advised 926 residents.

Following the opening of the Mersey Gateway Bridge in October 2017, appropriate arrangements have been put in place for banking and reconciliation of toll and grant income, along with procedures for monthly verification and payment of the Unitary charge and management fees to the bridge and tolling operators.

Collaborative procurement activity is continuing through the LCR Procurement Efficiency Workstream, which is led by Halton’s Strategic Director – Enterprise, Community & Resources. The focus of the workstream is on realising cashable savings from collaborative procurement activity. ‘Open Clauses’ are now being incorporated in all relevant contracts across the region to allow other LCR authorities access to those contracts.

ICT & Support Service

The ICT & Support Service as a central service continues to support the corporate organisational and procedural change strategies as well as the business as usual service deliverables through its 34 Central Admin teams, 5 Schools Support Teams, Security and Strategy Team, Print Unit, Records Management Unit, 11 Specialist ICT Teams, Corporate & Schools GDPR and Data Management, Contact Centre and One Stop Shop’s.

Year on year the demand increases for in house ICT systems and application development work, as, the use of shared accessible technologies across the authority grows through its increasing number of partners and the development of authorities Schools technology stack.

As the authority implements procedural and organisational change by developing new ways of working, the demand for new back end as well as user interface technologies builds to deal with the consolidation of services and the move toward integrated working relationships within the public services environment. The authority has maintained and invested in an in-house service to its advantage and through various regional reviews remains one of the lowest cost ICT services that still provides the full service delivery capability.

The demand for Administrative Support Services continues to grow as the authority changes and develops through its efficiency programme and consolidates key skills within many of its departments. Enabling practitioners to focus upon key services has remained a key focus all supported by the authorities generic administrative support services across 34 specialist areas. Enhanced by the services customer service teams through face to face contact with

those members of the public who do not have access to digital media and through the contact centre for those that do.

The department has achieved and developed a high level of income as well as key strategic external partnerships with Sefton MBC, Mersey Travel, The Combined Authority, Halton Schools, North West Employers and Mersey Gateway, Cheshire East & West, Youth Offending Services, AllFaiths and many more partners; supplying systems and technology services across all partner agencies as well as the in-house development of the growing number of customised Halton designed and delivered applications and systems saving a considerable revenue implication for service departments.

To support such a growth in demand whilst delivering efficiency savings from within the departments itself, new ways of supporting the authority and its clients technically through the Halton Cloud have been under constant development. Allowing the centralisation of the authorities' data assets and the constant development of secure simplified user driven interfaces back into Halton managed and partner systems. This ongoing process of developing easy to use centralised data management and desktop systems has allowed the authority to innovate in many areas of the business and will continue to support services as the demand evolves.

The Halton CRM development will continue linked to the development of the Halton Web interfaces supported by the Contact Centre having resolved approximately 116'000 calls in 2017/18 and the shops resolving over 91'000 face to face client contacts through the 2 shops.

The list of projects delivered over the 2017/18 period has exceeded over 400 deliveries of key systems, services, improvements to client process and support solutions. Major service deliveries such as the development of new and improved Transport Management Systems, Cemeteries & Crematoria Management, Social Care developments for new care homes and community care solutions – Lifeline and partner systems, The delivery and network management of the regional GovRoam services allowing all regional partners to utilise WiFi services across the region, The development of the Financial Management systems with External partners releasing a substantial income opportunity, the development of new and improved cloud services that enable the delivery of internal as well as external opportunity, the consolidation of user print services and the replacement of all scanner/print devices, new open source email filtering solution saving the authority a considerable revenue implication over the coming years, New Back-Up facilities linked across the authorities two active/active data centres.

This has shown a considerable commitment to the authority by many individuals within the teams delivering such services as they go above and beyond to allow such demanding objectives to be delivered mostly linked to aggressive and often immediate deadlines.

Legal & Democratic Services

The main priority of the legal department continues to be to ensure that the Council is kept up to date on legislative changes and new requirements affecting the delivery of the Council services.

The team ensures that the council decision making processes are compliant with the law and fit for purpose.

The Communications and Marketing team have played an important role in ensuring that Members, staff and the public are given the best possible information on service developments. The team have also been instrumental in the drive to promote the role of foster carers. They were also deeply involved in the detailed planning and implementation of a very successful Mersey Gateway opening event.

The operation of the new bridge has placed considerable demands on the legal team as well as communications colleagues.

The Customer Intelligence Unit continues to excel at information gathering putting the Council in the best possible position to make informed decisions. It also seeks to ensure that the Council uses social media to the best effect and has continued to make significant operational improvements to the Council's website. In addition, the small team again managed an average of more than one consultation a week. They carried out an extensive Mersey Gateway survey with around 6,000 responses which was turned around within a week, and a detailed Members survey, to inform the Council's response to the Boundary Commission review. That review has required involvement to a considerable extent by legal, democratic & CIU staff.

The Elections team successfully carried out the May local elections and a subsequent by-election. The Legal team have again been called upon to support the operation of the Liverpool City Region Combined Authority and its scrutiny role.

Legal staff have been involved to support the Council's compliance with the General Data Protection Regulation.

Considerable legal input has been provided to facilitate the development of major projects.

Work has been carried out with Members to ensure that committee and decision making structures remain fit for purpose.

Community & Environment

The Stadium

The Stadium has for a number of years been one of the leading venues in the Wedding market within the Borough, in addition it competes very well with its competitors regarding the function and conference market.

It is a continuous challenge to ensure the facilities at the Stadium meet or better those of its competitors, great emphasis is placed on customer care and all staff are trained in this area continuously.

In addition this year the Karalius Suite has been upgraded and will offer a wider selection to a much wider cohort enabling the Stadium to keep up to date with technology.

Further efforts this year will see the Stadium compete for niche markets such as themed nights and cabaret nights utilising still further the Marquee Suite which is the largest single room offer in the Borough.

The Stadium has successfully hosted a variety of events over the past year linked to the Rugby Football League, including Representative Matches and Regional Finals, these events continue to raise the profile of the Borough and keep the Stadium firmly in the sights of the RFL for any other future events.

The refurbishment of the pitch will enhance this offer still further.

The Stadium has also hosted, for the sixth year running, the National Band Corp Championships, they have booked the event for the next three years.

The Elton John concert in June 2017 was a huge success with over 14,000 people attending, the co-promoters expressed their appreciation at the level of planning and professionalism shown by HBC.

The poor on-field performance of Widnes Vikings in 2018 resulted in less spectators attending than in previous years which had an adverse effect of the secondary spend on match days, Widnes's relegation has put tremendous pressure upon the Stadium, we will have to wait and see what effect relegation has on the Club.

Universal Free School Meals

The Universal Free School Meals (UFSM) will continue for the foreseeable future, this will mean that ALL children under the age of 7 will receive a free hot, balanced, nutritious school meal every day, given the levels of deprivation in Halton this is a specifically good piece of news.

By introducing school children at such an early age to a variety of healthy, well balanced food stuffs enables them to make the right decisions concerning eating habits as they move through childhood.

Halton was one of the first Authorities to introduce free fruit for the under 7's and has led the way on healthy initiatives for a number of years.

Halton has introduced a scheme that enables children to receive a free school meal whilst the Universal Credit is being processed.

Economy, Enterprise and Property

Property Services – Operations

Capital Projects - Property Services has delivered 25 projects via capital funding over the past 12 months totalling circa £4.5m.

Many of these projects relate to the schools capital programme. However, the team has also overseen the development of Unit 37 at Astmoor to provide a vocational centre for the Bridge school.

Improvements have also been made to the Widnes market, whereby a new roof has been provided together with a number of energy efficiency measures.

The team also project managed the development of the new clubhouse and changing facilities for the Linnets football club.

New Consultancy Services Contract - The department has worked with the Council's procurement team to procure a new consultancy services contract.

The successful tenderer provides a "one stop shop" full design service for both capital and planned repairs and maintenance projects across the Council's portfolio of properties (e.g. corporate buildings, community centres, leisure facilities, schools, etc.) The "one stop shop" full design service utilises the skills of Architects, Building Surveyors, Structural, Mechanical and Electrical Engineers, Quantity Surveyors and other professionals to allow a scheme to be fully designed.

Feasibility studies – a number of studies totalling £2.9M have been undertaken. These include:

- Beechwood school toilet refurbishment
- Brookfields classroom extension
- Bridge School internal and external alterations and MUGA
- Belvedere Refurbishment
- Beechwood & Halton Lodge SEMH Resource base
- Oakmeadow refurbishment

Accommodation Plan – The first phase of the relocation of 250 staff from Kingsway House has been completed.

Using the new agile working policy, has facilitated the relocation of 70 plus staff from Rutland House to provide space for Her Majesty's Courts Service. Staff were relocated to other floors in Rutland House and also Grangeway Community Centre.

Agile hubs – Several agile working hubs at Grangeway Community Centre, Kingsway Learning Centre, and Ditton Community Centre now allow staff to work in a more agile way.

Policy, People, Performance & Efficiency

The divisional restructure implemented in Q4 of 2017/18 has been largely successful, enabling the division to operate at reduced cost, and refocusing the way HR services are delivered across the Council and the external SLA customer base. A range of new processes accompanied the change in staffing structures with more automation and self-service no prevalent, which has increased efficiency, audit trails, and reduced scope for error. One area where the restructure has not proved as effective as planned is Recruitment and Resourcing. This is due to an unanticipated rise in demand for recruitment (85%), which coincided with the implementation of new structure and processes, resulting in service delays. To remediate this situation analysis of future recruitment need has been undertaken in the latter half of 2018 and additional resources have been deployed into that part of the division during Q4 2018/19 to meet increased demand.

The education sector continues to face financial pressures and as this forms a large part of the divisions SLA customer base, a notable rise in restructuring and reconfiguration in schools has brought increased workload to the division. In the Employment Relations area in particular, this has necessitated an increase in SLA charges to ensure that Council costs are fully recovered, in line with the Councils Corporate Income and Charging Policy.

During the last year, the work of the Efficiency Programme has become more aligned with the Recruitment & Resourcing function. The loss of one of the Efficiency team due to staff turnover has resulted in reduced productivity, however a business decision was taken in Q3 2018/19 to re-prioritise funding and the two functions will become integrated for 2019/20, with project management and accountability remaining within the division and review work being conducted by multi-disciplinary teams made up of individuals from relevant parts of the organisation.

The Council's agency worker contract was re-procured during 2018 and has remained with Matrix SCM for a further 5 year term (to 2023). Agency worker usage remains subject to tight control, and spend continues to reduce generally, however some labour market issues have resulted in rising spend in some areas (refer to Emerging Issues below).

The division continues to progress activity related to the 2016 Organisational Development Strategy. Absence Management has been a key focus of attention, with the new policy framework introduced in 2017 becoming further embedded across the organisation, and whilst this remains work in progress, indications are that the cost of absence is demonstrating a downward trend. Workforce planning and focused skills development is now a core element of the divisions work. Leadership and Management development is being taken forward as a specific initiative, in collaboration with providers who can be funded via the apprenticeship levy. The newly formed Organisational Development Service has adopted the 'Towards Maturity' model of organisational development (<https://towardsmaturity.org/>), which is moving the way that the division offers learning and development across a broader range of platforms, enabling a tailored response to a wider range of scenarios across the organisation.

The Government Equalities Office has introduced mandatory Gender Pay Gap reporting for large public sector organisations (at least 250 employees) in March 2018. Data captured at April 2017 and published on 31st March 2018 showed the Council to have a mean (average) Gender Pay Gap of 10.09%, which is significantly lower than the national whole economy figure of 17.4%. The Council uses this data to reporting to direct organisational development as far as it is able, however the prevailing financial climate does not allow for significant reconfiguration of the gender make-up of the workforce, particularly given that the general trend is a reduction in total employee numbers. The formal report for the Council can be accessed at:

<https://www3.halton.gov.uk/Pages/councildemocracy/pdfs/EandD/genderpaygap.pdf>

The Apprenticeship policy framework has now been in place since 2017, bringing a structured approach to recruiting and supporting apprentices through a training programme / employment experience. In line with the Organisational Development Strategy, focus for some placements has been on 'hard-to-recruit' areas where labour market supply of regular recruits has diminished or is unstable. At the end of Q3 2018/19, the Council has established 17 apprenticeships under the 'Levy' arrangements introduced in April 2017. In addition 43 existing employees have commenced apprenticeships to enable up-skilling across a range of

Council services, all of which will result in more effective service provision, business resilience and succession planning.

The Partnerships function within the division has provided considerable support to the Councils commitment to the Syrian Refugee resettlement programme in the UK, facilitating partnership activity and interventions to enable the effective resettlement of 112 Syrian refugees into the Borough. This work continues with a further 60 individuals due to arrive in Q1 2019/20.

Significant legislative change was expected during the year, however this was largely delayed within government and as a result features in the Emerging Issues section below, requiring adoption and management in the coming financial year.

Emerging Issues

Financial Services

A further £21m of budget savings are forecast to be required to deliver balanced budgets for the next three years, based upon indicative reductions in grant funding, increasing costs and increasing demand for Council services. This will prove extremely challenging given the significant reductions made over previous years. Therefore, the Council will need to give early consideration to how it might address further budget reductions on this scale.

Beyond 2019/20 there is great uncertainty regarding the funding of Local Government and implications will have to be considered as the year progresses. This will involve the Financial Management team understanding, reporting and responding to various consultations, working with partners across the Liverpool City Region, Special Interest Group of Municipal Authorities (SIGOMA) and the Local Government Association (LGA). Regular updates of financial forecasts will be undertaken and consideration given to changes to retention of business rates. Funding changes will include:

- Fair Funding Review – Review of local authority needs, resources, service pressures and cost drivers
- Business Rate Retention – Proposed change to 75% business rates retention, reset of business rate baselines and future funding of appeals within the business rate system
- 2019 Public Spending Review
- Pension Triennial Review
- Social Care Green Paper

The operation of “full service” Universal Credit in Halton will continue to be monitored, in order to manage the increasing workload generated in respect of housing benefits, council tax support, council tax arrears, the discretionary support scheme and welfare rights. Latest information from Government indicates that the “managed migration” of Universal Credit which was meant to start in January 2019 will be delayed, with a small number of claimants being migrated via pilots later in 2019. Large scale managed migration will not now begin until November 2020 and is expected to be completed by the beginning of 2024.

From 1st April 2019 councils will no longer be asked by the DWP to provide Universal Support, which is a service comprising Personal Budgeting Support and Assisted Digital Support for new Universal Credit claimants. This has been provided by councils under contract to the DWP for the past three years. However, from 1st April 2019 the DWP have commissioned the Citizens Advice Bureau to provide this service.

The Local Government Association recently published a National Procurement Strategy for Local Government in England 2018 entitled ‘Delivering the ambition’. The Strategy builds upon the previous national strategy and has three key themes relating to ‘Achieving Community Benefits’, ‘Showing Leadership’ and ‘Behaving Commercially’. The Procurement Team will be reviewing the Strategy and associated toolkit and assessing the Council’s maturity in each of the key areas. This assessment will then be used to inform an update of the Council’s own Procurement Strategy and to agree objectives and set local goals. The implementation of the Strategy continues to ensure that value for money is achieved in the

use of resources and that correct and robust procurement practices are followed across the Council.

The Financial Management team have completed an initial benchmarking exercise of the Council's costs using a software tool called CFO Insights. This will be developed further examining service cost & performance and comparing this to authorities who share similar demographics and size to Halton although this can be expanded to all Councils across the country. The aim will be to utilise the tool so it can be used to promote ideas for efficiencies to be put forward in helping to balance the Council's budget from 2020/21 onwards.

ICT & Support Services

The ICT, Customer & Administrative Support Service through 2018/2019 will continue to support the considerable demand for Administrative, Front line customer support, Data Governance and Technical support solutions.

Developments such as the centralisation of postal services are being co-ordinated through the Records Management Unit (RMU), staying with data governance and management detailed analysis is underway to re-analyse and reduce further printing costs across the authority by systematically targeting the largest print users based upon MFD usage reports. Exploring volumes can be reduced by electronic working internally as well externally for service clients or through hybrid mail services. The development of the RMU will continue as the unit digitises more of the authorities' paper based records and links them to the in-house developments of associated SharePoint systems made available to internal and external users.

The service will implement a new online Free School Meals (FSM) application system to replace the current paper based system. This will build upon the existing online (Parent Portal) school admissions system and will allow parents to apply for FSM when applying for a school place or independently at any time of the year. Each Parent application will get an instant response to show their current entitlement as the portal is linked directly to DfE's ECS service (Eligibility checking service: Interface between DfE and DWP to provide entitlement checks). We envisage that the simple online nature of the new process will encourage more parents already receiving Universal infant free school meals (UFSM) to apply for FSM, which in turn will lead to schools receiving the "Pupil Premium" funding which should lead to better outcomes for these children.

The new Data Protection Officer linked to the SLA offered to schools to ensure Halton schools are GDPR compliant has now been purchased by almost 50% of primary schools and is also being considered by two Halton secondary schools with uptake growing on a monthly basis – the service is also being offered to Academies and those schools outside of the Halton Boundaries.

The development of the Halton Cloud Service is moving from strength to strength and will continue with the incremental roll out of the new desktop facilities to all officers with plans to start a roll out across the School's curriculum network by mid-2018 and centralise all data services as well as desktop provision reducing the associated hardware spend for schools. The Schools administrative environment is currently being upgraded into the new Halton Cloud & MyApps facility from the existing MyDesk virtual desktop provision.

The authorities' systems development programme will continue to manage and develop new integrated solutions releasing further savings as many of the systems over the last 36 months have been in-house developments reducing third party implementation costs, extensive revenue charges and procurement costs.

New system developments will include the extensive and complex replacement of the existing Care Management Systems for both Adults and Children's Services, the replacement of the learning and libraries networks and associated systems, key web based developments will take place for the integration of new DWP and associated customer portals for the delivery of client driven access to Revenues and Benefits data and services.

The drive to develop external income opportunity will continue as the Financial Management Systems programme develops as other authorities show interest in joining the collaboration, together with the authorities' offerings to Schools and external agencies. This will link to Halton's new status as a BACS bureau now facilitating and delivering BACS for other local authorities and partners. All linked to a growing and considerable business as usual portfolio of projects for the coming year.

Following the success of the initial Lean Six Sigma Green belt training and accreditation programme delivered by the service, the service will continue to develop the training programme to a wider corporate and partner audience.

Finally to maintain a relevant skills profile as the service evolves along with the authorities digital requirements both ICT and Administrative support Services will undergo a further restructure within the fourth quarter/1st Quarter 2018 as the Halton Cloud centralises technologies and changes the support profile for the user base, with a view to enhancing customer contact and simplifying issue resolution.

Legal & Democratic Services

The Liverpool City Region devolution arrangements will continue to place considerable demands on the Legal and Democratic Services teams. Scrutiny support has been provided during the preceding financial year and will continue. Governance issues are expected to remain a major focal point.

The next phase of the review of the Council's arrangements by the Boundary Commission will continue to place demands on staff in all areas of the Department.

Economy, Enterprise and Property

Property Services – Operations

Mersey Gateway Handback

Temporary Use Areas (TUA's) - Property Services will be working with the Mersey Crossings Board over the next few months dealing with the handback process of all TUA's. These areas will require ongoing management once they are returned to the Council.

Facilities Management

Pressures on maintenance and repairs budget is ongoing which will undoubtedly present more challenges when finalising the planned programme of works for 19/20.

Accommodation

Relocate all staff remaining in Kingsway House, approx 200, to empty Kingsway House by summer 2019, which will allow dilapidations to be carried over the summer and then handed back by October 2019 when the lease runs out, leading to significant savings associated with the running costs of Kingsway House.

Refurbishment of Karalius Suite needs to be completed before the Stadium will release the Halton Suite for refurbishment works to make into office accommodation, and then the gym. Delay of completion of Karalius Suite will have knock on effect for the eventual emptying of Kingsway House.

Health and Social Care Accommodation

As and when appropriate accommodation for older residents has been acquired, resources will need to be set aside to cover ongoing maintenance costs. We are currently looking to develop our existing accommodation at both Oakmeadow and Belvedere to create additional bed spaces over the coming months.

Markets

Following on from the restructure which created a Markets and Technical Support team the focus from October 2018 onwards will be:-

- To create a robust marketing and advertising plan which will hopefully increase the customers shopping in the market, and also increase new traders to the market with a good commodity mix.
- Keep the stall occupancy at 83%, or even increase.
- Revise and reissue the Market Protocols to traders with some key changes regarding encroachment, traders behaviour, and payment by direct debit.
- Inform Traders of new system in sundry debtors where they will be charged interest on any unpaid invoices after 31 days plus an admin fee – system to be brought in early next year, date t.b.c.
- Rebrand the new Market Attendants team with new uniforms and provide training to all attendants for the various machines and health and safety issues, i.e. ladder training.

Capital Works

High Profile companies going into receivership is having an impact on the Council's ability to drive down price. The framework delivery route is an option that we will be investigating over the coming months as this may be an appropriate way of managing costs.

Cleaning Services

Schools wishing to move to external providers are restricted from doing so as staff who are part of the Cheshire Pension Scheme are too expensive to be TUPE'D across. In such instances, we are encouraging the schools to employ the staff direct. We are hoping to help

address this as one of our key developments. Staff recruitment is an issue with both schools and corporate sites, which causes problems with delivery at times.

Policy, People, Performance & Efficiency

Resourcing issues

General labour market conditions continue to create challenges in the resourcing of some service areas, notably technical professional (e.g. Highways engineering), care services, children's social care, and leisure services where the workforce across the industry is particularly transient. Regional and national intelligence suggests that these issues are common across local government. This results in repeated recruitment, as it is often unsuccessful in the first instance. The activities of the Recruitment and Resourcing / Efficiency functions are therefore being targeted to project-based recruitment exercises involving closer collaboration with affected service areas and more intensive engagement with the labour market through multi-channel interventions facilitated by colleagues in Marketing and Communications. This approach will continue to be monitored and assessed for effectiveness.

Apprenticeship Levy

As a large employer, the Council has been obliged to pay the 'Apprenticeship Levy' to government since April 2017. This equates to something in the region of £300,000 per annum. The levy is held on account for two years to fund apprentice training, but cannot be used to fund wages or salaries. The levy is being continually drawn down to fund training of the (current) 17 new apprentices and 43 existing staff in new apprenticeship training placements, however a risk exists that some levy contribution will be clawed back by government when it has been sat on account for the two year period. The Council is working collaboratively with other authorities and partners to explore ways to maximise the return on investment from the Levy paid, developing the opportunities to create an up-skilled workforce and providing development opportunities and career progression for the existing and future public sector workforce.

Public Sector Exit Payment Cap and Recovery of Exit Payments

The relevant sections of the Enterprise Act 2016 / Small Business, Enterprise and Employment Act 2015 which bring these requirements into force are not yet enacted.

Upon introduction, this legislation will provide the framework for a restriction on public sector exit payments by allowing Regulations to be made that place a cap on the total amount of exit payments made to a person in respect of a relevant public sector exit. The legislation currently envisages this cap to be set at £95,000 although the regulations may prescribe a different amount.

In addition, the proposed legislation provides H.M. Treasury with the power to make regulations that require a public sector worker in receipt of an exit payments to return that payment, or a proportion of it, in cases where that person returns to work in any part of the public sector. Draft Regulations have been produced however no secondary legislation has actually been subsequently brought into force. It is envisaged that the 'minimum salary' of public sector workers to which the recovery provisions will apply will be set at £80,000 per annum.

It was anticipated that implementation would have occurred by now, however due to a lack of parliamentary time it has not and the position relating to the calculation of redundancy payments, funding of 'pension strain' where redundancies occur in the interests of business efficiency, and the way this legislation will interface with other employment law and public sector pension regulations remains unclear. In any event, its complexity is likely to require new processes across multiple organisations and a significant resource requirement to put in place and manage. It remains the case that an implementation date is awaited.

UK exit from the European Union (Brexit)

Although much UK employment law is derived from EU law, the UK's withdrawal from the EU is highly unlikely to have an impact on UK employment law in the short-term, as most EU Directives are implemented in the UK by regulations or Acts of Parliament. For example, even if the UK is no longer required to comply with the EU equality Directives, the Equality Act 2010 will remain in place. It will be for Parliament to decide whether to retain, amend or repeal domestic legislation, and this is an ongoing subject for debate in many business disciplines including HR.

Commentators have identified the harmonisation of contracts after a TUPE transfer; the calculation of holiday pay; agency workers' rights; and the introduction of a cap on compensation in discrimination claims as examples of areas, currently governed by EU law, where changes could be made in the future by a Government looking to roll back employment regulation.

It is possible that the UK will be required to continue to implement elements of EU legislation as a condition of any negotiated trade deal between the UK and EU.

From a policy and HR perspective, the division will monitor reputable commentary and information from professional bodies and networks, and plan for resulting changes in process and practice as any revised regulations emerge.

Equality & Diversity policy

The Council's Single Equality Scheme is due for review and work is in place to review and update the Council's equality objectives within the scheme, along with associated plans and actions. Within 2019/20, the scheme will be updated and submitted for approval and adoption, ensuring ongoing compliance with the Public Sector Equality Duty and taking into account any changing demographics in the wider community (notably the resettlement of Syrian refugees, and EU national settlement) is accurately reflected.

Key partnership activity

Two additional themes emerging at the time of development of this plan are the adoption of 'Housing First' by the Liverpool City Region Mayor – an initiative designed to prevent homelessness by ensuring that a partnership approach is taken to maintaining a home for everyone, before any other considerations. Additionally, the prevention of Modern Slavery agenda is gaining recognition across the Cheshire geographical footprint, with partnership working developing across a range of organisations to foster and promote multi-agency awareness and effective prevention. The Council will have an involvement in both of these agendas, with the Partnerships function in the division providing relevant facilitation and coordination support.

Appendix 1

Objectives, Milestones and Measures

Service Objective: FS 01	Set the Revenue Budget, Capital Programme and Recommend Council Tax.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Report 2020-23 Medium Term Financial Strategy to Executive Board - November 2019. ▪ Report 2020/21 revenue budget, capital programme and council tax to Council - March 2020. 		
Responsible Officer:	Operational Director, Finance	Linked Indicators:	Corporate Effectiveness and Efficiency

Service Objective: FS 02	To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing timely and accurate financial reports.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Provide monthly financial reports to budget holders within 8 days of month end. ▪ Provide quarterly financial monitoring reports to Operational Directors for inclusion in Performance Monitoring Reports. Provide quarterly monitoring and forecasting reports on the overall budget to Executive Board. 		
Responsible Officer:	Operational Director, Finance	Linked Indicators:	Corporate Effectiveness and Efficiency

Service Objective: FS 03	Provide for public accountability by reporting the Council's stewardship of public funds and its financial performance in the use of resources by preparing the statutory Statement of Accounts in accordance with the latest accounting standards.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Publish the Statement of Accounts following external audit by 31st July 2019. 		
Responsible Officer:	Operational Director, Finance	Linked Indicators:	Corporate Effectiveness and Efficiency

Service Objective: FS 04	Make best use of cash resources available to the Council and meet its statutory responsibility by setting, implementing and monitoring the Treasury Management Policy.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Establish Treasury Management Policy and report to Council - March 2019. ▪ Provide monitoring reports to Executive Board on a bi-annual basis. 		
Responsible Officer:	Operational Director, Finance	Linked Indicators:	Corporate Effectiveness and Efficiency

Service Objective: FS 05	Ensure that the Capital Programme is affordable, prudent, and sustainable by setting and monitoring prudential borrowing indicators.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Establish and report prudential indicators to Council - March 2019. ▪ Provide monitoring reports to the Executive Board on a bi-annual basis. 		
Responsible Officer:	Operational Director, Finance	Linked Indicators:	Corporate Effectiveness and Efficiency

Service Objective: ICT 01	Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network, Hardware and Software Infrastructure.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Continued Enhancement of the virtualization platform to enhanced or new technologies - March 2020. ▪ Further development of Cloud Services Platform - March 2020. ▪ SharePoint and Records Management enhancements - March 2020. ▪ Interactive Web Services Enhancement and further SharePoint Integration - March 2020. ▪ Further development of commercial ICT opportunity within desktop, hosting and DR provision - March 2020. 		
Responsible Officer:	Operational Director ICT & Support Services	Linked Indicators:	Operational Director ICT & Support Services

Service Objective: ICT 02	The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal and GDPR process.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Continuing improvements, enhancements and commercial use of Cloud system - March 2020. ▪ Continuing workflow implementation - March 2020. ▪ Improvement and enhancement of all web based customer interfaces - March 2020. ▪ Continued development of document management and distribution services - March 2020. 		
Responsible Officer:	Operational Director ICT & Support Services	Linked Indicators:	

Service Objective: ICT 03	The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Continual development of the I Want Admin/Finance/HR Portals - March 2020. ▪ Develop and enhance operational Records management Unit Services - March 2020. 		
Responsible Officer:	Operational Director ICT & Support Services	Responsible Officer:	

Service Objective: LD 01	To ensure that decision makers are supported through the provision of timely and accurate advice and information and are kept informed of changing legislation and responsibilities.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Review constitution - May 2019. 		
Responsible Officer:	Mark Reaney	Linked Indicators:	

Service Objective: LD 02	To provide efficient and effective Democratic Support Services that provides Elected Members, as key decision makers, with the necessary information, support and training opportunities to fulfil their individual potential and management and governance role effectively.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ To ensure that all members have been given the opportunity of a having a MAP meeting where desired. ▪ To induct all new members by October 2019. 		
Responsible Officer:	Mark Reaney	Linked Indicators:	

Service Objective: CE 01	Increase the number of Pupils having a school lunch, to raise awareness and increase levels of healthy eating.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Deliver a promotion and educational campaign - September 2018 and January 2019. 		
Responsible Officer:	Schools Catering Manager	Linked Indicators:	CE LI 01, 02, 03, 04

Service Objective: EEP 07	To provide a comprehensive property service		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Complete the handback process for all the Mersey Gateway Temporary Use Areas (TUA's) by December 2019 ▪ Vacate Kingsway House, and relocate all staff to other Council buildings by October 2019 ▪ Deliver all programmed maintenance projects on the 2019/10 programme by March 2020 ▪ Deliver SEMH projects at Halton Lodge & Brookvale Primary schools by September 2019 ▪ Deliver Crow Wood Park pavilion by June 2019 		
Responsible Officer:	John Hughes	Linked Indicators:	

Service Objective: PPPE 01	To enhance the efficiency and effectiveness of corporate training opportunities through the design and implementation of appropriate learning interventions, to include the development of bespoke Learning & Development offerings to individual service areas.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Promote and take forward the delivery of actions identified within the Organisational Development Strategy May 2019 ▪ Review and refresh annual training calendar September 2019. ▪ Regular engagement with service managers to identify areas of challenge and develop appropriate bespoke solutions April, September, December 2019, and March 2020. ▪ Full implementation of Leadership and Management Development Programme September 2019. 		
Responsible Officer:	Brian Hilton	Linked Indicators:	PPPE LI 03

Service Objective: PPPE 02	Implement the Apprenticeship Policy to support the establishment of apprenticeships across the Council, and optimise return on the Apprenticeship Levy.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Establish 10 new apprentice placements within Council services, compliant with the requirements of apprenticeship legislation March 2020 ▪ Establish 20 new existing employee apprenticeships to enable up-skilling in a range of business areas, compliant with the requirements of apprenticeship legislation March 2020 		
Responsible Officer:	Richard Rout	Linked Indicators:	PPPE LI 09

Service Objective: PPPE 03	Continue implementation revised Attendance Policy to promote appropriate wellbeing support and secure reductions in the incidence and cost of staff absence.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Monitor impact of new policy at three monthly intervals – support with financial and data analysis June, September, December 2019 and March 2020. ▪ Demonstrate improved wellbeing, cost reduction and productivity enhancement over the financial year 2019/20, through review data and engagement with managers / employees. March 2020 		
Responsible Officer:	Richard Rout	Linked Indicators:	PPPE LI 01

Service Objective: PPPE 04	Optimise the use of the Agency Worker contract across Council services, to secure ongoing reductions in the incidence and cost of agency usage, and to ensure that correct and appropriate resourcing solutions are being deployed across Council services.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Review and consider most appropriate resourcing mix in collaboration with service management in areas of highest agency usage September 2019. ▪ Implement resourcing plans with service management in appropriate areas September 2019. ▪ Ongoing monitoring of agency usage and spend April, September, December 2019, and March 2020. 		
Responsible Officer:	Richard Rout	Linked Indicators:	PPPE LI 02c / 02d

Service Objective: PPPE 05	Work with high demand service areas to develop and implement effective recruitment programmes, optimising labour market engagement to attract high quality candidates.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Identify service areas with highest consistent recruitment demand, turnover, and low attraction rates September 2019. ▪ Implement project based recruitment plans with service management in appropriate areas September 2019. ▪ Corroborate out-turns of linked KPI's to assess effectiveness of approach to resourcing June, September, December 2019, and March 2020. 		
Responsible Officer:	Richard Rout	Linked Indicators:	PPPE LI 02c / 02d

Ref	Description	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target
FS LI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes	TBC	Yes
FS LI 02	Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes	TBC	Yes
FS LI 03	Proportion of Council Tax that was due that was collected	94.62%	94.50%	TBC	94.25%
FS LI 04	The percentage of Business Rates which should have been received during the year that were received	98.21%	97.00%	TBC	97.50%
FS LI 05	Average time for processing new claims (Housing Benefit & Council Tax Reduction)	19.94 (Days)	20 (Days)	TBC	20 (Days)
FS LI 06	Average time for processing notifications of changes in circumstances	2.96 (Days)	9.0 (Days)	TBC	9.0 (Days)
ICT LI 01	Average availability of the Council's operational servers (%).	99.00%	99.00%	TBC	99.00%
ICT LI 02	Average availability of the Councils WAN infrastructure (%).	99.00%	99.00%	TBC	99.00%
ICT LI 03	School Support SLA: % of calls responded to within <u>agreed</u> target*: <ul style="list-style-type: none"> ▪ Priority 1 ▪ Priority 2 ▪ Priority 3 ▪ Priority 4 	100.00%	85.00%	TBC	85.00%
		100.00%	90.00%	TBC	90.00%
		100.00%	95.00%	TBC	95.00%
		100.00%	100.00%	TBC	95.00%
ICT LI 04	Average working days from delivery to completion of a new PC.	8	10	TBC	TBC
LD LI 01	No. Of Members with Personal Development Plans (56 Total).	54 (96.00%)	56 (100.00%)	TBC	TBC
LD LI 02	Percentage of Members attending at least one organised Training Event.	86.00%	100.00%	TBC	TBC

Ref	Description	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10	10	TBC	TBC
LD LI 04	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1	3	TBC	TBC
LD LI 05	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information.	131	N / A	TBC	TBC
LD LI 06	No. Of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums) – For information	20	N / A	TBC	TBC
LD LI 07	% of Executive Board, Executive Board Sub-Committee and Mersey Gateway Executive Board minutes published within 5 working days after the meeting.	100.00%	100.00%	TBC	TBC
LD LI 08	% Of those eligible casting a vote in local elections. – For information purposes only.	N / A	N / A	TBC	TBC
LD LI 09	% Of completed form A's (register of voters) returned.	N / A	90.00%	TBC	TBC
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	86.00%	87.00%	TBC	80%
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	77.80%	77.50%	TBC	80%
CE LI 03	Take up of school lunches (%) – primary schools.	63.00%	65.00%	TBC	60%
CE LI 04	Take up of school lunches (%) – secondary schools.	55.4.%	57.00%	TBC	55%
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO ₂ e).	14,811 tonnes CO ₂ e (actual 17/18)	14,663 tonnes CO ₂ e (target 18/19)	TBC	TBC
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)				
PPPE LI 02	Average Cost of Employee (FTE) Absenteeism				

Ref	Description	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target
PPPE LI 03	Percentage of Employees (FTE) without sickness			TBC	TBC
PPPE LI 04	Total Full Time Equivalent Staffing Establishment			TBC	TBC
PPPE LI 05	Total Staff (head count) (indicator for information only)			TBC	TBC
PPPE LI 06	Total Agency Worker Usage (number of placements – year to date)			TBC	TBC
PPPE LI 07	Number of apprenticeship placements established in the Council. (Cumulative – year to date)			TBC	TBC
PPPE LI 08	Total Agency Worker Cost (cumulative cost – year to date)			TBC	TBC
PPPE LI 09	% of training delegates attending as proportion of places reserved			TBC	TBC
PPPE LI 10	The percentage of top 5% of earners that are: ¹			TBC	TBC
	a) Women			TBC	TBC
	b) from BME communities			TBC	TBC
	c) with a disability			TBC	TBC
PPPE LI 11	No of staff declaring that they meet the definition of disability within the Equality Act 2010 as a % of the total workforce.			TBC	TBC
PPPE LI 12	Minority Ethnic Community staff as % of total workforce.			TBC	TBC
PPPE LI 13	Average time to recruit (ATS System reported figure)			TBC	TBC
PPPE LI 14	Staff turnover rate (Permanent & temporary staff. Excludes casual)			TBC	TBC
PPPE LI 15	First Year Turnover rate (The number of staff leaving the authority within 1 year of joining)			TBC	TBC

¹ Performance targets for these measures take account of local demographic profiles

Ref	Description	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target
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This Business Plan extract contains information in relation to the delivery of the Council's following strategic priority.

Children and Young People

Our overall aim is to support the development and learning of children and young people so they grow up feeling safe, secure, happy and healthy, and are ready to be Halton's present and Halton's future.

Key Developments

Improving outcomes for children and young people through effective multi-agency early intervention

Children, Young People and Families Plan 2018-21

This is now into its second year, the Halton Children, Young People and Families Plan marked a significant step forward in our collective ambition to put children and young people at the heart of what we do to ensure that their needs are understood and met, and that they have clear ways to hold us to account for our decisions. The chosen priorities were based on clear evidence about what is needed and what works, and crucially it was driven by what children, young people and their family told us. The Halton Children, Young People and Families Plan is the main Plan for all partners within Halton Children's Trust describing what we will do in Halton. A set of priorities was agreed with a collective responsibility taken by partners for improving the outcomes for every child and young person; we want to ensure that regardless of their circumstances, they will have access to the best services. The priorities are:

- Early Intervention – we want families to get help when they need it.
- Achievement and Ambition - we want children and young people to do well at school so they can get the education, training or job they want.
- Healthy and Safe – we want people to feel safe wherever they are and to understand how to look after their health.

The work identified in our Business Plan is aimed at addressing these three priorities.

Troubled Families

Halton have agreed to achieve significant and sustained progress or continuous employment results with 1,350 families over the planned 5 year life of the expanded Troubled Families programme. The Troubled Family Outcomes Plan has been developed to deliver on the expanded national programme. It provides a partnership-wide framework that states the significant and sustainable outcome measures applicable to families identified for support. The plan covers 6 core areas of family factors and when there are at least 2 factors present suggest that an integrated approach would be beneficial and will be monitored by the programme. Families will be prioritised on the basis that they are families with multiple problems who

are most likely to benefit from an integrated, whole family approach; and they are families who are high cost to the public purse. Halton is on track to identify all families by the end of the programme and as of the end of 2018 Halton has achieved payment by results for 662 families which is 50%

New local safeguarding arrangements

The Children and Social Work Act 2017 (the Act) replaces Local Safeguarding Children Boards (LSCBs) with new local safeguarding arrangements, and introduced a new duty to be placed on three agencies, namely the Local Authority, the chief officer of police and the clinical commissioning group (referred to as Safeguarding Partners). There are many similarities between the current functions carried out by LSCBs and the new safeguarding arrangements.

Safeguarding partners must publish the new arrangements by June 2019 and implement them within 3 months of publishing. Once the arrangements have been published and implemented, the LSCB for the local area will cease to exist. In Halton the options have been explored and consultations with key stakeholders have taken place, work continues to draw up our agreements, we are on target to publish our arrangements.

iCART

iCART is the integrated Contact and Referral Team which is our single point of contact for both Early Intervention (EI) contacts and children social care contacts and referrals. The team consists of a number of agencies being co-located and in 2018 CAMHS (Child and Adolescent Mental Health Service) joined the team as part of a shared vision to improving access to support and advice for emerging mental health issues.

Management capacity has been strengthened; there are two managers, one for social care and one for EI with deputies in place and the performance framework was reviewed. There is now a robust one in place with daily reporting on activity with tracking of timescales, and a weekly PIMMS (Performance Improvement Management Meeting) in place. A range of performance reports are available to the team and managers to inform the direction and planning of the service. This improved performance monitoring has seen the number of contacts continuing to rise identifying the key areas of need behind this as being domestic abuse and parenting for EI contacts, and domestic abuse and neglect for social care contacts.

A revised process was instigated with a target for a Child in Need (CIN) involvement to last for 6 months in the majority of cases, a revised closure and risk assessment process, with a clear contingency plan for those cases if issues re-emerge. As expected, there was a rise in re-referrals received through iCART and we will continue to audit and review the impact of this revised approach.

The performance report tracks contacts and referrals by agency, reason and outcome and there is a high level of information/advice and signposting across both EI and social care to other agencies. The rise in the last year is in particular areas of need and

the work referred to above will assist our understanding of how to review our service model.

Children in Need

In line with the increased demand, the number of single assessments completed has continued to rise however timeliness has remained consistently excellent, this reflects our approach that an assessment is a service and intervention and it is part of the reason why re-referrals are low, as closure and step down is informed by a robust analysis of need.

Random sample audits have been completed on a regular basis, these audits showed that the assessments are consistently showing the voice of the child, evidence of partnership working, a good approach to analysis of risk and sound analysis at the conclusion. Where areas to improve are identified these are tracked and are also informing staff development.

The (CIN) process has been revised to ensure a clearer focus on outcomes and progress being evidenced, with stronger monitoring of progress, escalation and timely closure and a more strengths-based approach. This has led to a reduced rate of CIN and a reduction in social worker caseload numbers.

Performance reports (PIMMS) have been revised to give a more immediate and accessible snapshot of performance and direction of travel each week so managers and staff can target areas to focus on and track the impact more clearly. Section 47 enquiries is an example of this, the number of enquiries leading to Initial Child Protection Conference was low but as we continually review the process via audits and management discussions we are satisfied that the number of s47 enquires being undertaken are appropriate. We are as a result looking at our process for managing risk and concern with vulnerable adolescents where a risk management approach and model may be more appropriate and relevant in line with contextual safeguarding models. This will be a priority area for us over the next 6 months.

We have a range of services for domestic abuse and have a commissioned service working directly with victims and children at Level 3 of Halton's Level of Need Framework, which has just been expanded to Level 2 and early help. A range of group programmes are also delivered which have improved their capacity to protect themselves and safeguard their children. We have no dedicated perpetrator programme, and whilst the some commissioned services do some work with this group, it remains an identified gap. A revised commission for domestic abuse is currently under development.

Children in Care

Decisions to bring a child into care are taken at a senior level, with the Divisional Manager making the decision. Following a recent review, a new Legal Gateway process has been implemented with the Operational Director chairing. Whilst new admissions have slowed we do have a cohort of children whose plan is long-term foster or residential care who because of their age (5-13 years) who will remain in care until reaching adulthood.

The North West has a rising population of Children Looked After (CLA) and above average rates of children placed on care orders at home. As part of the region's commitment to sector-led improvement and peer challenge, an in-depth multi-faceted approach has been agreed through the North West, we are now implementing the recommendations from the North West audit of Placement with Parents as part of our Legal Gateway process.

Work continues in meeting the actions identified in our Children in Care and Care Leavers Strategy 2017-19. This multi-agency Strategy recognised that every Corporate Parent has a part to play in improving outcomes. It established shared priorities and the actions to be taken over a 3 year period in order to make a positive difference to lives and outcomes. The Children in Care Partnership Board was relaunched with stronger links and accountability to our Children in Care Council.

Progress in terms of the action plan is developed and monitored through a number of sub groups linked to key areas of the Strategy (health, education, employment and training and housing and accommodation).

The Permanency Planning Board chaired by the Operational Director feeds into the revised Children in Care Partnership Board. The aim with these revised structures is to drive improved outcomes for children in care and care leavers.

Our Children in Care Council is very active and produced a number of initiatives in the last year including a Corporate Parenting Pledge which was launched at a multi-agency event in addition to reviewing the Children in Care Pledge, and planning and co-ordinating a successful, children in care achievement celebration event. They have also played an active part in interviewing staff and advising officers on how to work with and engage with children in care and are active members of the Children's Trust.

The educational progress and achievement of children in care remains a Council priority and the focus of Halton Virtual School. Analysis of the end of key stage results shows that being in care in Halton has a positive impact on a child's educational achievement, particularly in the Primary phase. However, both progress and attainment at Key Stage 4 remains a challenge, particularly with young people who enter care late in their secondary education. Two Personal Education Plan and Progress Coordinators have been appointed by the Virtual School to track the completion and quality of personal education plans, the impact of Pupil Premium Plus funding, and also to ensure that all support is being provided to accelerate their progress. Whilst Care Leavers engaged in education, employment and training from 16 – 19 years remains good, there is a challenge to engage those who are 19 – 20 years old. Providing varied opportunities to enable young people to become employment ready is a focus for the Halton Virtual School.

Our Sufficiency Strategy 2017-20 was updated to reflect the changing fostering and residential care market locally. We want to shape the shape the market with a view to increasing the number of foster carers for our young people with the most complex

and specialist needs as a means to reduce the use of residential provision however foster care capacity is increasingly in short supply and so we have joined with our neighbouring Local Authorities in a central marketing and recruitment fostering hub which began in April 18. We recognise the skill and resilience of our foster carers and have acknowledged and rewarded them through our Foster Care Celebration event.

We have established a Centralised Placements Team (CPT) in order to further improve Halton's placement finding activity. By having a dedicated and consistent team focused on securing the best matched placements for children and young people, we are confident that we will be better positioned to manage the local market. The creation of the CPT will also give the Foster Team additional capacity as they currently source the placements, this will facilitate the fostering service to assess more foster carer applicants and boost both the frequency and quality of support to in-house foster carers. As part of the Centralised Placements Team it is planned to re-introduce the local Placement Provider Forum, linking its content directly with the Sufficiency Strategy in order to further drive more localised placements for children and young people in care

We consulted on and published a 'Local Offer' for care leavers, this provides information about all the services and support that is available to care leavers from the Local Authority including information about both their statutory entitlements as well as any discretionary support that a Local Authority chooses to provide.

There were significant new statutory obligations placed on Local Authorities under the Children and Social Work Act 2017 placing additional stress on resources. Local Authorities are now providing support to any care leaver (up until the age of 25) who requests it, including the provision of a personal adviser, assessment of needs, preparation of a pathway plan, and the provision of any support identified in that plan to be appropriate. Local Authorities were under an obligation to inform care leavers of this opportunity for advice and support. The numbers of care leavers have increased which led to a restructure of the Personal Advisor service which is currently in progress.

We are in the process of finalising an agreement with Halton Housing to enable the Local Authority to act as the tenant for some local properties for our care leavers; these properties will have the potential to become sustainable for the care leavers. Work has also taken place with the Liverpool City Region Registered Social Landlords group in order to better utilise vacant properties for care leavers, a final formal agreement is currently being progressed. Linked to this work it is planned that a tender will be completed in 2019/20 for the Support element for care leavers

Early Intervention / Team Around the Family

Halton continues to invest in early intervention; we recognise that by intervening early this can improve life chances and prevent problems emerging at a later date which can prove to be costly. Demand for children, young people and their family requiring specialist support and intervention continues to increase and so this is an area under constant review and pressure.

Early Intervention (EI) Locality Teams support the work of partners at Level 2 of Halton's Level of Need Framework, CIN working at levels 3. Their work includes provision of direct work with families and support through family support workers and the delivery of targeted parenting support programmes. Early help workers and play workers based in local children centres also work with families across all levels of need. This work includes supporting families with 1-1 work and also group provisions. Halton Children Centres continue to offer a universal and universal plus programme of service delivery alongside targeted work that meets the needs of individual families and support them to prevent their needs escalating.

The EI teams also support the Common Assessment Framework (CAF) process and as part of workforce development, 40 staff across a range of settings have now received a Level 4 qualification in working with complex children and families. The positive impact of this is seen in the quality of CAF assessments and plans. There is more training planned for 2019.

There has been significant work done on the recording of CAF activity in the last year and we have a much clearer picture of the levels of need and demand in this area which has increased from year end. Needs indicate an increase in demand for EI, with children with behavioural issues being the highest reason, adult needs are with housing, benefits, and domestic violence and health issues. We now capture a wider range of early help activity and CAF tracking is now in place in iCART to follow up on CAF's to check if they are undertaken or if not to discuss the reason why with the agency. The Early help offer within children centres also complete a pre-CAF assessment in order to understand the issues facing families and support them to get the right help.

There are a number of areas of work currently or about to begin in this area. The assessment process for EI is currently under review and exploring different models of early help assessments and plans that can support other agencies or reflect better the work they are doing.

Over the past two years Halton have adopted the Solihull approach in working with families and offering consistency. So far in the borough over 300 staff from all agencies including, Early Intervention, Health, Education and social care have now embedded this into their everyday work.

We want to develop a Children Communities Model in specific areas of Halton, which will more formally join up services for children, young people and adults such as schools, community centres, children centres and services in specific communities, who will shape and influence the design and delivery of services in that area. The aim is to have in place a truly integrated early help model which is designed around the needs in that community rather than the needs of services. If agreed to develop this model, planning and consultation will begin in 2019.

In response to a range of national and local policy developments, a new strategy 'Everyone Early Help Strategy 2018-2021' was published. It represents a refresh of our approach and reflects our desire for an integrated approach to Early Help across children, adult and older people's services and public health as part of a whole Council approach. This strategy is overseen by the Early Intervention Strategic Board. A booklet for parents about expected ages and stages of development is now given to all parents, and Children Centres have particularly focused on the 0-3 age group to ensure advice and guidance is given to all parents at the earliest opportunity.

Keeping Children and Young People safe by improving practice

Whether the LA has created an environment where social work can flourish is the hypotheses tested throughout the Ofsted inspection and Halton has a relatively stable workforce. Improving outcomes for children and families is our key objective and the Children and Families Service, 'Workforce Development Strategy' was published in June 2018 which outlines our approach to develop the competencies, skills and knowledge of our workforce to achieve this.

The strategy aims to grow and look after our own as we recognise that our workforce is our greatest asset and has been developed to ensure we deliver first class professional development opportunities and career pathways for our staff, it focuses on 3 areas;

- Recruitment and Retention
- Training, Learning and Development
- Leadership and Management

Halton have published their Recruitment and Retention Charter, the Supervision Policy has been reviewed and updated as has the Social Work Progression Guidance.

Our workforce continue to have opportunities to access a broad range of training; Halton Safeguarding Children Board (HSCB) develop and deliver core training, there is e-learning through Corporate Training delivered by the Council's Learning and Development Department and Health Training delivered by the Council's Public Health Improvement Team however, in reviewing the learning and the evidence base from the social work improvement programme, it was clear that systemic approaches delivered the most sustained improvement in outcomes. As a result, we are implementing a phased approach to a model of 'systemic social work practice' and as managers develop and embed this approach they will lead the way in implementing improvements in front line practice. Early indications are positive, with managers changing their approach to supervision and practice discussions informed by a strengths-based approach.

As part of raising the understanding and application of systemic approaches across the wider workforce we now have 16 staff trained in systemic family foundation skills. Staff using a strengths based approach to meet needs at a lower level.

We are developing our own in house experts to undertake more detailed direct work with children and families, particularly those on the edge of care but also children in care who may be having disruption in their placements. Three social workers have been seconded to be trained under Improving Access to Psychological Therapies (IAPT), a further two social workers will be seconded onto the next IAPT training.

Whilst some work identified in the Strategy has been completed there is still work ongoing to develop a Social Work Induction Programme Booklet, the Student Social Work Policy, the Social Work Health Check and an Information Communication Hub.

Improving the offer for children and young people with SEND

On the 1st September 2014 the Children and Families Act introduced new reforms and statutory duties on Local Authorities for how services and support are delivered for children and young people with Special Educational Needs and/or Disabilities (SEND). One of the key changes was the introduction of Education, Health and Care Plan (EHCP) which replaced SEN Statements. Local Authorities have been transferring children who had existing statements to EHCP's and the deadline for completion of transfers was 1st April 2018. Halton achieved this with all transfers being completed and received a letter of thanks from the Minister.

The number of EHCP's completed within 20 weeks has also increased from 49% in 2014/2015 to 77% in November 2018 despite reductions in the numbers of Assessment Co-ordinators.

We face increasing numbers of requests for assessments and will be reviewing our assessment processes for EHCP ensuring the criteria for application for an EHCP is clearer, that outcomes are smarter and are effectively reviewed and revised when appropriate. We will also be looking to extend and strengthen the audit process for EHCP and introduce an evaluation process with parents/carers and children, children and young people.

Independent consultants have just completed a High Needs SEND Review. As part of their brief they developed a detailed understanding of the current SEND population, future needs both pre and post-16, barriers to inclusion, views of stakeholders and the resources available. Their final report with recommendations for consultation on future service provision in the borough will be considered in January 2019.

Although a multi-agency audit has been undertaken on a small number of EHC Plans based on the CWDC checklist, with a view to rapidly improving the quality and ensuring all EHC Plans are outcome focused, independent consultants will further develop the audit process and audit 60 additional plans in Spring 2019.

In March 2017 the Halton Local Area was inspected by Ofsted and the Care Quality Commission and they identified some key areas of strength and some areas for development, as a result of this an action plan was developed and it is monitored

through the SEND Strategic Group. Whilst work continues there have been some key developments, we now have a clear and robust multi-agency Information Sharing Protocol in place; the Local Offer is widely known and valued by professionals, children, young people and their families as a key local information resource and we will continue to promote this; there has been a new equipment protocol developed for Health and Children Social Care; an Occupational Therapist post transferred from Bridgewater to Children Social Care and, work commenced on developing an Equipment Policy for Educational Provisions covering Halton Borough Council and Health so that children and young people will be able to access their educational setting with their specialist equipment transferring with them at the right time and place, ultimately this will result in less duplication and a reduction in equipment costs bringing expenditure within budget. Work continues on meeting the objectives set out in the action plan.

To ensure a broader membership of parent/carer representatives across a wider group of organisations a consortium arrangement for parent carer participation has been developed. Instead of appointing an individual Co-ordinator, support will be provided to the consortium by Halton Speak Out, a highly respected third sector organisation that supports young people to be involved in decision making in Halton.

Our Business Plan last year identified a review of behaviour had been undertaken, a Strategic Lead identified and a SEMH Action Plan developed. Social, Emotional and Mental Health (SEMH) is a type of Special Educational Needs in which children/young people have severe difficulties in managing their emotions and behaviour. They often show inappropriate responses and feelings to situations. This means that they have trouble in building and maintaining relationships with peers and adults; they can also struggle to engage with learning and to cope in classroom without additional strategies and interventions. Addressing this area of need is a key priority as it impacts on school exclusions, children missing education and/or missing from home leaving these children vulnerable and more likely to under-achieve academically, they may also be at greater risk of abuse, exploitation and neglect than their peers.

The new Behaviour Support Team was established in October 2018 – the aim of the team is to work in partnership with schools/settings and parents/carers to improve their skills, capacity and resilience so that they can support children and young people with challenging behaviour. The Social Emotional and Mental Health Strategy will be launched and this team will commence work on implementing the identified actions in the strategy.

In October 2018 the “Protocol for Supporting Schools with Pupils with Challenging Behaviour” was agreed. Schools applying for support for pupils with challenging behaviour must have completed this and all school applications and decisions are now made by school representatives in line with the criteria, the Local Authority SEND Officers will now attend in an advisory role.

Social Emotional and Mental Health Resource Bases – The Local Authority received a capital allocation of £500,000 provided across three years (2018/19, 2019/20 and

2020/21) to support children with SEND, and, following widespread consultation and Executive Board approval, it was determined that SEMH resource bases would be provided at Halton Lodge Primary School and Beechwood Primary School. These bases will be new build accommodation at both schools for up to 6 children per school and it is anticipated that they will be in place for the 2019/20 academic year and will support those primary age children with SEMH difficulties through specific classroom bases, appropriate resources, and qualified SEND teaching staff. It is intended that this local investment will provide long-term financial savings to the Council and reduce the number of children who require out of borough educational provision.

Nurture provision

'Nurture for Learning' is our Strategy for schools to reflect on the six principals of nurture, it was launched in 2018 and behind this is a detailed action plan. There are now 17 schools offering nurture provision which is encouraging a more inclusive approach in those schools, work will continue to increase the number of schools.

We will continue to promote and develop more inclusive practice in all our schools aimed at reducing the number of fixed and permanent exclusions and the number of children and young people placed in specialist provision.

Transition

Young people of Halton led the Transition "Vision" for Halton and participated in a Transition Video which was launched in October 2018. The Transition Team led on the "Named Social Worker" project and this has been given national recognition. The aim of the project is to have a named Social Workers who can develop strong relationships and build trust, it provides a mechanism through which individuals can have more control over their lives and be more involved in decisions about their care and support. It also ensures that out of Borough residential placements do not become the only option for families.

Increasing employment opportunities for young people with SEND continues to be a challenge. We are currently going through procurement to engage a service to build on the work undertaken so far, to ensure that Halton can make available an appropriate offer of Supported Internships for young people aged 16-25 years. The work will identify and secure opportunities to increase the number of supported internships and pathways to employment on offer across Halton.

Improve progress and attainment across all key stages and diminish the difference between vulnerable groups and their peers.

The key priorities for Early Years and the School Improvement Team are to improve pupil outcomes and diminish the difference to national and between disadvantaged groups and their peers. Work is also targeted at holding schools to account when the quality of provision, pupil performance or strategic leadership are causing concern. The ambition is to raise aspiration, achievement and the quality of provision.

Whilst we are pleased with the progress, we recognise that we have a number of key areas of development which are detailed in our self-assessment, these include; increasing the level of challenge and robust, coordinated support schools receive proportionate to need; expand the data sharing protocol, increasing local accountability and increase capacity of sector to self-support and challenge. We want to draw on effective practice and strengths from inside and outside of Halton; focus on performance of disadvantaged pupils; and building leadership capacity at school leader level and also with strategic governance. Attendance and exclusions will continue to be monitored with the Education Welfare Service, promoted alongside the support offered by the newly established Behaviour Support Team.

Raise Achievement in Early Years.

Work within the early years sector continues to be supported by the 'One Halton' Strategic group who have an action plan to address improving the outcomes for children in Halton.

The Early Years Foundation Stage (EYFS) is the statutory framework published by the Department for Education that details the statutory safeguarding and welfare requirements along with the learning and development opportunities for children from birth up to the age of five. Observations of the children's attainment in relation to individual Early Learning Goals are reported as to whether the children achieved the "Good Level of Development (GLD) during the summer term in the reception class. GLD is based upon reaching the expected standard in Communication and Language; Physical Development; Personal, Social and Emotional Development; Literacy and Mathematics. All Ofsted registered Early Years Provisions, must follow the EYFS.

Assessment in 2018 demonstrated that Attainment in all Early Learning Goals increased, most notably in writing with an improvement of 4%. The percentage of pupils achieving all Literacy ELG's increased by 3.9% and all achieving maths elements increased by 1.5%.

Analysis of GLD performance shows that GLD has increased by 4% to 65%, this rate of improvement is higher than our statistical neighbours and the national rate of 0.8%. The number of children missing GLD has also reduced by 50%, partly supported by the use of the GLD tracker tool. All primary and infant schools are using this tool, which has enabled earlier identification of gaps in knowledge and the development of individual specific, targeted plans to address the areas requiring development.

In order to raise expectation and attainment, we have targeted schools performing in the lowest quintile of GLD results, to be challenged and supported by schools in a similar context but with widely differing results. Briefings for governors and headteachers were devised to ensure all strategic and operational leaders had a strong understanding of the expectations required to achieve the expected level of each ELG.

One Halton Strategic group has supported closer working with multi-agency colleagues which has raised the awareness of EYFS and increased expertise across the

borough. Halton Borough Council and the CCG jointly commissioned 'Chatterbugs', a Speech and Language Therapy (SALT) provider, to ensure all settings and schools are provided with SALT link visits to raise practitioner and teacher knowledge of strategies to support communication friendly environments and ways to increase the quality of questioning and interactions with children. It also provides specialist support for those children who have a speech, language and communication need.

The 'One Halton' Strategic group also developed a working party of all stakeholders to devise, produce and circulate parent advice and guidance booklets on milestones and expectations. 9000 booklets were circulated to settings, schools, child minders and GP surgeries and we are in the process of monitoring the impact of this booklet.

Key Stage 1

Key Stage 1 (KS1) is the legal term for the two years of schooling in maintained schools in England and Wales normally known as year 1 and year 2, when pupils are aged between five and seven. Key Stage One assessments, based on the Key Stage One curriculum report teacher assessments as to whether the child is reaching the expected level or working at a higher standard in Reading and Maths or greater depth in Writing. Children also complete Key Stage One tasks as part of the statutory assessment process to inform teacher judgements in relation to reading, writing and maths.

There have been improvements across Key Stage 1 statutory assessments, particularly in writing and maths, with a 9% gain in both areas. There has been an improvement across all areas of working at the 'higher standard' and a reduction in the gap to national in all areas, to add to this success Halton made more improvement in 9 indicators than any other Local Authority in the country and in 2 other indicators Halton jointly ranked as the most improved.

Pupils take the phonics screening check at the end of year 1, Although the percentage of pupils meeting the phonics standard at the end of Year 1 has remained the same as 2017 at 79%, the gap to national has increased. Year 2 phonics, 93% pupils achieved the 'expected' standard; 1% above national.

Key Stage 2

Key Stage 2 is the legal term for the four years of schooling in maintained schools in England and Wales normally known as Year 3, Year 4, Year 5 and Year 6, when the pupils are aged between 7 and 11 years. Assessments against the Key Stage Two curriculum are completed in the summer term of year six. In Key Stage Two, teachers do use teacher assessments to inform next steps planning, but the statutory assessment reported figures are based on tests in Reading and Maths and teacher assessment of the standard at which the child is demonstrating. Like Key Stage One, it is reported whether the child is reaching the expected standard; performing at greater depth or a range of indicators prior to expected.

There has been an increase in attainment in all measures at Key Stage 2. At the 'expected' standard we have seen increases of 6% in Reading (R), 3% in Writing (W),

4% in Maths (M) and 7% in RWM. Attainment at the 'higher' standard has also increased in all areas but most notably in writing.

Halton girls outperform girls nationally for reading and RWM combined at the 'expected' standard and are in line with national at the 'higher' standard. Boys and girls performance was identical at the 'higher' standard in maths and performance of disadvantaged pupils at KS2 'expected' in RWM has improved significantly by 8% to 45%, and is now in line with the National figure of 46%.

Key Stage Four

Key Stage 4 is the legal term for the years of school education which incorporate GCSEs, and other examinations, in maintained schools in England this was traditionally Years 10 and Year 11, when pupils are aged between 14 and 16, but increasingly schools start their Key Stage 4 curriculum in Year 9, although does depend upon individual schools as to when they start this curriculum.

Attainment 8 (A8) is an average score across eight subjects taken at GCSE, which will include English, Maths and a range of other subjects, whilst performance is not directly comparable with 2017 it does show an average A8 score of 44, in comparison to 44.3 nationally. Performance of disadvantaged pupils A8 also improved by 0.6 points to 35.9 and is just below the National figure of 36.8.

Progress 8 measure is based on the fine point scale of the scores achieved by pupils at the end of Key Stage Two, compared to the performance of all pupils nationally with that same fine score. If a pupil makes progress in line with national, it will be reported as 0; a positive figure shows that pupils will have made more progress than all pupils nationally with the same KS2 score and a negative score shows that they will have made less progress than all pupils nationally with that same KS2 score. Halton's progress 8 performance in 2018 was -0.27, which was a 0.05 decline on 2017 performance.

GCSEs are graded on a scale of 9 to 1 with 9 being the highest grade. Grades 9-4 are identified as a standard pass and grades 9-5 identified as a good pass. English performance 9-4 in Halton is in line with the national unvalidated figure, there was also a 2% increase in Maths. Analysis shows the combined English and Maths at 9-4 is 57.7% and whilst this remains below the national average of 59.1% it is an increase of 2.7% from 2017. Key Stage Four Maths is an area for development across the borough, although individual school results do show a range of performance.

Key Stage 5

Key Stage 5 are the two years of education for students aged 16-18, or at sixth form, it is the stage of education where students go through more intense and challenging courses in very specific subjects. This stage is the last stage of secondary education where students of sixth form schools and colleges may take A levels or vocational

courses which will provide them with a range of qualifications which will support their entry into further training, work or university.

In terms of the unvalidated performance in 2018 our analysis tells us that the overall A Level pass rate (A*-E grades) has increased from 96.0 to 97.5% and there is a 100% pass rate for vocational qualifications. Based on the latest published figures for 2016/2017 for those who achieved Level 2 by 19 we are now performing slightly higher than national figure and, have narrowed the gap to 0.2% from 0.7% compared with regional performance. For those who achieved Level 3 by 19 years old we have narrowed the gap between regional and national to 2.2% from 2.6%.

Whilst the average point score has increased in Halton from 28.04 to 29.13 this is still below the England average of 33.05, North West average of 30.62 and Statistical Neighbour average of 32.07.

The majority of post-16 students now attend Riverside College who have developed links with a number of secondary schools both with and without sixth form provision. The 2018 DFE League tables shows this College to be in the top 10% of all colleges in 8 out of 10 measures of A Level, Vocational and GCSE performance. The College is also third in the country for vocational performance.

Improving participation and skills for young people to drive Halton's future

Young people who are not in education employment or training (NEET) or whose activity is not known to the Local Authority

The Liverpool City Region Combined Authority published a Skills Strategy 2018 – 2023. The purpose of the Skills Strategy is to create a framework to co-ordinate the actions of education and training providers, businesses and members of the workforce to improve skills and make the most of our collective talents, energy and resources.

The Strategy identifies that the percentage of young people in the NEET group remains unacceptably high, as does the economic inactivity in the younger age groups. Much of this is influenced by the volume and quality of jobs on offer, but this is fed by low aspirations and educational attainment levels - particularly in key areas such as English, Maths and Digital Skills - which remain lower than in the country as a whole. The strategy focuses on five outcomes, Outcome 1 being '*A higher percentage of our young people have good attainment levels in English, Maths and Digital Skills, and higher levels of work readiness*'.

The 14-19 Team support young people in transition from compulsory schooling into Post 16 so they can continue to gain qualifications and training that will allow them to be economically active and be part of a workforce in the future. Halton has been successful in maintaining the percentage of young people who are not in education, employment or training (NEET) or whose activity is not known to the Local Authority (Not Known) in 2017/18 with the overall percentage for 16 and 17 year olds being 5.2% compared to 6% nationally and 6.5% regionally. There are only two statistical

neighbours performing better than Halton, those being Darlington (4.4%) and Hartlepool (3.0%).

Post-16 offer of learning

The September Guarantee helps Local Authorities to fulfil their duty to provide education and training to young people by ensuring they have a suitable offer of post-16 learning by the time they leave secondary school. The offer should be appropriate to the young person's needs and can include full time education in school sixth form or colleges, an apprenticeship or traineeship, or employment combined with part-time education or training.

In 2018 we were successful in maintaining the percentage of firm offers of learning for 96.9% of 16 and 17 year olds, higher than the national performance of 94.4% and the regional performance of 95.9%.

Participation of 16 and 17 year olds in Education and Training

The Local Authority supports the participation of 16 and 17 year olds in education and training through the Raising the Participation Age strategy, delivered by the 14-19 Programme Team. In 2017 Halton saw a decrease in the number of 16 and 17 year olds who were participating in education or training and this decrease has continued in 2018 with the percentage being 90.8% in 2018 compared to 90.9% in 2017 and 91.4% in 2016. Further scrutiny of the data shows that Halton continues to have an increase in the proportion of young people entering employment without training, which does not meet the Government's measure of Participation for 16 and 17 year olds.

The Halton Borough Council 14-19 team will continue to work collaboratively with schools, colleges and providers to secure offers for young people and strive towards continued improvement in performance measures to ensure the best possible outcomes for young people in Halton.

Emerging Issues

Ofsted Social Care Inspections

In January 2018, a new universal inspection framework came into force. Driving improvement and catching LAs before they fall are the underpinning principles of the new framework, it is described as a system rather than a programme of inspection. The 'Inspection of Local Authority Children's Services' (ILACS) attempts to take a proportionate, whole system approach that is less intensive than the single inspection framework (SIF).

In addition to on-site inspection activity, this new way of working is supported and informed by an annual self-evaluation, the annual conversation and Ofsted's LA intelligence system. Under the ILACS Halton will be inspected differently based upon all known intelligence and our most recent inspection judgement. The ILACS system of inspection is described as one that is proportionate, flexible, and bespoke to each area Ofsted inspect with each feature of the system informing how the rest of it works. A Local Authority's current Ofsted grade will determine the kind of inspection it has next time, and the contact and support it receives in-between visits.

Ofsted Social Care Focused Visits

Focused visits concentrate on an area of anticipated good practice or possible concern. The self-evaluation and the annual conversation both feed into the process of identifying areas of focus. Ofsted undertook a focused visit of the front door (iCART) in July 2018 which overall was a positive assessment of the effectiveness of the service. 3 recommendations were made which have all been actioned.

Ofsted, Joint Targeted Area Inspections

In order to respond effectively to children's needs, effective joint working is needed at both a strategic and at a practice level, no single agency can deliver an effective child protection response by itself. The Joint Targeted Area Inspection (JTAI) programme began in February 2016 with Ofsted, working alongside the police, health and probation inspectorates to look at how well local agencies work together in an area to protect children.

Each inspection will look in detail at a specific theme with the theme changing 6 monthly, the current theme is 'child sexual abuse in the family environment' previous themes included Children living with Domestic Abuse, and Neglect. Ofsted have announced that they will revisit previous themes meaning that Halton could be inspected on any one of the themes.

The Investing in Children and Young People Board is the Strategic Multi-Agency meeting where partners work together to support the planning for future inspections, monitor updates to guidance and findings from other Local Authorities who have been inspected.

Ofsted Consultation – Education Inspection

Ofsted launched a consultation on 16th January 2019 of proposals for changes to the education inspection framework. The consultation proposals are on how Ofsted inspects schools, early year settings and further education and skills. Feedback from consultation which closes on 4th April 2019 will inform if any changes are required to these draft frameworks and handbooks and will form the basis of all inspections of schools and other institutions from this September 2019. It is key that school leaders, teachers and governors understand the changes that may come into effect. This new framework has a much greater focus on the breadth and depth of the wider curriculum offer; it details four new areas of judgements and asks leaders to report on the number of exclusions and attendance. Short inspections will also take place over two days with the inspection being led by the three “I’s of “intention”; “Implementation” and “Impact” of the curriculum. As there will be less of a focus on data, the inspectors will phone the school no later than 10am and will arrive on site no later than 12.30pm on the same day to collate pre inspection information.

Social Work England

One of the elements of the Children and Social Work Act 2017 was to establish a new regulator for social workers in England. A non-departmental public body, operating at arm’s length from government, ‘Social Work England’ will be the new specialist regulator for all child, family and adult social workers in England. They will take over responsibility from the current regulator, the Health and Care Professions Council (HCPC) at some point in 2019.

School Place Planning/School Admissions

Currently there are no primary capacity issues however pupil projections for secondary provision indicate additional capacity required in Widnes from September 2021, discussions will be held with Widnes secondary head-teachers. There is currently surplus capacity in Secondary Schools in Runcorn which is creating financial problems for at least 3 schools.

The Department for Education

The Department for Education (DfE) is planning to make changes to the Early Years Foundation Stage Profile (EYFSP), and is piloting the reforms in 25 schools, selected to be a representative mix of all schools, prior to a full national public consultation. The EYFSP provides the framework for assessing children’s development at the end of Reception. It is completed by teachers, based on their observations and professional judgement of children’s learning and development. The reforms being piloted are intended to reduce the assessment and moderation burden on teachers, improve the clarity and consistency of assessments made by teachers, and support children’s early development in language and vocabulary. The Pilot commenced September 2018, the evaluation report will be published in autumn 2019.

Service Objective: PED01	Improve outcomes for children and young people through effective multi-agency early intervention		
Key Milestone(s) (19/20)	<ul style="list-style-type: none"> ▪ Work with schools to maintain the level of attendance at Primary and Secondary schools (March 2020). (Martin West/Debbie Houghton) ▪ As a result of the review of Early Help Services, plan and implement transformation model (March 2020). (Val Armor) ▪ Workforce development – including targeted training, to be further developed and implemented (March 2020). (Val Armor) 		
Responsible Officer:	Operational Director, Children & Families Service	Linked Indicators:	PED01 01 – PED01 02

Service Objective: PED02	Keeping Children and Young People safe by improving practice		
Key Milestone(s) (19/20)	<ul style="list-style-type: none"> ▪ Embed a systemic model of social work practice across the whole service; social workers, managers and senior leaders (March 2020). (Tracey Coffey) ▪ Implement and embed new Multi-Agency safeguarding arrangements to replace the LSCB (March 2020). (Tracey Coffey) ▪ Implement a revised safeguarding model for vulnerable teenagers under the Contextual Safeguarding Framework (March 2020). (Tracey Coffey) ▪ With a focus on multi-agency risk assessment, reduce caseloads to a sustainable and manageable level to give workers capacity to deliver quality and focussed interventions in improve outcomes for vulnerable children (March 2020). (Zoe Fearon) ▪ Monitor the demand for statutory services for children and young people (March 2020). (Zoe Fearon) 		
Responsible Officer:	Operational Director, Children & Families Service	Linked Indicators:	PED02 01 – PED02 11

Service Objective: PED03	Improve outcomes for Children in Care and Care Leavers		
Key Milestone(s) (19/20)	<ul style="list-style-type: none"> ▪ Review the process for children entering and exiting care to ensure there is sufficient range and choice of provision to meet their needs (March 2020). (Tracey Coffey) ▪ Review and quality assure the commissioning of services for Children in Care and Care Leavers to ensure that they meet the needs of Halton’s population and inform future commissioning decisions (March 2020). (Sam Murtagh) ▪ Restructure the Children in Care and Care Leaver service to create a more flexible, permanent and resilient workforce (March 2020). (Liz Davenport) ▪ Through the quality assurance of Personal Education Plans, identify areas of need and support to improve outcomes for individual Children in Care (March 2020). (Sharon Williams) 		
Responsible Officer:	Operational Director, Children & Families Service	Linked Indicators:	PED03 01 – PED03 08 Additionally Attainment Information for Children in Care and use of Pupil Premium Plus will be reported through annual reports.

Service Objective: PED04	Improve the offer for children and young people with disabilities and those with Special Educational Needs		
Key Milestone(s) (19/20)	<ul style="list-style-type: none"> ▪ Implement the Social Emotional and Mental Health Strategy (SEMH) by March 2020. Impact to be monitored through the action plan. (Sharon Williams) ▪ Monitor the impact of the Behaviour Support Team in improving inclusive practice in schools by March 2020. (Sharon Williams) ▪ Review the current framework of support for children and young people with disabilities, including short breaks provision and direct payments (March 2020) with all recommissions co-produced with parents and young people. (Sam Murtagh/ Val Armor) ▪ Improve the quality of assessment criteria, Education Health and Care Plans, and quality assure all provision currently being utilised to ensure that provision meets the needs of our children and young people (March 2020). (Ann McIntyre/ Sam Murtagh) ▪ Work with schools to ensure that they are more inclusive (March 2020). (Ann McIntyre) ▪ Review in borough specialist provision and revise to meet the needs of Halton’s children and young people (March 2020). (Ann McIntyre) ▪ Implement and monitor dynamic risk register for Learning Disability as per Transforming Care requirements (March 2020). (Sam Murtagh) 		
Responsible Officer:	Operational Director, Education, Inclusion and Provision	Linked Indicators:	PED04 01 – PED04 08

Service Objective: PED05	Raise achievement across Early Years and all Key Stages, and diminish the difference between vulnerable groups and their peers		
Key Milestone(s) (19/20)	<ul style="list-style-type: none"> ▪ Monitor and evaluate outcomes from the use of funding streams (including Free EY Entitlement, Pupil Premium) to raise achievement and diminish the difference between vulnerable groups and their peers (March 2020). (Jill Farrell) ▪ Review the process of risk assessment for schools and settings to target support and drive improvement (March 2020). (Jill Farrell) ▪ Build engagement, capacity and understanding of the strategic role of Governors (March 2020). (Jill Farrell) ▪ In partnership with schools, review and design an effective curriculum model that meets pupils needs whilst raising ambitions (March 2020). (Jill Farrell) ▪ Develop and implement the Reading Strategy (March 2020). (Jill Farrell) 		
Responsible Officer:	Operational Director, Education, Inclusion and Provision	Linked Indicators:	PED05 01 – PED05 05 Additionally attainment information will be reported through annual reports.

Service Objective: PED06	Improve participation and skills for young people to drive Halton’s future		
Key Milestone(s) (19/20)	<ul style="list-style-type: none"> ▪ Closely monitor the cohort of young people not in education, employment or training and identify any common patterns/issues to inform actions, guide the effective use of resources and to identify any future commissioning needs. (March 2020) (Háf Bell) ▪ Work with schools, the College and training providers to review the post 16 offers of learning made to young people and increase the amount of offers made before the end of an academic year. (July 2019) (Háf Bell) ▪ Work with schools, the College and training providers to report where young people progress to Post 16 as quickly as possible so those who haven’t progressed can be identified and contacted to offer support (October 2019) (Háf Bell) ▪ Work with Post 16 education and training providers in the borough to support the development of provision that does have clear progression opportunities (March 2020) (Háf Bell) 		
Responsible Officer:	Operational Director, Education, Inclusion and Provision	Linked Indicators:	PED06 01 – PED06 04

Ref	Description	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target
PED01 01	Increase the number of children with an early help assessment currently measured as those subject to CAF, pre-CAF or specific targeted interventions in Children's Centres at any point in the year (financial year cumulative to end of quarter)	N/A	N/A		450
PED01 02	Maintain overall attendance at school (Debbie Houghton to confirm definition and calculation for quarterly reporting)	95% (16/17)	N/A		95%
PED02 01	Monitor the rate of referrals to Children's Social Care per 10,000 0-18 year olds (forecast rate at end of financial year) (Zoe Fearon)	419	N/A		500
PED02 02	Monitor the rate of children in need per 10,000 0-18 year olds (snapshot at end of quarter) (Zoe Fearon)	421	N/A		380
PED02 03	Monitor the rate of children subject to a child protection plan per 10,000 0-18 year olds (snapshot at end of quarter) (Zoe Fearon)	51	N/A		45
PED02 04	Monitor the rate of children in care per 10,000 0-18 year olds (snapshot at end of quarter) (Liz Davenport)	96	N/A		90
PED02 05	Reduce the number of children and young people who enter the care system (financial year cumulative to end of quarter) (Zoe Fearon)	75	70		68
PED02 06	Reduce the average caseload in Child in Need teams (snapshot at end of quarter) (Zoe Fearon)	N/A	N/A		18
PED02 07	Increase the proportion of missing incidents where a return interview completed (financial year, cumulative to end of quarter) (Zoe Fearon/Liz Davenport/Val Armor)	N/A	N/A		85%
PED02 08	Reduce the number of young people who repeatedly run away in Halton (financial year, cumulative to end of quarter) (Zoe Fearon/Liz Davenport/Val Armor)	N/A	N/A		
PED02 09	Monitor the number of young people going missing in the year (financial year, cumulative to end of quarter) (Zoe Fearon/Liz Davenport/Val Armor)	N/A	N/A		

Ref	Description	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target
PED02 10	Monitor the number of young people flagged as at risk of child sexual exploitation (snapshot at end of the quarter) (Zoe Fearon)	28 (Mar 2018)	N/A	21 (Dec 2018)	20
PED02 11	Monitor the number of young people flagged as at risk of child criminal exploitation (snapshot at end of the quarter) (Zoe Fearon)	N/A	N/A		12
PED03 01	Reduce the number of children who are placed in residential care (snapshot at end of quarter) (Liz Davenport/Sam Murtagh)	42	34	47 (Dec 2018)	20
PED03 02	Reduce the number of children who are placed in independent fostering agency placements (snapshot at end of quarter) (Liz Davenport/Sam Murtagh)	62	35	71 (Dec 2018)	
PED03 03	Increase the percentage of children in care making progress against their expected outcomes (definition required) (Sharon Williams)	N/A	N/A		
PED03 04	Increase the percentage of children in care with 95% or above attendance (definition required) (Sharon Williams)	N/A	N/A		
PED03 05	Maintain the percentage of Care Leavers in suitable accommodation (snapshot at end of quarter) (Liz Davenport/Sam Murtagh)	83%	N/A		95%
PED03 06	Increase the percentage of Care Leavers in EET (snapshot at the end of quarter)	59%	N/A		65%
PED03 07	PLACEHOLDER - Benchmarking year – Percentage of CIC provision where Quality Assurance Visit has been undertaken (cumulative from April to end of quarter) (Sam Murtagh)	N/A	N/A	N/A	N/A
PED03 08	Monitor the budget spent on independent and out of borough placements for Children in Care (Forecast end of year) (Liz Davenport/Sam Murtagh)		N/A		N/A

Ref	Description	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target
PED02 01	Monitor the rate of referrals to Children’s Social Care per 10,000 0-18 year olds (forecast rate at end of financial year) (Zoe Fearon)	419	N/A	549 (Dec 2018)	N/A
PED02 02	Monitor the rate of children in need per 10,000 0-18 year olds (snapshot at end of quarter) (Zoe Fearon)	421	N/A		N/A
PED02 03	Monitor the rate of children subject to a child protection plan per 10,000 0-18 year olds (snapshot at end of quarter) (Zoe Fearon)	51	N/A	53 (Dec 2018)	N/A
PED02 04	Monitor the rate of children in care per 10,000 0-18 year olds (snapshot at end of quarter) (Liz Davenport)	96	N/A	95 (Dec 2018)	N/A
PED02 05	Reduce the number of children and young people who enter the care system (financial year cumulative to end of quarter) (Zoe Fearon)	75	70		
PED02 06	Reduce the average caseload in Child in Need teams (snapshot at end of quarter) (Zoe Fearon)	N/A	N/A		18
PED02 07	Increase the proportion of missing incidents where a return interview completed (financial year, cumulative to end of quarter) (Zoe Fearon/Liz Davenport/Val Armor)	N/A	N/A		
PED02 08	Reduce the number of young people who repeatedly run away in Halton (financial year, cumulative to end of quarter) (Zoe Fearon/Liz Davenport/Val Armor)	N/A	N/A		
PED02 09	Monitor the number of young people going missing in the year (financial year, cumulative to end of quarter) (Zoe Fearon/Liz Davenport/Val Armor)	N/A	N/A		N/A

Ref	Description	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target
PED04 01	Increase the percentage of Education Health and Care plans completed within 20 weeks (academic year cumulative to end of quarter)	64.7%	N/A		75%
PED04 02	Reduce the number of incidents of fixed term exclusion (academic year cumulative to end of quarter) (Vanessa Nice/Sharon Williams/Debbie Houghton)	508	600		500
PED04 03	Reduce the number of children subject to fixed term exclusions (academic year cumulative to end of quarter) (Vanessa Nice/Sharon Williams/Debbie Houghton)	304	430		350
PED04 04	Reduce the number of children subject to permanent exclusion (academic year cumulative to end of quarter) (Vanessa Nice/Sharon Williams/Debbie Houghton)	32	40		30
PED04 05	Monitor the number of children subject to an EHCP placed in independent and out of borough provision (Snapshot at end of quarter) (Eileen O'Brien) – long term target will be to reduce	N/A	N/A		N/A
PED04 06	Monitor the budget spent on independent and out of borough provision for SEND (Forecast end of year) (Sam Murtagh) – long term target will be to reduce	N/A	N/A		£250,000 reduction
PED04 07	Increase the percentage of children subject to EHCP placed in mainstream provision (Snapshot at end of quarter) (Eileen O'Brien)	18.9%	N/A		30%
PED04 08	Monitor the percentage of Special schools with overall effectiveness of Good or Outstanding (snapshot at end of quarter) (Jill Farrell)	100%	N/A	100% (Aug 2018)	100%

Ref	Description	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target
PED05 01	Ensure all eligible children for the vulnerable 2 year old funding, access quality EY provision (internally collected termly information – may not match to published data from January census) (Jill Farrell)	130%	N/A		100%
PED05 02	Increase the take up of Early Years Entitlement for 3 to 4 year olds (internally collected termly information – may not match to published data from January census) (Jill Farrell)	93%	N/A		96%
PED05 03	Monitor the percentage of Early Years settings (pre-schools, day care, out of school clubs, childminders) with overall effectiveness of Good or Outstanding (snapshot at end of quarter) (Jill Farrell)	93% (Aug 2017)	N/A	90% (Aug 2018)	N/A
PED05 04	Monitor the percentage of Primary schools with overall effectiveness of Good or Outstanding (snapshot at end of quarter) (Jill Farrell)	85% (Aug 2017)	N/A	83% (Aug 2018)	N/A
PED05 05	Monitor the percentage of Secondary schools with overall effectiveness of Good or Outstanding (snapshot at end of quarter) (Jill Farrell)	76% (Aug 2017)	N/A	50% (Aug 2018)	N/A
PED06 01	Maintain the percentage of 16-17 year olds not in education, employment or training (snapshot at end of quarter – published end of year information February) (Háf Bell)	4.4%	4.4%		4.4%
PED06 02	Maintain the percentage of 16-17 year olds whose activity is not known (snapshot at end of quarter – published end of year information February) (Háf Bell)	0.8%	0.8%		0.8%
PED06 03	Increase the percentage of 16-17 year olds with an offer of learning (September Guarantee) (Háf Bell)	96.9%	98%		98.2%
PED06 04	Increase the percentage of 16-17 year olds participating in education or training that meets the Governments definition of full participation (known as Raising the Participation Age) (Háf Bell)	90.9%	92.5%		93%

This Business Plan extract contains information in relation to the delivery of the Council's following strategic priority area

Employment, Learning, Skills and Community

To encourage investment, enterprise and business growth, and improve the opportunities for learning and development together with the skills and employment prospects of residents and the workforce so that they are able to feel included socially and financially.

Key Developments

Employment Learning and Skills

The Council adopts a multi-faceted approach to developing learning and employment opportunities within the borough and works at both a local level, for example through engagement and collaboration with learning establishments such as local colleges and library services, and regionally through initiatives that are supported by the Liverpool City Region.

Apprenticeships

The Liverpool City Region (LCR) Apprenticeship Hub hosted by Halton's ELS division this year delivered a successful and large Skills Show at the Exhibition Centre Liverpool with over 4,058 visitors in attendance from across the City Region. The event presented 104 exhibition stands hosted by 109 different organisations and offered a very interactive experience for those taking part.

The LCR Construction, Visitor Economy, Advanced Manufacturing, Low Carbon and Employability Skills for Growth Action Plans were launched, which set out the key skills and employment requirements and are part of a suite of 14 Skills for Growth Action Plans to be delivered by March 2019, which HBC manages on behalf of the Combined Authority.

The new Employer & Apprentice Ambassador Network was launched in January 2019 highlighting best practice in all LCR Local Enterprise Partnership priority sectors.

The LCR Apprenticeship Hub Team commissioned a further 80 school performances from Open the Door Theatre Company and a Skills Show took place in Halton in March 2019.

The LCR Apprenticeship Graduation Ceremony took place in March 2019 at St George's Hall in Liverpool to honour those apprentices that completed their programme in the 2017/18 academic year.

The Apprenticeship Hub has so far supported 14,294 individuals and completed 850 outreach meetings in Liverpool City Region, of which 1,711 individuals (12%) and 138 outreach meetings (16%) have been in Halton.

Adult and Family Learning

A review and subsequent redevelopment of the Family Learning and Children's Centre curriculum offer took place in 2018 -19, maximising uptake across the borough. Additional crèche places were allocated to support with increasing accessibility.

Promotional Materials were developed to re-launch offer and maximise uptake, a more professional look to the offer.

The service was promoted at the Halton Head Teachers' Forum and launched the new Family Learning offer, resulting in 48% of Halton schools engaged across the borough. (Previously 36%).

During 2018 – 19 a Marketing Strategy was developed to include an improved digital presence which has resulted in a 10% increase in enrolments compared with the previous year with over 35% of these coming from ‘new’ learners to the service.

Links have been strengthened with Riverside College in preparation for Devolution- Joint CIW, curriculum mapping, and progression links for learners and support has been extended to include Level 1 & 2 IT and Business Planning and Marketing.

Halton People into Jobs

Intermediate Labour Market Placements (ILMs)

ILMs offer meaningful career opportunities for Halton residents who find themselves further away from the labour market. They provide opportunities that would not normally be available to them due to a lack of skills or experience. By 31 July 2018 142 participants had been supported to obtain an ILM placement in Halton.

This approach resulted in 46% of participants being retained by their employer after the ILM ended and 20% finding alternative employment.

Households into Work

Working with the household as a whole has proven to be extremely valuable in supporting clients who may have disengaged from employment and skills services in the past. Through this Department for Work and Pensions (DWP) pilot the Halton People Into Jobs service has supported 57 households with positive outcomes, including employment, learning and voluntary work.

Year 3 delivery to March 2020 will focus on achieving DWP performance measures including the number of households where individuals have completed at least one progress measure, the number of households where individuals have completed at least two progress measures and the number of individuals moved into employment: proportion of households where individual has moved into work (taken to be earnings equivalent to 16 hours per week for 4 weeks).

Work and Health Programme

The Work and Health programme reached its first year of delivery on 27th November 2018. Over 200 referrals have been received from Runcorn and Widnes Jobcentres. Halton People into Jobs has achieved some positive outcomes for long term unemployed customers with complex health conditions. Excellent partnership links have been developed to ensure participants are receiving relevant support to progress them into employment or self-employment during the 15months on programme. HPIJ will focus on achieving 100% of profiled job starts and 60% of profiled job outcomes this financial year.

Community & Environment

Library Service:

Library Services continue to provide an expanding range of services to the local community that reflect a changing use of mediums for both learning and leisure. At present there are 25,000 active members of the library, with book loans increasing and eBook and e-audio loans rising by 50% during 2018 - 19.

The new [library service strategy](#) has been now been approved by the Council with the central mission to achieve the best outcomes for the people of Halton through access to knowledge and creative activity.

This mission statement is underpinned by a set of pledges i.e.:

- *We will inspire a community of readers*
- *We will support the health and wellbeing of the community*
- *We will offer welcoming, vibrant spaces for people to meet*
- *We will support learning at all ages*
- *We will offer access to inspiring cultural activity*
- *We will reach out to the community and expand activity across the Borough*

The strategy is being delivered through a programme of innovative and exciting events across all libraries and the service now produces a substantial quarterly brochure of activity. This is made possible through receipt of a number of external funding streams predominantly from Arts Council England.

Projects to support the achievement of the strategy goals include the expansion of the Home Library Service and recruitment of a support worker to deliver this service to customers unable to access the library buildings.

The Summer Reading Challenge increased participation rates during 2018 - 19 with 1100 children signing up to read 6 books over the summer holidays with a lunch club being launched which provides a free packed lunch to children attending events.

Widnes Library has been reduced to one floor and fully refurbished as part of the Council's drive to maximise the potential of its building assets whilst minimising operational costs in order to sustain future provision. Smaller changes have also taken place at Ditton and Runcorn Libraries following the closure of the Halton Direct Link facilities within those buildings. Libraries are also undertaking work as part of the Liverpool City Region transformation stream.

The successful introduction of the community Wi-Fi network available in libraries has resulted in a much more reliable service to library customers and Library staff are now able to offer increased assistance for customers requiring support to develop their digital skills for both leisure and work related opportunities.

[Libraries Connected](#) is now the national sector support organisation for public libraries.

Sport and Recreation

The Sport and Recreation service has a central role in delivering on the overall well-being of the Halton population. From improving health outcomes through participating in sport and physical activity; to providing opportunities to build confidence and learn skills provided by the many volunteering opportunities provided every week and sporting events and competitions.

The service has two distinct areas:

- Sports Development Team – development of programmes and activities to support the local infrastructure and encourage residents to start and stay active, including day to day operations at Frank Myler Pavilion and facilitating Grass Sport hire and Bowling bookings.

- Management of the Councils 3 Leisure Centres. Kingsway Leisure Centre, Brookvale Recreation Centre and Runcorn Swimming Pool.

The Sports Development Team have worked closely with partners and young people to develop and deliver an extensive programme of holiday programmes and evening and weekend activities that encourage active lifestyles for an early age and Leisure Centres provide a broad range of activity including free swim sessions for all under 8's within the borough.

In addition local sports clubs are actively supported in engaging with the community and attracting members to take part in club activities for both the purpose of physical exercise and the development of individual character and team building attributes that can be derived through engagement.

Such support includes the provision of information and expertise to Volunteers, Coaches, Clubs and Committees to develop and strengthen the club base within the borough. This includes the provision of workshops covering, for example, funding information clinics, First Aid and Safeguarding Training and linking with the Governing Bodies of Sport.

Projects during 2018 – 19 have included, for example, Schools Sports Coaching and Leadership Awards as well as outreach activity within the Council's parks and open spaces. Activities vary from football and 'Couch to 2K' community sessions with Brownies and parents as SportsClub to speed stacking and problems focussed upon developing agility and speed.

2018 – 19 also saw the delivery of a wide range of community led interventions to encourage adult participation in sport and exercise with over 100 activities each week in the Get Active and Walking for Health programmes. Such programmes provide a vehicle for providing exit routes for GP Referrals and other Health Improvement Programmes and annual participation rates are approximately 75,000.

Activities on the timetables range from easy gentle exercise sessions, such as Heal the Body Yoga and Tai-Chi to targeted classes for particular health conditions such as movement therapy which is a gentle chair-based exercise using gel-balls for hand exercise and therapy bands to improve muscle strength

The Social Sports timetable provides an opportunity for individuals to exercise at their own pace and meet new people through, for example, New Age Bowling / Kurling, table tennis and walking football /netball.

The Couch to 5K initiative has also proved successful in attracting people who may wish to get started in engaging in physical activity and participants follow a 10 week programme with coaching to motivate and improve the number of minutes being run each week with walk-run intervals being determined at the individual's own pace. At week 10 individuals are invited to join the weekly local Park Runs at Victoria or Phoenix Parks, which have 2,288 and 1,189 registered participants respectively.

For those who are more engaged and experienced with exercise techniques there are a number of high-intensity classes aimed at strength and fitness challenges such as Keetlercise, Metafit and Zumba. In addition each of the Leisure Centres provide Fitness Suites which provide a wide range of cardio and resistance equipment

Emerging Issues

Employment Learning and Skills

Apprenticeships

The Council employment contracts for the Apprenticeship Hub team are due to end on 31st March 2019 and options to secure sustainability with provision set out in the existing ESIS contract and other funding resources are being explored by the Combined Authority/Local Enterprise Partnership.

Apprenticeship Reforms came into effect in May 2017. The number of apprenticeship starts delivered across the Liverpool City Region at the end of January 2018 equated to 33% of the previous year's total delivery, this compared to 38% and 40% in the North West and England respectively.

There has been a shift in delivery away from Level 2 to advance and higher level apprenticeships and the sectoral make up of apprenticeship starts is also shifting, with proportional growth in construction, planning and built environment and retail and commercial enterprise.

Potential reduction in apprenticeship funding bands may result in some colleges or training providers viewing some apprenticeships as non-viable in terms of delivery costs and the introduction of T-Levels in 2019 may have an impact on the demand for Apprenticeships.

Reputational impact of Apprenticeships in the region is facing more scrutiny due to recent high profile closures of training providers such as: First4Skills, Learn Direct and 3AAA by Ofsted/Education Funding Agency and Skills.

Adult & Family Learning

Need to continue to maximise Adult & Family Learning digital presence to ensure a strong stream of learners are accessing our curriculum offer, to support with increasing enrolment numbers.

Continue to ensure the best outcomes for learners are achieved, to support them in closing the gap towards employment or further learning and progression. Curriculum offer, observations of teaching, learning and assessment and a new Performance Management Framework are key areas to support with this.

Continue to ensure that the best offer is achieved with the allocated Adult Education Budget, maximise effectiveness and efficiency as we move towards Devolution.

To identify and bid for additional funding streams where possible to increase opportunities for wider provision, particularly around well-being/mental health support, with 48% of adult learners presenting with some form of learning barrier or challenge. Also, an area schools have requested provision for, for their parents. Budget constraints are hindering our ability to offer this on the scale requested but a key area linked to local need. Similarly, funding prohibits the opportunity to support those learners with maths and English skills in a small group/1:1 situation, yet more and more learners are presenting themselves with these needs.

To continue to ensure that the curriculum offer meets the local and regional need and we are at least in line with our competitors wherever possible. Joint curriculum mapping with region's Adult Learning providers.

To increase the access of IT provision for those working within HBC. Attendance at Divisional Managers meeting/Team meetings to be scheduled for Adult Learning Team to discuss offer and link to EDRs - develop personal links and networking.

To reach a wider learner pool to increase enrolment numbers and increase the % of paying learners to support the service budget. Marketing and Business Intelligence Data to support with this, particular around targeting.

Recruitment of suitable teaching staff challenge - poor level of candidates coming through to interview. Three rounds of unsuccessful recruitment drives, possibly due to the sessional tutor contract not offering the financial security for prospective tutors.

Linking community curriculum offer to Skills strategies, ensuring provision is aligned to City Region priorities. Working with regions Adult Learning Managers to map curriculum to priorities.

Strengthen data around progression for learners who have completed a community learning course - plotting next steps in employability provision and/or further progression opportunities

The Management Information System- 'PICS' presents some challenges around data collection, new system needed but will need to run two systems until new system is embedded and staff confidence levels are appropriate. The 'TERM' system- looking like the most viable option and would bring us in line with other Adult Learning providers In the City Region. Timescales for this to ensure full launch September 2019.

As an externally funded Division, we are completely reliant on securing further funding to sustain the services. This constant uncertainty around funding does lead to the departure of key staff as contracts approach their end date.

Many external funding opportunities require match funding. Reducing matching funding and income could challenge the viability of delivering some employment services.

Devolution of the Adult Education Budget may lead to both opportunities and challenges. Whilst 2017/18 grant allocations are confirmed for 2018/19, it is unclear if future allocations will be awarded on a 1 year basis or 3 year. Also, unclear as to whether additional allocations can be bid for beyond 2018/19.

Ways to Work

Between September 2019 and June 2020, the division will deliver on an additional 58 ILMs.

Work and Health Programme

The Work and Health programme reached its first year of delivery on 27th November 2018. Over 200 referrals were received in year 1. A significant number of inappropriate referrals have been received from both Runcorn and Widnes Jobcentres which has had a detrimental impact on delivery and performance.

The Work and Health programme is predominantly a voluntary 15 month employment programme that participants must be willing to engage in to access support to address any health or work related issues they may have. Customers have not been given full information about the programme and therefore have disengaged impacting on referral to job start and referral to job outcome rates.

Project Managers and the Ingeus Supply Chain Manager will continue to work with Jobcentres to try and improve the quality of referrals and ensure that Work Coaches are not being driven by referral targets alone. This piece of work will continue as we are being measured on achieving 100% of profiled job starts and 60% of profiled job outcomes this financial year.

Community & Environment

Library Service:

The increasing popularity of Halton's libraries will continue to put pressure on the available resources and we are actively exploring ways to ensure services are sustainable, as well as innovative and attractive. Investing in staff development is vital to ensure the team evolve alongside the library offer with advocacy at the core of this.

The ageing population will increase use of the already popular Home Library Service with our buildings potentially playing a special role tackling loneliness at the heart of the community.

There will be demand for digital literacy to support our economic future and tackle the lack of science, technology, engineering and maths skills in our future workforce and the library service offers introduction to informal science learning, including coding and robotics from an early age with this expanding to wider age groups.

At the earliest life stages libraries are playing a continuing role in school readiness by encouraging pre-school literacy and negating future inequality that contributes to ending the cycle of poverty.

The importance of exploring alternative income generation models is key to continuing to offer innovative stretch activity in the libraries. Projects are increasingly externally funded so key staff are developing the skills to successfully bid to numerous organisations. The Council will continue to trial a variety of ticket sales models to support development of our cultural programme of events. Expanding the use of financial donations and bequests and looking into how contributions from trusts and philanthropists could be used to add even more value to the library offer.

During 2019 – 20 the Sports and Recreation Service will be working on producing a new strategy, which will support the delivery of the five outcomes in the Governments Sporting Future: A New Strategy for an Active Nation i.e.:

- Physical wellbeing
- Mental wellbeing
- Individual development
- Social and community development
- Economic development

Appendix 1

Key Objectives, Milestones and Measures

Service Objective: EEP 05	To promote access to learning for those who need it most.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ To submit one bid for external funding to help sustain the service by April 2019 ▪ To extend the LCR Apprenticeship Hub Team by April 2019 ▪ To support 15% of those households registered on the Households into Work into work by December 2019 		
Responsible Officer:	Siobhan Saunders	Linked Indicators:	N/A

Service Objective: CE 02	Increase the use of libraries – in alignment with the Society of Chief Librarians Universal Offers and local needs deliver a modern, vibrant public library service; promoting and supporting reading, health, learning, information, digital and culture. Improving life chances through skills development and access to new opportunities.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Deliver a programme of extended informal learning opportunities meeting identified local targets - March 2020 ▪ Develop a programme of cultural activity meeting identified local targets – March 2020 		
Responsible Officer:	Library Strategy & Development Manager	Linked Indicators:	CE LI 07 and 08

Ref	Description	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target
EEP LI 07	Number of companies benefitting from the Council's intensive Key Account Management Service.	New Indicator for 2018/19	50	TBC	TBC
EEP LI 08	Number of Enrolments (Adult Learning).	1,960	2,950	TBC	TBC
EEP LI 09	Number of People supported into work.	319	400	TBC	TBC
EEP LI 10	Percentage of learners achieving accreditation.	56%	42%	TBC	TBC
EEP LI 11	Total number of job starts on DWP programme (People Plus).	22	9	TBC	TBC
EEP LI 12	Total number of job starts on DWP programme (Ingeus).	43	70	TBC	TBC
EEP LI 13	Number of new starts into permitted/paid work for local people with disabilities (over 12 month period).	36	40	TBC	TBC
EEP LI 14	Number of Businesses Supported.	658	700	TBC	TBC
EEP LI 15	Number of individuals supported into paid work placements (ILMs)	New Indicator for 2018/19	58	TBC	TBC
EEP LI 16	Number of adult learners who feel prepared for choosing the next steps (e.g. into employment, another course, college/university etc.)	New Indicator for 2018/19	100%	TBC	TBC
EEP LI 17	Number of adult learners who have progressed onto another course	New Indicator for 2018/19	50%	TBC	TBC
CE LI 07	Number of active users (physical & digital resources) of the library service during the last 12 months.	574,045	400,000	TBC	TBC
CE LI 08	Number of physical and virtual visits to libraries (annual total)	614,045	600,000	TBC	TBC

Ref	Description	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target
CE LI 09	Increase in percentage of the population taking part in sport and physical activity at least twice in the last month (KPI 1 from Active Lives survey)	74.3%	Target to be agreed and established from baseline data in next financial year	TBC	TBC
CE LI 10	Percentage of people physically inactive (KPI 2 from Active Lives survey)	27.6%	TBC	TBC	TBC
CE LI 11	Percentage of adults utilising outdoor space for exercise/ health reasons (MENE survey)	574,045	TBC	TBC	TBC

This Business Plan extract contains information in relation to the delivery of the Council's following strategic priority area

Environment and Urban Renewal

To transform the urban fabric and infrastructure, to develop exciting places and spaces and to create a vibrant and accessible borough that makes Halton a place where people are proud to live and see a promising future for themselves and their families.

Key Developments

Economy, Enterprise and Property

Development and Investment Services

Appointed consultants 'We Made That' to complete a Masterplan and Delivery Strategy for Runcorn Station Quarter (RSQ).

Developed a Communications Strategy to support development activities in and around RSQ.

Appointed consultants White Young Green to complete a Masterplan and Delivery Strategy for the Halton Lea Healthy New Town

Launched a Youth Zone in Runcorn Shopping City.

Established Members' Implementation Group

Introduced a Business Rates Policy aimed at stimulating Inward Investment in the borough (pilot Astmoor Industrial Estate).

Set up a Charging Policy pilot to support the financing of the Council's External Funding Team, implementation began on September 1st 2018; quarterly interim reviews will take place and a full evaluation in September 2019.

Secured £1.44m in external funding grants in 2017-2018; in 2018-19 to date £2.33m has been secured to support initiatives such as Catalyst Science Discovery Centre/Museum £844,000; The Studio £300,000; Halton Carers Centre £120,000 and the Ways to Work programme, an additional £896,545.

Facilitated successful Business Improvement District (BIDs) ballots in Astmoor and Halebank

Supported the opening of the LPW Technology Ltd Headquarters at Widnes Waterfront.

Successfully delivered the Halton element of the pan-Merseyside Business Growth Programme (BGP). The Halton BGP has exceeded outputs measured in terms of 'business assists' and is currently capturing 'jobs created' outputs.

Appointed consultants 'BDP' to complete a Masterplan and Delivery Strategy for Astmoor Industrial Estate.

Worked with the preferred developer at Manor Park to bring forward the Fresenius expansion creating a further 200 jobs.

Project managed the remediation and site access works for Gorse Point (Widnes Waterfront)

Produced the Council's Asset Management Plan.

Collaborated with HBC's Highways team to develop a new junction to serve West Bank residents and businesses.

Secured feasibility funding from the Combined Authority Strategic Investment Fund to explore the potential supply of Hydrogen for public transport use.

Rolled out a sector focused Key Account Management (KAM) Programme. The Business Improvement and Growth Team currently intensively manage 50 key Halton companies in the advanced engineering and manufacturing, energy and environmental, digital and creative, life science and financial and business services sectors. Key foreign owned and logistics companies are managed by City Region appointees.

The Business Improvement and Growth Team continue to manage all inward investment and indigenous company expansion project locally. Typically, the Team will be managing approximately 30 significant projects at any one time

New quarterly corporate regeneration project reporting and monitoring framework implemented.

Marketing consultants DTW appointed to develop a branding strategy for regeneration plan and to promote Council activity.

Final Phase (3) of Lakeside residential development at Castlefields commenced on site by Keepmoat Homes.

At Sci-Tech Daresbury, the Regeneration Team has continued to support the Joint Venture, securing planning permission for the next phase of development – Project Violet. Project Violet will see a £16m development, 50,000 sq ft of new office space- to be funded jointly by Halton Borough Council, utilising the Enterprise Zone Business Rates borrowing mechanism and Chrysalis.

Asset Management

Negotiated 12 lease renewals; 6 rent reviews; 8 new leases – underway.

Generated £1.9 m in capital receipts.

Supported the acquisition of care homes; Madeleine McKenna and Mill Brow Widnes.

Planning, Policy & Transportation

Policy and Development Services

The Unitary Development Plan (UDP) is 12 years old, and requires replacement. A Development Plan sets out how the Borough will grow over the next 20 years and shows the areas that will be protected. It contains all the policies used in town planning decisions, for example in determining planning applications.

The identification of new development sites (allocations) to provide for growth remains a priority in 2019. It is critical that a fresh set of allocations are adopted to meet the Borough's residents' need for household growth and jobs.

This will be achieved through the Delivery and Allocations Local Plan (DALP). The draft plan was placed on public consultation at the beginning of 2018. The comments received and additional evidence required to support the DALP have led to a revised draft. It is anticipated that this second draft will be consulted on in Spring 2019 for a 6

week period. The DALP will then be submitted to Government for an 'examination in public' process led by an Inspector appointed by Government.

The Building Control Service collaboration with Knowsley MBC has been successful, delivering reduced costs and increased income. This service collaboration to be integrate further in 2019, becoming a formal joint service providing a service for both Boroughs.

Traffic and Risk & Emergency Planning/Health & Safety

Street Lighting

The programme to convert lighting columns to LED operation is continuing, in order to reduce energy consumption. It is anticipated that the programme will take another three years to complete. Work is underway to upgrade traffic signals to LED operation to reduce energy consumption too, but this will need to be accelerated as the production of tungsten halogen lamps is ceasing in 2021. A new street lighting maintenance contractor started in January 2019

Network Management

The Permit Scheme introduced to improve control of street works (works undertaken by statutory undertakers) is continuing to work well and generates significant income for the Council. This is working well and has improved co-ordination of works together with controlling the works better.

Traffic Management & Road Safety

A review of all speed limits within the Borough has been carried out and the system is now map based rather than text based.

The review of Traffic Regulation Orders (TRO) for parking restrictions has commenced and is moving to a map based system.

Highways

Work has been completed on the main document making up the joint (with Cheshire Authorities) Sustainable Urban Drainage Systems (SUDS) guidance and it is intended that this document, and Halton annex, will be adopted as part of the Development Plan Process. Highway Development team also have transportation, highways and flood risk assessment advice input into the allocations process.

Logistics

The new Bus Services Act 2017 has set out to enable local authorities to improve local buses services and connectivity; the three main points are to:

- strengthen arrangements for partnership working in the sector, introducing 'enhanced partnerships'
- introduce new franchising powers with decision making at a local level
- provide for a step change in the information available to bus passengers

The Act also incorporates local bus contracts, advanced ticketing schemes, registration requirements and provision of services.

Concessionary Travel – Halton continues to be part of the Cheshire concessionary travel scheme administered by Cheshire West & Chester Council having recently signed an agreement for the two year period from April 2018 to March 2020. The agreement between the three consortium partners (Cheshire West & Chester, Halton and

Warrington) will incorporate operator reimbursement levels, the back office administration (host operator processing) system and card management system, auditing of the scheme.

Community & Environment

Waste Management

The Council provides a recycling collection service to all households in the borough and two Household Waste Recycling Centres where residents can deposit a whole range of materials and items for recycling. Significant savings can be realised by reducing the amount of general waste that is sent for costly disposal and this can be achieved if households generate less waste in the first instance and then recycle more of what they produce. A key focus therefore will be to continue to promote waste prevention and encourage residents to make full use of the recycling services and facilities provided by the Council.

A key focus will remain reducing 'contamination' levels in recycling bins. Through the kerbside recycling service, residents can recycle glass bottles and jars, plastic bottles, paper, cardboard and metal cans. 'Contamination' occurs when residents place 'non-target' materials (i.e materials that are recyclable but not through the kerbside collection service) or non-recyclable waste into their blue bin or box.

Contamination can lead to entire vehicle-loads of recyclables being rejected and, instead of being recycled, the waste being sent for costly disposal. Halton has experienced increased levels of contamination in recent years and this has resulted in a significant increase in the costs of dealing with waste. Changing resident behaviour is crucial to ensure that not only do all householders make use of the recycling services provided by the Council, but when they do, they use them correctly.

Actions to encourage waste reduction and increased recycling, and reduce 'contamination levels, shall include, but not be limited to, the following;

- Targeted householder engagement to include 'door knocking' and the delivery of information leaflets
- The use of social media
- Working with community groups and partner organisations
- Taking part in national promotional campaigns
- Taking part in regional campaigns with LCR partner authorities
- Engagement events in public buildings and shopping areas
- Waste education and awareness raising activities in schools

In order to ensure that all services are delivered as cost-effectively as possible, and to maximise efficiency saving opportunities, the Council's Waste Management Policies will be subject to continual review and updating as necessary. The Council's own Strategy, its Policies and the delivery of its services may also be subject to review once the Government's new Resources & Waste Strategy has been published.

Environmental Improvement

Local environmental quality is important as it impacts on the whole community. The residents of Halton tell us that clean and safe streets are two of the most important factors in helping to make their neighbourhood a good place to live. It is crucial therefore that the Council continues to undertake actions to effectively tackle environmental crime, such as littering, fly-tipping and dog fouling, that can negatively affect the safety and attractiveness of the local environment.

The Council has a responsibility to protect those members of our community who are affected by the irresponsible behaviour of individuals who commit environmental crime and it is important to continue to work closely with enforcement partners and other external agencies to deliver a co-ordinated approach to enforcement. This will

involve developing joint protocols and action plans and the utilisation of statutory provisions available to address all forms of environmental crime within the boundaries of the Borough.

Whilst it will be important to develop and deliver effective communication, education and awareness raising initiatives, policies for tackling environmental crime will also need to be continually reviewed to ensure that they remain fit for purpose.

Open Space Service

In 2016/17 the Council's specification for the management of green spaces was altered to reflect a reduction in the Open Space Service budget. The most noticeable reduction as far as the general public were concerned was in grass cutting frequencies (reduced from one cut every two weeks to one cut every three weeks and not cut as short as previously). Although the reductions proved unpopular with the public the new specification was delivered and by the second half of the mowing season (July to September) complaints had reduced significantly.

Prior to 2016/17 the Council had 12 parks that had Green Flag Award status. In 2016/17 only three parks (Hale Park, Runcorn Hill Park and Victoria Park) were submitted for the award, and all achieved it. The reason for only entering three parks was twofold. Firstly there is no longer the capacity within the Open Space Service to prepare the bids and ensure compliance. Secondly there were three parks (Hale Park, Runcorn Hill Park and Victoria Park) that the Council is contractually obliged to keep to Green Flag Award standard. This is because they were granted Heritage Lottery Funding. The parks that no longer have Green Flag Award status are still maintained to the same specification as previously.

Emerging Issues

Economy, Enterprise and Property

Development and Investment Services

Recruitment and Retention of experienced staff in several key disciplines is becoming difficult as there is competition from neighbouring authorities and within the Liverpool City Region funding is being released to support major regeneration projects. As such the Council's ability to deliver on its key regeneration programmes could be affected and in some case may be delayed. The Council may need to consider interim options to keep momentum.

Limited external consultancies available for the above reasons.

At Sci-Tech Daresbury we are developing a Talent and Skills Strategy to identify key actions required to attract, develop and retain the very best talent. The Joint Venture has recruited a consultant to lead on the production of and delivery of the strategy. A number of programmes and initiatives will be developed in partnership with Learning and Skills colleagues across Halton and the City Region.

A new call for funding from the Combined Authority Strategic Investment Fund has been launched and whilst engagement has been very positive with the investment team visiting all Halton's key regeneration projects, it remains to be seen how much funding Halton will secure.

Housing needs to be considered by Officers Council wide to maximise the availability of land, particularly brownfield sites and maximising the drawn down of Homes England funding to support the delivery where viability gaps are identified.

The Council may need to consider more partnership / joint venture working going forward, as public funding is looking to at schemes that can provide a return for the investment, the private sector and investment companies may need to fill in the gaps.

Asset Management

There are a number of emerging issues which the Asset Management Service will take into account:

- The Acquisition of Orchard House Widnes and assessing the feasibility of acquiring land at Crow Wood Lane Widnes for the provision of care facilities
- Negotiating the dilapidations resulting from the lease termination of Kingsway House
- Re tender the provision of property guardians contract from June 2019
- Re-letting the Phoenix Park café Runcorn, former changing rooms at Dundalk Road Widnes
- Re- letting of the Old Police station Runcorn
- Disposal of land at Canal side for residential development and HBC Fields
- Preparation of a draft disposal programme of potential surplus sites

Policy, Planning & Transportation

Strategic Growth Coordination

A key role of the Department is to set out the Borough's future development. This requires the ongoing analysis of growth areas, infrastructure requirements, and regeneration plan impetus. It is important to align the infrastructure plan to spatial priorities, looking forward 5 to 10 years to set out the infrastructure delivery programme to support sites that will be developed, and identify funding.

Growth is coordinated via the following strategies:

- Delivery and Allocations Local Plan (DALP)
- Local Transport Plan 3 (LTP3)
- Mersey Gateway Plus Regeneration Strategy

LCR Combined Authority / Devolution

There is a significant amount of collaboration between the six districts that comprise the Combined Authority. The devolution agenda affects all of the Department's service areas. The CA holds a significant amount of funding for Halton's pipeline of schemes. These funds include the Strategic Investment Fund (SIF) and Transforming Cities Fund (TCF).

Operational Streamlining

All services are undergoing operational streamlining in an effort to meet reducing budgets. Examples are:

- Review of road maintenance funding, including the capitalisation of revenue
- Contract reviews – street lighting maintenance contract change from January 2019
- Scheme programming & delivery performance
- Income generation

Street Lighting

The programme to convert lighting columns to LED operation will continue, in order to reduce energy consumption and maintenance costs. Due to increasing costs and political uncertainties around the world, it is anticipated that the cost of electricity will increase. The need to convert traffic signals (including pedestrian crossings) to LED will need to be accelerated as the production of tungsten halogen lamps is ceasing in 2021

Traffic Management & Road Safety

When funding becomes available it is hoped to carry out a review of Traffic Regulation Orders that cover waiting restrictions throughout the Borough. In some areas due to changes in developments the restrictions are no longer applicable and in other areas new restrictions are required.

Public Service Vehicle Operator's Licences - Section 19 & 22 Permit Consultation

Organisations that provide transport on a 'not-for-profit' basis can apply for permits under Section 19 or Section 22 of the Transport Act 1985. Organisations include local authorities, schools, community transport providers and other particular groups. These permits allow the holder to operate transport services for hire and reward and therefore make a charge (under certain circumstances) without the need for a full public service vehicle (PSV) operator's licence.

The Department for Transport has however consulted on continued usage of these permits and specifically on exemptions from EC regulation 1071/2009 (establishing common rules concerning the conditions to be complied with in pursuance of the occupation of road transport operations). An interim summary of responses has recently been released however the full impact of any rule changes and how the derogation may be applied are due to be issued during 2019.

National Legislation & Policy Changes

The National Planning Policy Framework (NPPF) published in 2012 set out Government Policy for England to replace a wide range of previous statements and guidance and was aid to have reduced planning policy from more than 1,000 pages to 50. The NPPF dismantled the regional apparatus and introduced neighbourhood planning to create *'a framework within which local people and their accountable Councils can produce their own distinctive local and neighbourhood plans which reflect the needs and priorities of the communities'*.

In its bid to grow the economy and meet housing demand planning reform continues to feature strongly in the Government's agenda through:

- Introducing a revised National Planning Policy Framework which aims to maximise the use of land, strengthen Green Belt protections and place greater emphasis on converting planning permissions into built homes.
- Housing delivery test
- Publishing of minimum housing figures for each Local Authority
- Introducing penalties for slow plan making
- Impacts of failure to demonstrate a five year housing land supply
- Regulations have introduced a requirement to review Local Plans / Statements of Community Involvement at least every 5 years from adoption. To comply with this authorities must, every five years from the adoption of the plan, carry out an assessment of whether it remains relevant and effectively addresses the needs of the local community, or whether policies need updating.

On the back of this national legislative change, retaining control of local housing delivery will remain a key objective for 2019.

Delivery and Allocations Local Plan (DALP)

It is anticipated that this second draft will be consulted on in spring 2019 for a 6 week period. The DALP will then be submitted to Government for an 'examination in public' process led by an Inspector appointed by Government. Following examination, the independent Inspector can suggest modification to the plan. If the Council accepts these modifications, the DALP can be adopted by the Council for it to become part of the statutory development plan for Halton.

Neighbourhood Planning

To date, no communities in Halton have chosen to bring forward a Neighbourhood Plan under the Localism Act. However, a number of Parish Councils continue to discuss the subject and it is expected that one Parish Council may start production of a Plan in 2019 which will require consideration at the time of its completion.

Combined Authority Strategic Planning

Within the Liverpool City Region the Devolution Agreement has seen progress towards some elements of strategic planning being undertaken jointly by the constituent local authorities and it is expected that during 2019/20 further progress will be made towards producing a Mayoral Spatial Development Strategy.

Flood Risk Management

As Lead Local Flood Authority, the authority will continue to assess the need for schemes under the asset inspection & survey regime and review of national modelling. The Environment Agency manages a six-year investment programme of capital Flood and Coastal Erosion Risk Management (FCRM) schemes on behalf of the Department for Environment, Food and Rural Affairs. Bids for Flood Defence Grant in Aid (FDGiA) funding are invited annually from flood risk management authorities.

A significant scheme at Windmill Hill has been developed during 2018/19 with consultation and funding due at the end of this year, and is programmed for implementation during 2019/20.

Work will need to progress in 2019 - 20 to form a better understanding of the management requirements of drainage assets and watercourses, particularly where these interact with high speed roads, following recent flooding incidents.

Highways Asset Management Plan (HAMP)

The Department for Transport's Highway Maintenance Self-assessment questionnaire for the "Incentive Fund" capital funding element, tasks local authorities to prove ongoing improvement of the management of their highway assets. Each authority will score themselves against 22 questions and place themselves in one of three bands. For year 19/20 those in band 1 will only receive 10% of their share, with band 2 receiving 50%, and band 3 100%. Halton, as part of the Liverpool City Region Combined Authority are automatically awarded band 3 status. Halton on its own merits would currently score a strong band 2 and are actively working towards band 3, and all City Region Authorities must demonstrate that they are working together to secure progress.

In October 2016 the UK roads liaison group published "Well managed highway infrastructure" code of practice for local highway authorities with 36 recommendations, Authorities had 2 years to implement, and significant progress is being made in its implementation along with adjoining authorities.

Transport Pipeline

The Service continues to develop the 'Transport Pipeline' programme, working with Liverpool City Region colleagues, including Ditton station and A558 Eastern Expressway. This work will be developed through the coming year to enable effective funding applications to be made.

M56 junction 11A status has been put on hold and a full Council briefing held, but HBC continue to lobby for the scheme to progress.

The delivery of the Local Cycling and Walking Infrastructure Plan (LCWIP), which is a 10 year City Region Plan for cycling will continue during 2019 - 20. Composite bridge materials have also been procured as a long lasting method of construction for remote rights of way bridges, and a programme of replacement will occur over the next 3 years and beyond.

European funding has been received (LCR SUD bid) for Prescot to Widnes cycle links. Other funding bids are being developed for SIF and Transforming Cities fund in cooperation with Regeneration team colleagues and LCWIP.

Silver Jubilee Bridge renovation

The SJB major maintenance project includes: painting the steel arch superstructure, reconfiguration of the carriageway on the bridge (to 2 traffic lanes and a cycleway), changing a suspension cable, the maintenance painting of the steel beams on Hutchinsons Sidings bridge, and modifications to the Runcorn Approach Viaduct (RAV) associated with the Runcorn de-linking project.

The site works programme on the SJB steel arch superstructure re-painting project has been affected by adverse weather conditions (i.e. strong winds), with the effect that completion is now forecast for July 2019. At this point the SJB footbridge will be re-opened to pedestrians and cyclists (with the shuttle bus service ending) and works for the reconfiguration of the carriageway on SJB will commence. Completion of the 2018/19 LCR project for refurbishing the concrete deck on RAV will be delayed as a result of the need to accommodate works associated with de-linking and several STEP schemes focussed on the SJB approaches.

The SJB steel arch painting scheme will continue on site during 2019/20, and is due for completion in summer 2019. Schemes for SJB that are currently in development that will be completed during 2019/20 include the SJB carriageway reconfiguration works and the installation of a new parapet plinth on the western elevation of RAV (which currently abuts a section of viaduct that is due to be demolished).

As well as demolition of structures, it will be necessary for modifications to take place on Station Road Bridge and Waterloo Bridge. Also, the potential removal of Runcorn Station Footbridge, which crosses Bridgewater Expressway, is currently under investigation.

Following completion of the major maintenance works currently underway or in development on SJB, there will be an ongoing regime of inspection, testing and monitoring activities, and short-term cyclic maintenance such as renewal of the access system for the arch.

Major Schemes

Watkinson Way Gyratory Improvements. Completion of Final Phase March 19.

Runcorn De-Linking and Demolition. Construction programmed to commence 1 March 19 to December 19.

Widnes Loops Link Road. Construction programmed for April 19 to January 2020

STEP Programme

During 2019 – 20 work will continue to utilise funding from the Liverpool City Region Combined Authority's Single Investment Fund to deliver Sustainable Transport Enhancement Packages which will include

improvements to RAV West to provide footpath widening. Construction programmed for commencement February 19 for 3 months.

Improvements to Widnes Approach Viaduct to provide reconfigured footway cycleway. Programmed for construction in Spring 19.

Improvements to Runcorn East Station Car Park to provide additional car parking. Construction programmed for 7 January 19 to April 19.

Astmoor Busway cycle and walking improvements. Construction programmed for February 19 to June 19.

improvements from West Banks Street to Lugsdale Road to provide footpath cycleway upgrades. Construction starts 3 December to 21 December 18.

STEP funded walking and cycling improvements to Runcorn Canal Tow Path. Construction programmed for February 19 to August 19.

Other Schemes

Liverpool John Lennon Airport Runway End Safety Area. Construction programmed to commence January 19 for completion in Spring 19.

Warrington Road to Watkinson Way HHT funded footpath link. Construction will form part of the above Phase of Watkinson Way works.

Footway Reconstruction Programme. Works programmed for Birkdale road, Ryder Road, Hough Green Road, Hale road, Blackburn Avenue to Lovell Terrace, and Fieldway.

Carriageway Resurfacing Programme. Schemes currently programmed for 19/20 Fairfield Road, remaining southern half, Prescott Road, railway bridge to Heath Road, Runcorn road Moore, Liverpool road haunch repair, Hale road haunch repair, Clifton Islands link roads (under M56 jcn 11). Further works are currently being prepared including additional LCR KRN Carriageway Funded Schemes.

Carriageway Surface Treatment programmed for spring 19 at Daresbury Expressway to Central Expressway to Pitts Heath Lane roundabout, Northwich Road and Weston point slip road to rocksavage.

Provision of new Salt Barn at Picow Farm Road.

Spike Island swing bridge scheme

Oversee the implementation of adoptable highway structures on a range of developments.

Waste Management

The new national Resources and Waste Strategy was published in by Government in December 2018. The Strategy sets out how the Government will aim to preserve material resources by minimising waste and promoting resource efficiency. The Government is also aiming to put in place schemes to help boost recycling rates and minimise the damage caused to the natural environment by tackling waste crime.

The Strategy will be supported by a number of consultations that will take place in early 2019. These will include consulting on proposals for;

- Every household to be provided with a weekly separate food waste collection from 2023;
- The introduction a consistent approach to kerbside recycling collection schemes that would see the same type of recyclable materials being collected from all households across the country;
- The introduction of a deposit return scheme on drinks containers;
- Ensuring that producers pay the full net costs of disposal or recycling of packaging, and;
- Introducing a tax on plastics that do not have a minimum recycled content.

The outcome of the consultations and any subsequent proposals from Government may have an influence on the Council's Strategic and Policy approach to the delivery of its waste management arrangements and as such any necessary actions will be integrated into the Council's service delivery model as these become known.

Appendix 1

Key Objectives, Milestones and Measures

Service Objective: EEP 01	To facilitate and increase employment		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ To increase the Business Support Key Account Management (KAM) portfolio to 60 by September 2019 ▪ To increase the KAM portfolio to 75 by March 2020 		
Responsible Officer:	Tim Leather	Linked Indicators:	Indicator

Service Objective: EEP 02	To develop, coordinate and deliver major regeneration programmes		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Launch Business Rates scheme on 1 April 2019, commencing in Astmoor ▪ Complete the extension arrangements at HBC Field for the options/leases by April 2019 ▪ Market the remaining land at HBC Field by October 2019 ▪ (3MG Ditton Corridor) Complete the Foundry Lane flood risk assessment by April 2019 ▪ (3MG Ditton Corridor) Apply for Homes England and SIF funding for abnormal ground conditions at Foundry Lane September 2019 ▪ (3MG Ditton Corridor) Devise a partnership agreement to work with land owners and prospective developer at Foundry Lane December 2019 ▪ Commence construction of project violet (Sci-Tech Daresbury) by August 2019 		
Responsible Officer:	Sally McDonald	Linked Indicators:	Indicator

Service Objective: EEP 03	To maximise external funding		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Roll out the pilot Charging Policy and review by 1 September 2019 ▪ To secure £2m in external grants into the Borough by end March 2020 ▪ Deliver and annual training programme to include 4 bid-writing and 2 Monitoring and Evaluation courses by end Mar 2020 		
Responsible Officer:	Steph Davies	Linked Indicators:	Indicator

Service Objective: EEP 04	To develop, coordinate and deliver major regeneration programmes		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Implement Communication Strategy at Runcorn Station Quarter ▪ Complete business case for consolidating station car parking ▪ Secure funding for new station square public realm 		
Responsible Officer:	Sara Munikwa	Linked Indicators:	Indicator

Service Objective: PPT 02	Local Transport Plan (LTP) Capital Programme – Deliver the LTP Capital Programmes to ensure that the transport system is maintained and developed to meets local needs.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ To deliver the 2017/18 LTP Capital Programme March 2018. ▪ To deliver the 2018/19 LTP Capital Programme March 2019. 		
Responsible Officer:	Divisional Manager Highways	Responsible Officer:	Divisional Manager Highways

Service Objective: PPT 03	Highway programmed maintenance.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Ensure continued unrestricted availability of the Highway network and to allow future maintenance to be delivered on a steady state, lifecycle planned basis. 		
Responsible Officer:	Divisional Manager Highways	Responsible Officer:	Divisional Manager Highways

Service Objective: PPT 04	Highway Routine and reactive maintenance		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Continue to maintain the Highway Authorities statutory duties in accordance with Section 41 and 58 of the Highways Act. 		
Responsible Officer:	Divisional Manager Highways	Responsible Officer:	Divisional Manager Highways

Service Objective: PPT 05	Deliver the statutory development plan as required by the Town and Country Planning Acts to provide a clear direction for the future development of the Borough. Provide operational policies that implement strategy and ensure transparent and accountable service delivery.		
Key Milestone(s) (19 / 20)	<ul style="list-style-type: none"> ▪ Consult on a revised draft Delivery and Site Allocations Local Plan (DALP) 		
Responsible Officer:	Divisional Manager Policy and Development Services	Responsible Officer:	Divisional Manager Policy and Development Services

Ref	Description	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target
EEP LI 02	Capital receipts against target noting the receipt as a % of the target.	New KPI			TBC
EEP LI 03	Commercial and investment portfolio – rent receivable against the budget to monitor receipt of income of rents and service charges.	New KPI			TBC
EEP LI 04	Occupancy rates of commercial and investment portfolio.	New KPI			TBC
EEP LI 05	Occupancy of Widnes Market Hall.	83.0%	83%		TBC
EEP LI 06	Unit Costs – office accommodation (reported annually).	£1,153	£1,124		TBC
EEP LI 07	Number of companies benefitting from the Council’s intensive Key Account Management Service.	New Indicator for 2018/19	50		TBC
PPT LI 01	Percentage of third party compensation claims due to alleged highway / footway defects successfully defended. Annual Calculation.	49.00% (2016/17)	N / A		
PPT LI 02	Net additional homes provided	369 (2017/18)	552		
PPT LI 03	Number of affordable homes delivered (gross)	92 (2017/18)	138		
PPT LI 04	Processing of planning applications (%) as measured against targets for,				
	a) ‘major’ applications	83	60%		
	b) ‘minor’ applications	95	80%		
	c) ‘other’ applications	96	80%		

Ref	Description	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target
PPT LI 05	To ensure a rolling five year supply of housing land. Deliverable supply (units) as a % of rolling 5 year requirement.	151%	105%		
PPT LI 06	No. of people killed or seriously injured (KSI) in road traffic collisions. (5 Year Av.)	40.4	N / A		
PPT LI 07	No. of children (<16) killed or seriously injured (KSI) in road traffic collisions. (5 year Av.)	4.6	N / A		
PPT LI 08	No. of people killed or seriously injured (KSI) in road traffic collisions. (5 Year Av.)	296	N / A		
PPT LI 09	The percentage change in number of people killed or seriously injured during the calendar year compared to the previous year. Figures are based on a 3 year rolling average, up to the current year.	-0%	N / A		
PPT LI 10	No. of people slightly injured in road traffic collisions.	54	N / A		
PPT LI 11	The percentage change in number of children killed or seriously injured during the calendar year compared to the previous year. Figures are based on a 3 year rolling average, up to the current year.	+23%	N / A		
PPT LI 12	Damage to roads and pavements (% above intervention levels) repaired within 24 hours.	100%	100%		
PPT LI 13	Average number of days taken to repair street lighting fault: non-DNO (Street lights controlled by the authority). (Previously BVPI 215a).	5 (Days)	5 (Days)	5 (Days)	5 (Days)
PPT LI 14	Average number of days taken to repair street lighting fault: DNO (Street lights controlled by the energy provider). (Previously BVPI 215b).	24 (Days)	30 (Days)	30 (Days)	30 (Days)
PPT LI 15	% of network where structural maintenance should be considered:				
	a) Principal Roads	0.3%	2.00%		
	b) Non-Principal Roads	1.00%	4.00%		
	c) Unclassified Roads	3.46%	9.00%		
PPT LI 16	Bus service punctuality, Part 1: The proportion of non-frequent scheduled services on time (%):				

Ref	Description	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target
	a) Percentage of buses starting route on time	97.67%	98.55%		98.55%
	b) Percentage of buses on time at intermediate timing points	84.83%	95.00%		95.00%
PPT LI 17	% of footpaths and Public Rights of Way (PROW) which are easy to use.	80%	82%		
PPT LI 18	% of bus stops with Quality Corridor accessibility features. (No. of stops – 603)	75.12% (438 Bus stops)	78.00% (455 Bus Stops)		80.00%

This Business Plan extract contains information in relation to the delivery of the Council's following strategic priority area

A Healthy Halton

Our overall aim is to improve the health and wellbeing of Halton people so that they live longer, healthier and happy lives.

The priorities from the Health Policy and Performance Board in relation to Adult Social Care have been identified as:

- **Reablement Pathway - Reablement First:** Halton Borough Council has introduced a Reablement First approach to care and support. This means that no person within the borough of Halton will receive long term care within their own homes without receiving a full functional assessment first. The first phase of this model has been introduced for people discharged from Hospital and the second phase for all community referrals for care is due to commence in 2019-2020.
- **Safeguarding:** Halton Safeguarding Adults Board will continue to implement and develop processes to adhere to its statutory requirements, roles and responsibilities under the Care Act 2014. The Board will be working towards implementing its Strategic Plan which details its six priority areas: Empowerment; Prevention; Proportionality; Protection; Partnership and Accountability. The local authority will also continue to further embed Making Safeguarding Personal (MSP) and provide regular progress updates to the Board, which will include a review of the MSP Outcomes Framework Pilot. In addition to this, the Safeguarding Unit will be going through a restructure to look at some additional responsibilities in relation to safeguarding. This will include the triage of Safeguarding Alerts/care concerns with a view to have more overview of Safeguarding across Adult Services, focusing on Provider Services and support to other Adult Social Care Teams.
- **Deprivation of Liberty Safeguards :** Deprivation of Liberty Safeguards (DoLS) came into force on 1 April 2009 as a response to an identified breach of the European Convention on Human Rights. This is a particular challenge for the Council in responding to this large increase in the number of DoLS assessments and making sure we keep people safe. As a result of the mounting criticism of DoLS the Government requested the Law Commission undertake a review and in March 2017 they produced their final proposal on a replacement for the DoLS, and suggested amendments to the Mental Capacity Act itself. The changes to the act are to incorporate the new scheme, called the Liberty Protection Safeguards (LiPS), and to strengthen people's rights in areas such as best interest decisions. The Mental Capacity Amendment Bill 2017-2019 is currently going through Parliament, which proposes a different approach to what had been originally proposed by the Law Commission however the details are still being debated. There will be greater responsibilities attached to other bodies such as CCG's, Hospitals and Care Home Managers. The LiPS Code of Practice is due to be released in the summer of 2019, which will give clearer guidance to Responsible Bodies, as well as other stakeholders in how the LiPS will be implemented.
- **Finance:** Finances continue to be a challenge across Adult Social Care. There is a Financial Recovery Working group across Adult Social Care to focus on reviewing specific areas with the aim of achieving some efficiencies and streamlining processes. The Care Home sector, both nationally and locally, continue to experience financial issues, in particular around the fee rates. The Care Home Development Project has a financial workstream which is looking to develop a generic dependency assessment tool which then links to fees and safe staffing levels.

Key Developments from 2018/19

ADULT SOCIAL CARE

1. Older People

- i) **Transforming Domiciliary Care (TDC)** – The TDC programme has worked to progressively to refine and implement an outcomes model for domiciliary care into a workable, effective solution, delivering clear outcomes for service users in terms of independence, wellbeing, and commissioners in terms of value for money. As part of the TDC programme, a lead provider has been commissioned to deliver domiciliary care to people. The work to date has focused on managing the demand for care by improving the interface between in house Reablement care and Domiciliary care including a shared care record and embedding a robust Multi-Disciplinary team approach to care provision. Work has been completed to develop a recruitment strategy to ensure the demand for care can be met, inclusive of incentives for care staff. This work will continue over the next 12 months and will include the development of Trusted assessor model within care and support and investment into the introduction of apprenticeships across care and support, in addition to the roll out and full implementation of Reablement First.
- i) **Sustainability and Quality of the Care Home Sector:** – Work is ongoing with NHS Halton CCG and care home providers to ensure we continue to improve the health and wellbeing of people who live in care homes. The Care Home Development Project Group continues its' work to enable stakeholders representing key sectors to work collaboratively in exploring and implementing identified work streams. The work streams aim to:
- Share best practice and resources via sector-led improvements;
 - Deliver dignified, quality, outstanding care within residential and community settings;
 - Be proactive and identify early warnings of potential reductions in quality;
 - Provide value for money and sustainability; and
 - Provide seamless transfers of care to and from hospital.

2) Adults with Learning and/or Physical Disabilities

- i) **Transition** - Recognising the importance of effective transition for people with disabilities and/or complex needs (including those with autism), Halton established a dedicated Transition Team early in 2017 alongside the development of a new multi-agency Transition Protocol for the period 2017-2020. This approach ensures that legislative obligations are met and the transition process is joined up across education, health and social care with increased and targeted co-ordination and communication from all agencies starting from Year 9 (age 13/14) up to the age of 25 years or until an individual's appropriate transfer into generic adult services. Building on this work, the Transition Team took part in a Named Social Worker pilot led by the Department of Health & Social Care in 2017/18. Funding from the pilot allowed the creation of additional capacity within the Transition Team, which meant intensive work could take place with young people and their families as part of a preventative approach in order to avoid crisis intervention. Work is currently taking place to identify funding to enable the continuation of this work supported by a multi-disciplinary team approach.

3) Adults with a Mental Health Condition:

- i) The Halton Dementia Strategy Delivery Plan is in the process of being updated, as part of the work of the Mental Health and Dementia Delivery group work plan. It is anticipated that there will be a working group formed to look at developing and 'monitoring' a dementia specific dashboard to understand demand on provision and to support service and quality development. Other priorities include the commissioning of dementia community support provision beyond September 2019, and preparation for the development of a Dementia Community Hub, part of a new dementia specific extra care housing scheme under development in Runcorn. Maintaining and improving upon the dementia diagnosis rate and primary care 'care plan' reviews and activity to maintain our 'Dementia Friendly Community' status also remain priorities.

4) Safeguarding:

i) **Deprivation of Liberty Safeguards :**

The projected total amount of referrals that Halton will receive for the current financial year 2018-2019 will be approximately 500.

Currently, the IASU manage the requests for authorisation on behalf of the supervisory body. This involves the administrative tasks, as well as the process of allocations and requesting Section 12 Doctors/Mental Health Assessors and processing payments of these. With each accepted request, there is a triage processes taken/adapted from the ADASS screening tool guidance, which determines if requests are Very High, High, Medium or Low risk. Very high Risk are cases where there is evidence that a Section 21(a) may be needed. These are allocated to 2 full time Best Interests Assessors who ensure that these requested are completed within timescales, regardless of whether these are urgent/standard requests or just standard requests. When a request is deemed High, Medium or Low risk, these are allocated to a pool of Best Interests Assessors where their role is in addition to their substantive post. At present, the pooled BIA's are allocated 1 assessment per month. Depending on numbers of Very High screenings, the 2 full time Best Interests Assessors also complete High risk cases

5) Carers:

A new Carers Strategy Group has recently been established to focus on the development of a new One Halton Carers Strategy and ensure that we have a holistic and joined up approach across Halton. The group involves a range of community and voluntary organisations, as well as statutory groups who work with carers and a carer representative.

6) Homelessness

- i) **Homelessness** - During the past few years there has been a National increase in homelessness. Halton also continues to experience a gradual increase in homelessness presentations, with the main causes identified as loss of home due to family exclusions, relationship breakdown, loss of a private sector tenancy. The welfare reform has had an impact upon the increase of homelessness, with benefit changes and affordability being the contributory factors.
- ii) **Homelessness Prevention** – Prevention is key to reducing homelessness, and the introduction of a number of preventative initiatives has proven successful among statutory and none statutory homeless households. This change from reactive

assessment to proactive prevention, coupled with a housing options service, proved to be a significant factor in improvement and overall service delivery.

- iii) In accordance with statutory requirement, Halton has completed a review of the **Homelessness Strategy**, which identifies the key priorities and devised action plan for 2019 - 2024. The homelessness strategy will be implemented from April 2019 and will be reviewed annually, to ensure it is current and meets future economic and legislative changes.
- iv) The introduction of the Homelessness Reduction Act was implemented on 1st April 2018 and has had a gradual impact upon homelessness provision and service delivery. The 'Gold Standard' which previously steered the Homelessness Strategy has now been superseded by the new Act. The strategy will include and reflect the 'Housing First Model' which is due to be implemented late autumn 2019. The strategy will also incorporate current and future activity around the resettlement of refugees and dispersal of asylum seekers.

PUBLIC HEALTH

The key developments for Public Health are: A 2018 – 2023 Whole System Healthy Eating and Exercise Strategy and Action Plan to tackle the challenge of overweight and obesity in the local population; linking in with the Cheshire & Merseyside Cancer Alliance to highlight the importance of early detection and recognition of signs and symptoms and work together to utilise the significant funding for Halton and Knowsley on lung health checks; joint working across Cheshire & Merseyside on Mental Health with a particular emphasis on tackling self-harm in young people and reducing suicide rates, men's mental health and building a Mental Health Commission; building on our strategy to tackle high blood pressure by working with community pharmacies and implementing quality improvement programmes for Primary Care; and focussing on the Thrive Model for Child Mental Health which will ensure swift access to support and services.

1. Child Development

Child development continues to be the main priority for children for the One Halton Health and Wellbeing strategy, and a multiagency steering group are working to improve outcomes through integrated working, delivered through a child development action plan.

In Halton 19.6% (2016) of children live in poverty despite the majority of their parents being in full time employment. Evidence suggests that by 3 years of age children in families living below the poverty line are 8 months behind in language and 9 months behind in school readiness compared to those with incomes above. However, activities such as daily reading, regular bedtimes and library visits can improve cognitive development.

Despite improvements locally, 2017/18 data shows that in Halton 64.5% of children achieved a good level of development at aged 5, compared to an average of 71.5% in England. Improvements have been made in Halton, and focused work is underway to address specific areas such as training of health visitors to support children to develop better speech, language and communication skills.

Halton has a comprehensive 0-19 service that aims to ensure that all children and families receive the help and support needed to maximise their child's development. Universally all families receive regular development checks, and first time teenage mothers will also get enhance support from the family nurses to build their knowledge of how to build babies brain.

There is a wide range of programmes on offer that contribute to child development. Community midwifery services work with parents from early in the pregnancy to encourage a healthy pregnancy, and all families are invited to antenatal 'your baby and you' sessions, which help to prepare for parenthood. Perinatal mental health services and support are available through health visitors and mental health teams, and encouraging breastfeeding, active play, healthy eating and emotional wellbeing are all work streams underway for this age group.

2. Healthy Weight & Physical Activity for Adults

Overweight and obesity present a big Public Health challenge both nationally and locally. This is really due to its association with serious chronic diseases such as Type 2 diabetes, hypertension and hyperlipidaemia. These are major risk factors for cardiovascular disease and cardiovascular related deaths. Obesity is also associated with cancer, disability, reduced quality of life and can lead to premature death (Healthy Lives, Healthy People, A call to action on obesity in England).

The Health Profile for England 2018 showed that 65.2% of adults were physically active and 61.1% of adults had excess weight. Both these figures are similar to the England average. However, the excess weight figure is still high. The causes of obesity are complex. Tackling obesity requires action at every level, from the individual to society, and across all sectors. In Halton we promote a coordinated life course approach to tackling overweight and obesity which recognises the barriers local people face when trying to practice a healthy diet or undertake regular physical activity. The focus on healthy

weight rather than obesity reflects intentions to encourage people from an early age to maintain a healthy weight, to minimise the stigma attached to the term obese and encourage people to see their weight in a positive way.

A review of weight management services took place in 2017/18 and the service has subsequently been brought in house and is now being delivered by the Halton Borough Council Health Improvement team. The service offers fully integrated holistic support to adults and children in healthy eating, physical activity, healthy eating and offering cognitive behaviour therapy where appropriate. There is also access to dietetic support.

Halton is also a pioneer site for implementing a Whole Systems approach to tackling obesity. This approach was developed by Public Health England, the Local Government Association and the Association of Directors of Public Health working in partnership with Leeds Beckett University. During 2017/18 Halton worked closely with Leeds Beckett University trialing the Whole Systems approach and this is now being implemented more widely across the country.

The Whole Systems Obesity work recognises the crucial role of local authorities (LAs) in tackling and working to prevent obesity. Halton Borough council has responsibility for many of the contributing factors (leisure services, parks and green spaces, planning, economic regeneration) and we have worked with wider partners (health, education, housing providers, and the community and voluntary sector) to draw together a truly multidisciplinary partnership.

The Whole systems work enabled us to bring together local stakeholders and develop a broader shared perspective on what influences and obesity. A number of workshops have been held with a broad range of stakeholders and through the use of a whole system route map and tools, a detailed action plan has been devised. This work has also been used to develop the framework for Halton's Healthy Weight Strategy.

In 2019/20 the Healthy Weight Strategy will be ratified, with an affiliated whole systems action plan. Work will continue to maintain the momentum of the Whole Systems work, and to fulfil the ambitions outlined in the action plan.

3. Alcohol

There have been improvements in recent years, however the rates of alcohol-related health harms, hospital admissions, and mortality remain higher in Halton than the national average. Nationally, the number of adults accessing support for alcohol problems has decreased and recent prevalence estimates suggest that there is significant unmet need for alcohol treatment across the region.

Due to the high levels of preventable alcohol-related harm in the region, all Health and Wellbeing Boards across C&M have identified alcohol as a core prevention priority. The C&M Health and Care Partnership Prevention Board has developed the C&M Alcohol Harm Reduction Board which is working on a suite of initiatives to address the issue. These include: a focus on actions across the health and social care system which will support both the reduction and prevention of alcohol-related harm and an improvement in access to alcohol treatment, strengthening the actions of acute hospital trusts, improving the quality of alcohol care team provision, scaling up alcohol identification and brief advice (IBA) and the development of a standard alcohol pathway. Work is also underway from a regional perspective to campaign for the introduction of Minimum Unit Price (MUP) for alcohol.

On a local level there is a need to support a reduction in the number of Alcohol-related admission episodes (narrow definition (Directly Standardised Rate per 100,000 population)). Significant progress has been made to reduce the number of young people (under 18) being admitted to hospital due to alcohol and partnership work must continue to focus on this important area. There is a need to raise awareness within the local community of safe drinking recommendations through the

delivery of alcohol awareness campaigns and health education events. There is a significant opportunity to increase the number of front line staff trained to provide screening and brief advice (IBA) and interventions as well as improving the referral process for those in need of additional support. It is essential that those identified as having an alcohol misuse problem can access effective alcohol treatment services and recovery support in the community and within secondary care.

4. Cardio-Vascular Disease (CVD)

This continues to be a local priority as one-quarter of all deaths in Halton are caused by cardiovascular diseases and one in five of the CVD deaths are premature (occurring in people under 75 years of age). The prevalence of strokes was 2% last year; the two biggest risk factors for this are hypertension and atrial fibrillation. For men in Halton 1 in 20 deaths are due to coronary heart disease and for women it is higher at 1 in 13. Hypertension is the most common long term condition in Halton, and the second highest risk factor for early death and disability, addressing high blood pressure has already been identified as a prevention priority locally as well as regionally for the Cheshire and Merseyside Health and Care Partnership (formerly STP). A system wide approach to tackling CVD is required. Starting with prevention of risk factors, supporting healthy lifestyles, earlier detection and improving how clinical services manage these conditions. The C&M strategy to tackle high BP 'Saving lives: Reducing the pressure' was launched in May 2016 and set out a series of high-level deliverables for a five year period. Significant progress has been made. Work on tackling blood pressure and on atrial fibrillation (AF) with partners across the region has already realised direct local benefits. The lifestyle risks that contribute to cardiovascular disease are largely preventable and include lack of physical activity, excess alcohol consumption, smoking and obesity. The Health Improvement team offers a diverse range of services to enable people moderate their lifestyle risks, the underlying causes of these causes remain societal contributing factors like poverty, poor life chances, low educational attainment and the built environment.

We are updating the Cancer strategy this year, which will focus on prevention, early detection and improving access to treatment and treatment pathways. Halton is closely associated with the various work streams across the Cheshire and Merseyside Cancer Alliance and is supporting the development and implementation of a Cheshire and Merseyside wide Cancer Prevention Plan. Halton has been selected to be an early trial site for the Long Term Plan implementation of Lung Health Check, which will provide those in our population at the highest risk of lung cancer an opportunity to identify any potential cancers much earlier to improve treatment and outcomes.

5. Mental Health

Mental Health is a key health and wellbeing priority and as such, is supported by the Mental Health Strategy and Action Plan. This provides a robust framework which identifies need and co-ordinates activity across the life-course from maternal mental health, through to childhood and into old age. The strategy also covers the spectrum of need from prevention and early intervention to treatment services.

1 in 4 people attending their GP seek advice on mental health problems and levels of hospital admissions due to self-harm are significantly higher than the England average. Many social factors make children more at risk of development mental health problems.

Halton has been selected as one of eight areas to tackle mental health stigma locally after winning a bid to become one of the 2019 Time to Change Hubs. This will make Halton part of a network of 40 hubs across England that aim to change the way we think and act about mental health. We will need to ensure that we are continuing to support communities, workplaces and schools to take action around negative attitude and behaviours towards people experiencing mental health problems.

Currently suicide rates in Halton are lower than the England average across all ages and gender but in line with national trends, this is rising. Halton has a current suicide prevention strategy and action plan

and are currently involved in collaborative work across Cheshire and Merseyside on the Zero Suicide strategic approach which has been highlighted as best practice at national level.

6. Cancer

Cancer remains one of the main causes of death and illness for residents in Halton. Our highest rates for cancer are lung, bowel and breast; these are related to lifestyle issues. Smoking rates have been falling but there is the legacy of previously high rates. Alcohol-related hospital admissions mean an increase in cancers related to gastro intestinal disease.

Efforts in Halton focus on preventing cancer through promoting healthy lifestyles (not smoking, maintaining a healthy body weight, being active, eating a healthy and balanced diet, reducing alcohol consumption and enjoying the sun safely) and early detection of cancer (participating in breast, cervical and bowel screening programmes when eligible, and seeking early help based on early signs and symptoms). Nationally and locally cervical screening uptake is declining, though bowel screening locally has seen a great improvement in uptake.

7. Older People

The number of older people in Halton is increasing year on year, for this reason ensuring that older people can continue to live fulfilling, healthy and independent lives remains a priority. Halton has a higher than average aging population and this trend will continue. The 65+ population increased by 3% between 2001 and 2011 compared to a 1.6% increase across England as a whole.

Compared to the national average Halton men aged 65+ live 1.4 years less than men across England as a whole with Halton women living 2.3 years less. Older people in Halton spend more time living with a disability than the rest of England: Halton women spend 50.6% of their lives free from disability. The figure for men is 51.3%. This compares to the England averages of 53.2% for women and 57% for men.

Halton continues to see a higher rate of admission for injuries related to falls in people over the age of 65 than the England average (In Halton 2,937 older people per 100,000 population were admitted to hospital as an emergency resulting from falls in 2017/18, compared to 2,170 older people per 100,000 population in the rest of England as a whole). While the harm from falls remains significantly higher in Halton, the rate has decreased hugely in the last 7 years, seeing the gap between Halton and the rest of England narrow considerably, as a result of focused multi-agency working to deliver an integrated falls prevention programme. We will review and evaluate the performance of the integrated falls pathway and explore all opportunities to reduce harm from falls across Halton.

Older people are at much greater risk of more serious harm as result of infections such as flu and pneumonia. Halton has a higher rate of admissions for preventable infections such as flu and pneumonia. In Halton the emergency admission rate in 2017/18 for flu was 57.4 per 100,000 population which equates to 73 admissions and unfortunately this number has increased steadily over the last three years.

On a more positive note the emergency admission rate in 2017/18 for pneumonia was 594.5 per 100,000 population which equates to 678 admissions and this number has decreased over the last 3 years. Flu and pneumonia resulting from pneumococcal bacteria are preventable through vaccinations, although the number of older people taking up the offer of vaccination has been falling in recent years. In 2018, 73.7% of people aged 65 and over had their flu vaccination. While this is greater than the England average (72.5%), the national target is set at 75% to maximise the community protection that vaccination can provide and to protect the most vulnerable people in our community.

Pneumonia vaccine is also recommended for older people and is offered as a single vaccine from the age of 65, it does not need to be repeated every year. The vaccine protects serious and potentially fatal pneumococcal infections. In Halton only 70% of all people over the age of 65 have received their vaccine.

In Halton we are not meeting the vaccination targets for older people and therefore, a significant number of older people remain at serious risk of complications as a result of flu and pneumonia. We will continue to work closely with NHSE England and local GP practices to increase access to vaccination and encourage local people to take the opportunity to protect themselves.

Emerging Issues in Public Health

Public health is continuing to facing reductions in funding from both local and national budget reductions. A significant challenge going forward will be the continued need to meet council financial efficiency expectations alongside a reduction in the Public health funding allocation.

The ongoing development of the One Halton Accountable Care structures will provide challenge to public health in ensuring that prevention is embedded as a priority within, and wrapped around the developing structures and work streams. It is also vital to ensure that widespread system change does not destabilise the existing programmes and initiatives.

Appendix 1

Objectives, Milestones and Measures

Adult Social Care

Service Objective: 1	Working in partnership with statutory and non-statutory organisations, evaluate, plan, commission and redesign services to ensure that they meet the needs and improve outcomes for people with Complex Care needs.		
Key Milestone(s) (19 / 22)	<p>Mental Health:</p> <ul style="list-style-type: none"> Monitor the Local Dementia Strategy Action Plan, to ensure effective services are in place. <p>Homelessness:</p> <ul style="list-style-type: none"> The Homelessness strategy be kept under annual review to determine if any changes or updates are required. 		
Responsible Officer:	Lindsay Smith	Linked Indicators:	ASC 10, 11, 12, 13, 14
Service Objective: 2	Working in partnership with statutory and non-statutory organisations, evaluate, plan, commission and redesign services to ensure that they meet the needs and improve outcomes for vulnerable people		
Key Milestone(s) (19 / 22)	<ul style="list-style-type: none"> Monitor the effectiveness of the Better Care Fund pooled budget ensuring that budget comes out on target. Integration of Health and social care in line with one Halton priorities. Monitor the Care Management Strategy to reflect the provision of integrated frontline services for adults. 		
Responsible Officer:	Damian Nolan	Linked Indicators:	ASC 01, 02, 03, 04 (Annual Collection Only)
Service Objective: 3	Continue to effectively monitor the quality of services that are commissioned and provided in the borough for adult social care service users and their carers.		
Key Milestone(s) (19 / 22)	<ul style="list-style-type: none"> Continue to establish effective arrangements across the whole of adult social care to deliver personalised quality services through self-directed support and personal budgets. Monitor and review all ASC milestones in line with three year planning cycle. 		
Responsible Officer:	Helen Moir	Linked Indicators:	ASC 19, 20, 21, 22, 23, 24, 25, 26 (Annual Collection Only) ASC 20, 21, 22 (Biennial Collection Only)

Service Objective:	Working in partnership with statutory and non-statutory organisations, evaluate, plan, commission and redesign services to ensure that they meet the needs and improve outcomes for vulnerable people		
Key Milestone(s) (19 / 22)	Safeguarding: <ul style="list-style-type: none"> Monitor and review all milestones in line with three year planning cycle. 		
Responsible Officer:	Damian Nolan	Linked Indicators:	ASC 15, 16 17 (A), (B), 18 (Annual Collection Only)

Service Objective:	Effectively consult and engage with people who have Complex Care needs to evaluate service delivery, in the form of an annual survey to highlight any areas for improvement and contribute towards the effective re-design of services where required		
Key Milestone(s) (19 / 22)	<ul style="list-style-type: none"> Monitor and review all ASC milestones in line with three year planning cycle. 		
Responsible Officer:	Damian Nolan	Linked Indicators:	ASC 23, 24, 25, 26 (Annual Collection Only)

Service Objective:	Ensure that there are effective business processes and services in place to enable the Directorate to manage, procure and deliver high quality, value for money services that meet people's needs		
Key Milestone(s) (19 / 22)	<ul style="list-style-type: none"> Undertake on-going review and development of all commissioning strategies, aligning with Public Health and Clinical Commissioning Group, to enhance service delivery and continue cost effectiveness, and ensure appropriate governance controls are in place. Mar 2020. Monitor and review all ASC milestones in line with three-year planning cycle. Mar 2020 		
Responsible Officer:	Damian Nolan	Linked Indicators:	N/A

Ref	Description	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target	20/21 Target	21/22 Target
ASC 01	Permanent Admissions to residential and nursing care homes per 100,000 population 65+ <i>Better Care</i> <i>Fund performance metric</i>	515.3	635	623.3	635	TBC	TBC	TBC	TBC

Ref	Description	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target	20/21 Target	21/22 Target
ASC 02	Delayed transfers of care (delayed days) from hospital per 100,000 population. <i>Better Care Fund performance metric</i>	5245	5247	TBC	5147	TBC	TBC	TBC	TBC
ASC 03	Total non-elective admissions in to hospital (general & acute), all age, per 100,000 population. <i>Better Care Fund performance metric</i>	18657	17570	TBC	13,289	TBC	TBC	TBC	TBC
ASC 04	Proportion of Older People (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (ASCOF 2B) <i>Better Care Fund performance metric</i>	62.12 %	63%	78%	63%	TBC	80	82	84
ASC 05	Percentage of items of equipment and adaptations delivered within 7 working days	93%	96%	94%	97%	TBC	97	97	97
ASC 06	Proportion of people in receipt of SDS (ASCOF 1C – people in receipt of long term support – include brief definition) (Part 1)	74%	80%	NA	NA	TBC	ABOVE NW AVERA GE	ABOVE NW AVERA GE	ABOVE NW AVERA GE
ASC 07	Proportion of people in receipt of SDS (ASCOF 1C – people in receipt of long term support – include brief definition) (Part 2) DP	44%	46%	NA	NA	TBC	45	45	45
ASC 08	Proportion of adults with learning disabilities who live in their own home or with their family (ASCOF 1G)	86.9%	87%	88.84 %	87%	TBC	88	88	88
ASC 09	Proportion of adults with learning disabilities who are in Employment (ASCOF 1E)	5.94%	5%	5.30%	5%	TBC	5.5	5.5	5.5

Ref	Description	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target	20/21 Target	21/22 Target
ASC 10	Homeless presentations made to the Local Authority for assistance, in accordance with Homelessness Reduction Act 2017 Relief Prevention Homeless	New	500	117	500	TBC	TBC	TBC	TBC
ASC 11	LA accepted a statutory duty to homeless households in accordance with Homelessness Act 2002	New	100	10	100	TBC	TBC	TBC	TBC
ASC 12	Homelessness prevention, where an applicant has been found to be eligible and unintentionally homeless.	New	1650	TBC	TBC	TBC	TBC	TBC	TBC
ASC 13	Number of households living in Temporary Accommodation Hostel Bed & Breakfast	1	17	6	17	TBC	TBC	TBC	TBC
ASC 14	Households who considered themselves as homeless, who approached the LA housing advice service, and for whom housing advice casework intervention resolved their situation (the number divided by the number of thousand households in the Borough)	6.62%	6.00%	1.64%	6.00%	TBC	TBC	TBC	TBC
ASC 15	Percentage of individuals involved in Section 42 Safeguarding Enquiries.	NA	NA	NA	NA	TBC	TBC	TBC	TBC
ASC 16	Percentage of existing HBC Adult Social Care staff that have received Adult Safeguarding Training, including e-learning, in the last 3-years (Previously PA6 [13/14] change denominator to front line staff only.	48%	56%	61%	56%	TBC	TBC	TBC	TBC

Ref	Description	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target	20/21 Target	21/22 Target
ASC 17 (A)	DoLS – Urgent applications received, completed within 7 days.	73%	80%	N/A	80%	TBC	TBC	TBC	TBC
ASC 17 (B)	DoLS – Standard applications received completed within 21 days.	77%	80%	N/A	80%	TBC	TBC	TBC	TBC
ASC 18	The Proportion of People who use services who say that those services have made them feel safe and secure – Adult Social Care Survey (ASCOF 4B)		82%	89%	89%	TBC	89%	89%	89%
ASC 19	Proportion of Carers in receipt of Self Directed Support.	99.4%	99%	99.27 %	TBC	TBC	99	99	99
ASC 20	<i>Carer reported Quality of Life (ASCOF 1D, (this figure is based on combined responses of several questions to give an average value. A higher value shows good performance)</i>		N/A	8.1% 2016/1 7	9	7.6	NA	8	NA
ASC 21	<i>Overall satisfaction of carers with social services (ASCOF 3B)</i>		N/A	48.9% 2016/1 7	50	51.8	NA	52	NA
ASC 22	The proportion of carers who report that they have been included or consulted in discussions about the person they care for (ASCOF 3C)		N/A	76.6% 2016/1 7	80	77.7	NA	80	NA
ASC 23	Do care and support services help to have a better quality of life? (ASC survey Q 2b) Better Care Fund performance metric		93%	93.30 % 2016/1 7	93%	TBC	93	93	93

Ref	Description	16/17 Actual	17/18 Target	17/18 Actual	18/19 Target	18/19 Actual	19/20 Target	20/21 Target	21/22 Target
ASC 24	Social Care-related Quality of life (ASCOF 1A). (This figure is based on combined responses of several questions to give an average value. A higher value shows good performance)	19%	20	NA	NA	TBC	20	20	20
ASC 25	The Proportion of people who use services who have control over their daily life (ASCOF 1B)	74%	80	NA	NA	TBC	80	80	80
ASC 26	Overall satisfaction of people who use services with their care and support (ASCOF 3A)	71.80 %	70	NA	NA	TBC	71	71	71

This Business Plan extract contains information in relation to the delivery of the Council's following strategic priority.

Safer Halton

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

Key Developments

For a number of years the Council has worked in close collaboration with a range of partner agencies to develop intelligence-led and focused interventions in order to promote community safety and reduce crime that affects the daily life of residents and visitors to the borough. The value of these arrangements has taken on greater significance as each individual organisation has faced significant fiscal pressures since 2010. The Council will continue to combine and share resources and information in order to tackle and address issues related to the creation of safe and pleasant environments in which residents and visitors to the borough can interact and go about their daily lives.

There are a number of primary strands to this work which are often interlinked and working with partner agencies through the Safer Halton Partnership the Council will continue to develop approaches that support the delivery of the Cheshire Police and Crime Plan (2016-2021) by contributing to the prevention of crime and anti-social behaviour, supporting victims and the protecting the vulnerable.

During the course of 2018 – 19 there have been a significant number of interventions that have been developed through bringing together the expertise and resources of various agencies and functions primarily through the Council's Community Safety Team. These would include for example the emergency services, Environmental Health, Trading Standards, Licencing and Domestic Violence Teams.

Whilst the breadth of such work is extensive there are a number of key areas in which the Council and its partners have placed emphasis and these include:

Anti-social behaviour

Consultation undertaken throughout Cheshire during the development of the Police and Crime Plan identified anti-social behaviour as the single biggest concern of residents within the county and remains a matter of local concern.

The Council will continue to work in close collaboration with the Police, Fire and Rescue Service and other agencies to deal with incidents of anti-social behaviour through a targeted and victim sensitive approach utilising both the powers available to individual agencies and through the engagement and education of actual and potential offenders as to the impact of their actions.

The Council, Local Policing Units and local housing providers continue to routinely and actively share information concerning incidents of anti-social behaviour (ASB) through weekly problem identification and information exchanges. This allows the full consideration of both the immediate and associated causes and effects of anti-social behaviour to be addressed and the consideration of the most appropriate means of dealing with and preventing instances of ASB to be determined in a systematic and intelligence led way.

This approach allows partners to consider the use of limited resources through, for example:

- The identification of emerging hot-spot locations and the nature of the ASB taking place and the primary causes of this e.g. alcohol, drug misuse, tenancy breaches, fires etc.,
- Consider the impact of such behaviour, particularly for those living in the immediate vicinity, and develop and appropriate means through which the Council and partners can offer support.
- Establish trends in terms of both the type and location of ASB and any seasonal factors that may be associated with such behaviour e.g. Halloween, Bonfire Night etc. and identify suitable preventative and risk control measures.

This approach has led to a number of tailored interventions taking place during 2018 – 19 in order to address specific issues associated with instances of ASB particularly in terms of the apprehension and detection of offenders, public reassurance and engaging with particular audiences.

For example the inappropriate use of off-road motorbikes has proven to be a persistent problem within certain areas of the borough. In order to address this issue partner agencies analysed reports and sightings of such use in order to target likely areas of activity and Cheshire Police relaunched Operation Scrambler during the summer of 2018 - 19.

In addition to setting up a dedicated e-mail address through which matters could be reported the Police also deployed the tactical use of operational equipment that would assist in tracking offenders should they avoid being apprehended at the time that offences were being committed.

During the last operation Scrambler, the Partnership has seized 30 motorbikes which will be either passed to authorised organisations for future use or destroyed. Taking such vehicles out of circulation can alleviate both the impact of ASB in terms of both nuisance and public safety and minimise the opportunity for them to be used in more criminal behaviour and as a means of avoiding apprehension.

In relation to more general instances of ASB the Council and its partners have developed a process of developing intelligence led profiles which include the identification of social, situational and enforcement actions appropriate to a specific area.

As part of this process priority areas received additional patrols and residents of a streets are contacted via direct engagement on the doorstep to provide reassurance that matters were receiving attention, to identify local priorities from a householder's perspective and to gather further information that would inform future interventions and assist in the identification of offenders.

Halton Police and Community Safety Officers are also a key and integral element of the Councils approach to tackling these types of issues and all have now been trained and registered in the use of [Cheshire Police Alert](#). This is a community messaging website which allows individuals to receive news and appeals, local crime information and crime prevention advice via e-mail, mobile text or voice message.

Registration is free and not only allows individuals to receive messages but allows them to feedback information to PCSO's and Local Policing Units to help them better police a local area. The PCSO's in Halton have made use of the site, for example, to alert residents to free bicycle security marking sessions and instances of vehicle crimes and shed break-ins occurring in an area allowing residents to take extra precautions to protect their property.

The Council and its partners also recognise the value of early engagement as a means to mitigate the risk of individuals falling victim to crime and use community venues and publicity to alert residents of emerging risks as incidents are reported within a local area.

As a result of a rise in reports during 2018 - 19 the Council made use of local Community Centre facilities to alert residents to the potential of courier fraud within their area and how they could better protect themselves from this type of crime and general security measures they could adopt in relation to fraudulent calls and contacts. As well as locality based interventions the Council also works with other agencies, such as local housing providers, to identify specific individuals within the community who, because of their specific circumstances, may be vulnerable to crime in order to provide additional advice and support.

The Council has also recently developed an ASB Victim and Witness Support Service, which was launched 3 years ago. The service has recently reached the milestone of having supported over 1000 clients. The primary role of the service is to provide advice and support on a range of issues and to signpost individuals to specific Council or other provider's services that would be best placed to deal with their concerns.

This can, for example, include engaging with Environmental Health Officers and seeking support from agencies such as Housing providers etc. in order to seek resolutions concerning issues such as noise nuisance and the general cleanliness and state of repair of properties.

As an example of this work during the course of 2018 - 19 the ASB and Witness Support Service were asked by the Local Policing Unit to engage with two families in long-standing dispute that was taking up considerable Police resources. Following an intervention in September 2017, and the drafting and signing of an agreement with both parties, no further incidents were reported by either family and this allowed valuable Police resources to be directed to other more pressing matters.

This support provided by the service also extends to providing mediation and support to those most at risk from ASB. This would include engaging with individuals in advance of any court proceedings taking place to prepare them for the experience and continuing to support them both during and after any proceedings have taken place in order to provide further advice and reassurance.

The Council also recognises the value of early preventative and educational approaches to engaging with groups most at risk of becoming involved in, or victims of, antisocial behaviour.

Knife crime and the consequences of it affect the lives of both victims, perpetrators, and their families most often in an irreversible and significant way and has for some time been an issue of national concern. With this in mind, and whilst at present the prevalence of such crimes in Halton is relatively low, but is following the national trend in relation to an increase in incidents. Work was undertaken during 2018 – 19 with a number of school assemblies concerning the often life-changing and irreversible impact of knife crime and consider the issues that may precede it such as bullying, the use of social media, peer pressure and other social factors etc.

In response to knife-crime locally the Safer Halton Partnership has instigated a multi-agency action group to develop an action plan in response to an increase in offences. In addition profiles have been produced based on intelligence which identifies hot spot areas where we know the most knife related incidents have previously happened. These will be used to target patrols in specific high-risk areas.

The work has culminated in the production of 'CELLS' which is a drama performance aimed at pupils within secondary schools to engage with those most at risk and actively explore the issue of knife crime from both a broader societal and a young person's perspective. This approach is intended to instigate discussion and further reflection at a group and individual level and provide assurance to individuals that may wish to seek further support and advice.

The Council and its partners also engage with students during their formative periods of education at year 6 and below.

For example approximately 1,500 children from 48 primary schools will act out lifesaving scenarios as part of Halton Borough Council's Crucial Crew event during the latter part of 2018 - 19.

The annual event, organised by Halton Borough Council's Road Safety Team and funded by Halton Safeguarding Children Board, is for Year Five primary school pupils and will take place at the Halton Stadium.

The children are involved in eight scenarios provided by partners from:- Cheshire Fire and Rescue Service, Bridgewater Community Healthcare NHS Trust, Safer Halton Partnership, the Council's Children's Safeguarding Board, Travel Training, Sports and Recreation, Road Safety and the Health Improvement Team.

By making the links between a number of different agencies and education, Crucial Crew aims to teach children how to stay safe in a fun and interactive way and has proven to be a successful engagement tool.

In addition to this type of activity the Council works with Local Policing Units and Community Support Officers to target specific locations with high visibility patrols and engage with young people in response to concerns being raised by local residents.

As an example one such exercise was undertaken at a local park following complaints of drug and alcohol use. In investigating the matter patrols engaged directly with the youths using the park in order to share with them the concerns of local people and although the park was being used as a place to meet and socialise there was no evidence of either drinking or drug taking and the park was free of any detritus with the lighting being in good working order.

Making public and private spaces safer

The Council and its partners also work collaboratively to make public and private spaces safer through a range of interventions including the physical infrastructure and built environment, enforcement and licensing activities and the protection of vulnerable persons including those suffering from, or at risk of, domestic violence.

For example the Council's Community Safety Team continue to work closely with colleagues within Planning, Open Space Services and other external partners, such as Housing providers and developers, to incorporate secure design features into new and existing developments that will reduce the opportunity for, and mitigate the impact of, crime and Anti-social behaviour. As an example this approach has successfully led to a number of physical barriers being put in place to reduce the inappropriate use of off road motor bikes at various locations across the borough and such vehicular considerations and the ingress, egress and safety of pedestrian traffic have been incorporated into recent new build developments within the borough.

The Council also has a direct role to play in managing the local night-time economy, particularly through its alcohol licencing activities and in working with other agencies to manage and monitor public safety through use of its CCTV and Radio Control Room.

The system has over 140 cameras and links police, Shopwatch and Pubwatch radios and is operated by professionally licenced and vetted staff and provides a vital link between the different stakeholders to both predict and respond to any incidents that arise. It can also provide useful evidence to support the prosecution of offenders and act as a deterrent to offences being committed in the first instance.

The system is used for both the purposes of early intervention to contain and stop situations escalating particularly in the vicinity of licensed premises and where the consumption of alcohol or drugs may be a contributing factor.

The summer months saw an expected rise in the number of complaints regarding licensed premises which were primarily concerned with noise.

In most cases such matters can be dealt with through the provision of advice and discussing with the operator the means by which they could mitigate against any unacceptable impact upon neighbouring properties, such as the closure of doors and utilising smoking areas so as not to create unacceptable levels of noise after certain times at night.

The Council also takes a proactive stance in discouraging the sale of alcohol to those who are underage through the use of publicity campaigns and the provision of advice to those selling alcohol and displaying signage within premises to raise awareness of restrictions and the consequences of them being ignored.

There are occasions whereby more robust action is required in relation to certain premises and the Community Safety Team work closely with colleagues from Trading Standards, Environmental Health and the Council's Licensing section to develop appropriate responses.

This could for example lead to undertaking targeted under-age sales operations in conjunction with Trading Standards, the installation of noise monitoring equipment within resident's homes by Environmental Health Officers, and the enforcement of licensing restrictions.

Whilst enforcement is a sanction that is unnecessary in most circumstances it will continue to be used as and when appropriate and in instances where other approaches had failed to adequately remedy a situation. For example during the course of 2018 – 19 one particular establishment was advised of licence breaches and the Council sought to remedy the situation in a mutually agreeable manner and contacted the operator on a number of occasions. However having failed to illicit an acceptable response the Council confirmed that the premises could not be re-opened until matters had been satisfactorily addressed. As a consequence all matters outstanding were resolved within a very short space of time and this ensured that the premises operated safely for the benefit of its customers and those living nearby.

A well-established Pubwatch scheme continues to operate successfully within Halton. Through the use of restricted social media the operators of venues throughout the borough can maintain contact with both each other and agencies such as the Council and the Police to receive and provide information regarding the operation of their businesses. This has proven to be an extremely popular and useful mechanism for exchanging information and has had a significant impact in managing the violent or aggressive behaviour of customers, some of whom, as a result of their conduct, have been banned from premises who are part of the scheme.

The scheme has been further enhanced by the development of a WhatsApp group which allows venues to contact each other instantly to share photographic and CCTV images. This has proven to be a very effective means of releasing visual information regarding banned individuals or those refused entry, the fraudulent use of identification and the passing of fake banknotes.

In addition Pubwatch meetings take place regularly and in addition to exchanging information this provides a platform for those operating licensed premises to raise any concerns that they may have and allows the Local Policing Unit to draw specific issues to the attention of those present. This is a particularly useful tool in mitigating against the risk of violent and aggressive behaviour and also drug use and is closely linked to the effective use of CCTV.

In addition joint licensing visits are regularly made by Council Officers acting in collaboration with, for example, Trading Standards, Immigration and Enforcement Officers, Cheshire Police and Special Constabulary and Drugs Dog Officers.

Domestic Violence

A fundamental element of the Councils work to make Halton's public and private spaces safer place is to tackle issues of domestic violence within the borough in terms of both prevention and support.

Domestic related crimes, domestic violence with injury, and the number of children with child protection plans where domestic abuse is a factor have been relatively high in Halton when compared to other areas of Cheshire.

In recognising this the Council has sought to deliver improved outcomes to protect those at risk, or who have been subject to such abuse, through closer collaboration with partner agencies to co-ordinate to actively share and use intelligence and available resources.

Halton Domestic Abuse Forum acts as a multi-agency partnership and is committed to breaking the cycle of domestic abuse and sexual violence ensuring that within Halton, Partnership agencies will work in collaboration demonstrating a whole system approach to supporting victims, children, perpetrators and families affected by domestic abuse and sexual violence.

Halton Domestic Abuse Forum (HDAF) Strategic Group was established to provide overall direction, control management and guidance for the response to Domestic Abuse and Sexual Violence within Halton. It act as a multiagency partnership board of lead officers and key representatives, which takes strategic decisions aimed at tackling domestic abuse and sexual violence in their widest forms and provide support to all victims within Halton. The Forum is responsible for determining and implementing policy, coordinating activity between agencies, and facilitating training. It evaluates the responses we have locally for victims, children living in households where domestic violence is a feature and to consider provision for perpetrators. The Forum promotes inter-agency cooperation, to encourage and help develop effective working relationships between different services and agencies, based on mutual understanding and trust. In order to develop and sustain a high level of commitment to the protection of victims of domestic abuse and affected children and young people.

This approach is focussed upon engagement and early intervention as a key means by which the individuals and families can be supported in order to avoid any escalation of the risk of harm.

In providing and improving the response to victims of domestic abuse the following principles have been adopted in delivering support;

- Victims and their families are placed at the heart of the system and need to be equipped with the knowledge of how to get help or of what to do if somebody tells them of a situation in which domestic abuse is suspected or occurring.
- There is early identification and sharing of information by agencies of those who may be affected by domestic violence, including victims and their children and those at high-risk, to ensure that appropriate interventions can be established including;
 - Help in the community from qualified professionals working as part of a specialist multi-agency team including Independent Domestic Violence Advisers (IDVA).

- Providing targeted help for those with complex needs and the development of co-ordinated action plans through a Multi-Agency Risk Assessment Conference for those who are at high-risk.
- There is support for children exposed to domestic abuse to become safe and develop their resilience and support for victims to recover and live a life in safety.
- Perpetrators are challenged and supported by specialist staff to reduce the risk to their victims and prevent future abuse from occurring.

This approach has led to a joint response initiative being adopted which has resulted in Independent Domestic Abuse Advisers and Police Officers becoming more familiar with each other's work and allows them to deploying resources and responses in a more targeted and appropriate way. This has been received positively by those requiring support and there has been an improvement in the numbers of people engaging with the service.

This has resulted in victims having a much greater ability to recognise the emergence of signs of abuse and controlling behaviours and being willing to utilise such skills and act upon them to ensure their safety and avoid engaging in abusive situations within existing or future relationships with partners.

In addition to the above the Council has recognised the need to provide support to victims where the circumstances in which abuse takes place are more complex, for example involving issues of mental health or accommodation requirements, or where specialist support or community based care would be required. To this end the Council has appointed a dedicated Accommodation and Support Worker to focus on these cases and enable the transfer of skills to other staff involved in the process.

In addressing such needs the Council has;

- Developed a more consistent and coordinated support model for victims needing accommodation. This has involved a reconfiguration of the Council's Refuge provision to further support those with additional needs.
- Provided outreach services to those that may, for a variety of reasons, find it difficult to engage with mainstream support services.
- Developed a more comprehensive assessment of need on a case by case basis, for example those situations requiring clinical and health needs, to ensure that the appropriate intervention can be delivered at the appropriate time by the appropriate agency in order to break the cycle of domestic abuse including those situations involving coercive or controlling behaviour.

Local Multi-Agency Risk Assessment Conferences provide a vehicle through which information can be shared concerning high-risk situations between representatives of key agencies, such as the Police, Independent Domestic Violence Advisers, health, child protection, housing practitioners, probation and other specialists from the statutory and voluntary sectors.

After sharing information the MARAC will develop co-ordinated action plans to safeguard the adult victim of abuse and liaise with relevant professional parties, such as Children and Young Peoples Services and Drug and Alcohol Services, to safeguard children and manage the behaviour of perpetrators. This approach recognises that no single agency can have a complete picture of the situation and works to bring together the insights of various agencies that are crucial to maintaining their safety of the victim(s).

Typical actions resulting from MARAC interventions may include for example:-

- The provision of panic alarms or other safety equipment in the home or identifying alternative accommodation and providing ongoing support to victims.
- Liaising with education services to support children effectively and monitor school performance to identify any cause of concern.
- Liaising and fast-tracking to drug and alcohol services where abuse / dependency is an issue.
- Liaising with Health providers to ensure injuries can be reported / investigated in isolation of the actual / alleged perpetrator.

The use of MARAC in high-risk situations has, and will continue to have, a positive impact in terms of the health and wellbeing of victims and the costs of dealing with, and reducing, offending and its consequences.

INFORMATION FROM ENVIRONMENTAL HEALTH / TRADING STANDARDS TO FOLLOW

Emerging Issues

Community Safety

Knife crime continues to be the subject of public concern and media attention and after falling for a number of years it has begun to rise in England and Wales with 39,818 offences being committed in the 12 months ending September 2018.

This represents a two-thirds increase from the low-point in the year ending March 2014, when there were 23,945 offences, and is the highest since comparable data was compiled and of 44 police forces 42 recorded an increase in knife crime since 2011. However it is still relatively unusual for a violent incident to involve a knife, accounting for only 6% of violent incidents to March 2018, and rarer still for somebody to need hospital treatment.

In addition knife crime tends to be more prevalent in large cities, particularly London with 168 offences (per 100,000 population) being committed to year ending March 2018. This compares to less than 60 within the North West.

In providing a local response to this issue a Knife Crime Action Group has now been established which will bring together key individuals from local agencies in order to share intelligence and skills and develop a structured approach that address both the societal and criminal facets of this issue.

This will include raising awareness, particularly amongst high risk groups, of how to stay safe and the potential consequences of carrying knives and to engage with the wider community to alleviate concerns and progress solutions to the issue.

Throughout 2018 – 19 there was an increase in the number of incidents being reported related to modern slavery i.e. situations of exploitation that a person cannot refuse or leave because of threats, violence, coercion, abuse of power or deception. Figures suggest that there could be between 10,000 and 13,000 victims of slavery within the UK.

The Safer Halton Partnership will continue to address these issues through the gathering of intelligence from a wide range of sources in order to protect those who may be subject to some form of slavery. In addition the use of multi-agency targeted visits to suspected premises will continue in partnership with Officers from the Police, Her Majesty's Revenue and Customs and the Border Agency.

Such issues are also linked to crossed border criminality via County Lines which is the term used when drug gangs from big cities expand their operations to smaller towns, often using violence to drive out local drug dealers.

Whilst it is thought that about 3,000 children from Vietnam are working in cannabis farms and nail bars in the UK a common feature in county lines drugs supply is the exploitation of young and vulnerable people.

Through the Organised Crime Board the Council will continue to work in collaboration and actively seek to engage with potential victims through the use of diversionary interventions such as Everton in the Community. This is particularly important as children often don't see themselves as victims or realise that they have been groomed to become involved in criminality.

A key aspect of this work will also involve the active and timely sharing of information across agencies such as Children's Services, local Housing Providers and Law Enforcement agencies such as the Police which will allow the effective deployment of resources through intelligence led and targeted interventions.

Work will also continue in the use of available technology in providing public and personal reassurance and for the purposes of preventing and detecting crime within the borough.

For example body worn cameras are deployed in addressing hate crime for the purposes of both deterring such crimes from occurring and providing evidence of actual events through high quality images. These cameras are visible to any potential offender and alongside posters advertising the use of the equipment have been successfully deployed to staff within small retail premises and late night food outlets who are often most likely to suffer from hate related abuse.

Additionally a total of 1,600 officers at Cheshire Constabulary are now using body worn video cameras following the completion of a force-wide roll out.

The cameras are being worn by officers and PCSOs across the county and are already proving to be an essential piece of operational kit by promoting public reassurance, preventing harm and often deterring people from committing crime and anti-social behaviour.

Unmanned Ariel Vehicles (Drones) will continue to be used for community safety purposes by trained Officers from the Police and Cheshire Fire and Rescue.

The Drones have powerful digital and thermal imaging cameras that can be invaluable in situations involving, for example, searching for missing people, assisting with public order events, assessing the severity and response to road traffic collisions and the prevention and detection of crime.

Work will also continue to reduce the risk of harm from alcohol and drugs through for example the continued use of under-age test sales and the Street Safe initiative.

During the 2019 – 20 work will continue to expand the number of accredited premises signed up to Street safe and it is intended to incorporate child welfare patrols from 4.00 p.m. to identify and engage with vulnerable children at risk of experimenting with alcohol or drugs or engaging inappropriately with adults through the use of social media such as mobile phones.

Such patrols would continue into the night time economy utilising Special Constables and where available the Drug Scanning dog in order to provide reassurance to the wider public and prevent or detect offences where they occur.

INFORMATION FROM ENVIRONMENTAL HEALTH / TRADING STANDARDS TO FOLLOW

Appendix 1

Objectives, Milestones and Measures

Service Objective: PH05	To ensure safe and more secure neighbourhoods – Anti-Social Behaviour		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Develop and deliver interventions to tackle Anti-social Behaviour and provide support to victims / the community ▪ Development of Individual Support Plans for each ASB victim and/ or witness. ▪ To undertake community engagement events and surgeries to identify the communities local concerns. This will be reported back on quarterly Blue Lamp reports. ▪ Co-ordination and delivery of the summer Schools Out campaign and Operation Treacle. ▪ To deliver education inputs, called “Cop Stars” in Yr5 and 6 primary schools. ▪ To deliver timely and relevant education/warning/ consequences talks to pupils in high schools in the Borough. 		
Responsible Officer:	Mike Andrews	Linked Indicators:	N / A

Service Objective: PH06	Making Public and Private Spaces safer		
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ Delivery of Operation Staysafe to ensure young persons are safe from alcohol and NPS ▪ To monitor daily occurrences in licensed premises and take appropriate action in accordance with the Licensing Legislation. ▪ To develop joint operations with Cheshire Police (drugs dogs etc), Trading Standards and UKBA following intelligence reports and information. ▪ To support Trading Standards on the Community Alcohol Project and Test Purchase operations. ▪ Report quarterly to the Safer Halton Partnership - CCTV ▪ To ensure information and intelligence is regularly used to enhance the effectiveness of the CCTV and radio communications system. 		
Responsible Officer:	Mike Andrews / Bill Seabury	Linked Indicators:	N / A

Service Objective:			
Key Milestone(s) (18 / 19)	<ul style="list-style-type: none"> ▪ To work in partnership with the Halton Domestic Abuse Forum and deliver support interventions ▪ To monitor and evaluate the commissioned service, namely Changing Lives, including the refuge provision, IDVA`s and case management system. ▪ To ensure Operation Enhance and Relentless work effectively and information is shared in a quick and accurate manner thus protecting those most at risk. ▪ To identify hate Crime victims and ensure proper and effective measures are in place to prevent repeat incidents or offences i.e body worn cameras, support plans. 		
Responsible Officer:	Mike Andrews/ Sarah Ashcroft	Linked Indicators:	N / A

Ref	Description	17/18 Actual	18/19 Actual	19/20 Target
CE LI 12	No. of reported ASB incidents			
CE LI 13	No. of Criminal Behaviour Orders and Civil injunctions			
CE LI 17	No. of Public Space Protection Orders and breaches			
CE LI 18	No. of Information Sharing requests to support housing legislation (possession orders, risk assessments etc)			
CE LI 19	No. of ASB victims and support plans.			
CE LI 22	No. of dispersals			
CE LI 24	No. of education programmes – school talks (Prevention)			
CE LI 28	No of off road bikes seized (intelligence reports)			
CE LI 29	Alcohol fuelled violence in and/or relating to licensed premises (not bookmarked).			
CE LI 33	Street pastors report – hours of patrols, bottles removed and persons engaged with.			
CE LI 36	No of Domestic Abuse incidents			
CE LI 37	No. of Domestic Abuse incidents (violence with injury)			
CE LI 38	No. of offenders on DVPO`s.			
CE LI 39	No. of victims being supported.			
CE LI 40	No of offenders engaging in I-DAT service			
CE LI 41	No of Hate Crimes			

REPORT TO:	Executive Board
DATE:	11 April 2019
REPORTING OFFICER:	Strategic Director, Enterprise, Community & Resources
PORTFOLIO:	Physical Environment
SUBJECT:	Widnes Market- Protocol & Charging Policy update report
WARDS:	Borough-wide

1.0 PURPOSE OF THE REPORT

- 1.1 The purpose of the report is to seek approval from Members in respect of some proposed amendments to the Market Charging Policy and Protocol documents.

2.0 RECOMMENDATION: That Members approve the proposed amendments to the Market Charging Policy and Protocols with immediate effect.

3.0 SUPPORTING INFORMATION

- 3.1 As of 1st October 2018 a revised management structure was adopted for the Markets. One of the initial tasks of the new management regime was to review the charging policy and protocols to ensure they remain up to date, fit for purpose and reflected any legislative or other changes since they were last reviewed in 2014.
- 3.2 An Internal Audit report has recently been completed in respect of the existing control measures in place at the Market, and whilst the outcome was an adequate assurance rating, a number of recommendations were included to help strengthen existing arrangements, and as such these have been included in the revised documents.
- 3.3 The existing charging policy, which provides a framework for clarity, transparency and equity in how we charge traders for renting space within the Market, was approved by Executive Board on 4th September 2014, (Minute EXB54). Since the Policy was introduced the only variation has been a 3% uplift in rents which was introduced in April 2016.
- 3.4 Following the review of the existing charging policy document and after assessing current income levels which remain fairly positive, the budgeted net income for 2019/20 being £640k, there is no intention to

uplift rental charges as such all charges are to remain the same for 2019/20. The main proposed changes within the charging policy document are as follows:-

- a The figures within the document have been updated to reflect the 3% uplift which was introduced in 2016.
- b A clause is to be included to allow a review of electricity charges on an annual basis, to allow us to uplift them in line with variations in rates the Council is subject to from our energy provider.
- c The clause relating to the amount of deposit taken from existing traders when they take additional stalls is to be amended from one months' full rent to a half months' rent to help encourage existing traders to expand.
- d It is proposed to utilise the outdoor Market space on a Thursday for specialist markets, such as Farmers Markets, Vintage Markets etc. This will mean the current retail market on Thursday will no longer run, this is due to the lack of traders attending on a Thursday, and in some case no traders turn up at all. By making better use of this space through specialist markets this should help promote public interest and increase footfall.

3.5 Following the review of the Protocols and taking on board the recommendations from the recent Audit report the main proposed changes within the Protocol documents are as follows:-

- a The documentation prospective new traders need to provide prior to being allowed to rent a stall is being enhanced in line with Audit recommendations. In addition to existing requirements they will need to provide verification of eligibility to work in the UK, and where the proposed new business relate to food sales or skin piecing they must provide evidence that they are registered with Environmental Health before they can begin trading.
- b In addition to the public liability insurance cover all traders must have an additional clause stating all traders who employ staff must provide evidence of employers liability insurance cover is also being included, this being another recommendation from the Audit report.

- c There is currently no fixed term tenure for the Market Trader representative post, as such we propose to introduce a 3 year tenure to this position. The existing post holder has agreed to continue to 31st March 2020, so an election will be organised in due course. The remit of the position is to be the collective voice of the traders and to sit on the Market Panel in an advisory capacity only when the panel meet on a monthly basis to make decisions re potential new traders and new commodity requests.
- d A clause is being introduced to stop 'commodity blocking' which traders have raised as a concern. This will allow commodities that are not being actively sold by a trader to be offered to other traders after a period of 3 months.
- e The clause dealing with encroachment is to be amended to include a specific dimension of 600mm to ensure there is no ambiguity in respect of how much floor space a trader can use to display goods outside the boundary of their stall.
- f The section dealing with formal trader complaints is to be updated so that it corresponds with the current corporate complaints procedure which has been updated since the protocols were last amended.
- g The section dealing with suspension and termination of Traders from the Market is to be updated. Currently Market Traders who receive three formal written warning notices within any 12 month period are issued with a suspension notice. A further three formal warning notices have to be issued within the next 12 month period before a second suspension notice is issued, and then a further 3 formal warning notices issued within the next 12 month period before a termination notice is issued, meaning 9 formal warning notices have to be issued before a tenancy is terminated.
- h Under the existing arrangements it is clearly a very lengthy process to terminate the tenancy of a trader who is clearly being consistently non-compliant with the rules and procedures contained in the protocols. It is therefore proposed that following the initial 3 formal warning notices and a subsequent notice of suspension, that 1 further formal warning notice within a 12 month period from the date of the 1st notice of suspension, would lead to a second suspension notice, and likewise a further formal warning notice within the next 12 month period from the date of the second notice of suspension, would lead to a termination notice, meaning that only 5 formal warning notices would have to be issued before a tenancy is terminated.
- i The Tenancy at Will document, which is the agreement the indoor traders have, allows for termination of the tenancy at any time, if a trader is complying with the stipulations and terms of the tenancy

however the Council can still terminate the tenancy but 28 days' notice in writing will be given. This clause clearly negates the above procedure however it is envisaged this would only be used in exceptional circumstances.

J It is proposed that all new commodity requests from existing traders and all new stall requests from proposed traders will be assessed in the first instance by the market management team, and the Trader Liaison Officer. This team will make appropriate recommendations in respect of approval or otherwise which will be presented to the Market Panel for a decision on a monthly basis.

K In respect of the above it is proposed that a more relaxed approach will be taken to 'free trade principles' when both recommendations and decisions are taken in order to promote more competition within the Market, with the objective of enhancing the overall offer to the general public.

4.0 POLICY IMPLICATIONS

4.1 The updated Charging Policy and Protocols documents will ensure that there are fully up to date transparent working procedural documents in place which will help ensure that staff members and traders/tenants alike understand the consistent approach taken to both charging matters and Market procedural matters, which will be for the benefit of all.

5.0 FINANCIAL IMPLICATIONS

5.1 It is not anticipated that there will be any significant negative financial implications as a result of the updated documentation. It is anticipated that income will remain broadly in line with previous years

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

None anticipated

6.2 Employment, Learning and Skills in Halton

None anticipated

6.3 A Healthy Halton

None anticipated

6.4 A Safer Halton

Non anticipated

6.5 Halton's Urban Renewal

The Market is a key ingredient of Widnes town centre's retail core offer as such it is important to the health of the town centre as a whole that the Market remains viable and that it's businesses are helped to prosper

7.0 RISK ANALYSIS

7.1 The inclusion of the recommendations from the recent Internal Audit report on the Market will ensure that the Council's exposure to risk will be reduced as a result of the more thorough checks undertaken at the outset prior to prospective traders being allowed to commence trading.

7.2 The proposal to reuse the outdoor market space on a Thursday and introduce a specialist market day instead on certain Thursdays may cause some traders a small loss of income, as there are a handful of traders who usually do operate on a Thursday. However the number of traders operating on a Thursday has dwindled significantly over the last 12 months, with some Thursday's no traders turning up at all. In order to give traders plenty of notice and staff the time to organise these Market days it is proposed that the regular Thursday Market will close as of 30th June 2019. It is hoped that these specialist Markets will generate additional footfall which will be to the benefit of the Market as a whole.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 Our Traders are treated fairly and consistently and the updated policies will ensure that this continues. There are no negative equality and diversity issues as a result of the updated policies.

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

9.1 None.



Halton Borough Council

**Markets
Charging Policy**

Version : April 2019

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1.0 Widnes Market Hall

1.1 Opening Days and Hours

Widnes Market Hall is a five day market, which is closed on Tuesdays and Sundays. The opening hours are 9am to 5pm.

The market is closed on Bank Holiday Mondays, but opens on Good Friday. Additional Christmas opening days and hours are usually agreed during October each year after consultation with traders, but typically involve opening the market seven days a week for a period leading up to Christmas Eve followed by days when the market is closed.

There may also be occasions where the market opens for extra themed days or promotional events. Traders will be notified of these in advance.

Stalls within the Market Hall are expected to be open at all times when the market is open.

Although Tuesday is not a trading day, traders do have full access to the Market Hall on this day for stall maintenance and re-stocking between the hours of 9am and 4.45pm. Outside of these hours, traders must notify the market office staff of any additional access required for emergency purposes and a decision about whether this is possible will be made by the Market Officer.

1.2 Eligibility to Rent a Stall

All applications to rent stalls within the indoor Market Hall should be made to the Widnes Market office. Where an application is for a product or service which is not currently offered on the market, then a decision relating to whether this product can be sold/offered on the market can be 'fast tracked' enabling a decision to be made within two weeks. All other applications for indoor stalls are considered at the Markets Panel meetings which take place approximately every 4 weeks. In order to protect existing businesses within the Market Hall new stalls will not be allowed to open between 1st November and 31st December.

Where an application is successful, various pieces of identification will need to be provided by the applicant before they can commence trading. This includes: public liability insurance (insured to the sum of £5 million), three pieces of identification to include one item showing the name and home address of the applicant dated within the past 3 months, one item with photo ID and an item of identification showing the applicant's national insurance number, evidence of a traders eligibility to work in the U.K. will also be required. Applicants will also be required to sign a Tenancy at Will which will set out the terms and conditions of the agreement and will list the commodities/services they are able to sell/offer from their stall.

Where traders intend to sell products which are bound by Environmental Health regulations, Food Standards Agency regulations or other regulatory bodies, approval must be obtained by the Trader from the appropriate body prior to be able to commence trading.

No stalls will be rented to claims management companies i.e. businesses that handle claims for compensation in relation to personal injury, financial products/services (such as miss-sold payment protection insurance), employment matters, criminal injuries, industrial injuries, disablement benefit and housing disrepair.

1.3 Stall Rents

All Market Hall stall rents take into consideration the likely opening days and times across a year. This means that no additional charges are made if the Market Hall opens on additional days and likewise no compensatory payments are given if the Market Hall closes on a normal trading day.

All stall rents will be reviewed annually.

All new traders must pay Market Hall stall rents by direct debit.

a. Existing Traders

Rents at the indoor Market Hall were calculated for each stall on the following basis:-

Frontage – 83 pence per ft per week;
Area - 56 pence per sq ft per week.

This above prices include a 3% increase from April 2016

VAT is added to all rents at the appropriate rate.

Rents will be reviewed on an annual basis and where an uplift is applicable traders will be informed 3 months in advance of the due date which will be 1st April each year.

Any trader wishing to pay a lump sum equivalent to 12 month's stall rent in advance will be eligible for a 10% discount off their overall rent. Any trader wishing to do this should put their request in writing to the Market Office who will provide a full breakdown of prices for the year for consideration. Electricity and promotions charges will remain full price during any discounted period.

In addition to this, any trader who rents 5 stalls or more will be entitled to a 10% reduction in rent.

b. New Traders

Stall charges will be calculated using the same formula specified above under existing traders. A monthly price breakdown for each vacant unit is provided to all successful applicants so that they can make an informed decision about which unit they wish to rent prior to being made a formal offer of a stall.

Once a stall has been chosen by a successful applicant, a full schedule of monthly costs is provided to them with an offer letter. These are fixed monthly charges which include the stall rent, a cost for electricity usage and a charge towards market promotions. VAT is added to rent and electricity charges at the current rate.

As an incentive, all new traders to Widnes Market Hall are given a month rent free, which will be given in the 4th month of trading. If a trader is intending to sell a new commodity or bring a new service to the market, then they will be offered one additional month rent free in the 5th month of trading. Electricity and promotions charges apply in full during these discounted periods.

A deposit equivalent to one month's full price rent is also charged to all new tenants. Tenants will be invoiced for the deposit and it must be paid in full before they can commence trading. The deposit is fully refundable on vacating the same unit, provided that the tenant does not have any arrears, the stall has been left empty, free of rubbish and in a good state of repair, access passes have been returned and contact details have been left with the market office. Where all or any of the above exist, the deposit will be retained and used as payment towards these costs.

1.4 Other Charges

a. Electricity

All indoor market traders will be charged for electricity each month and this will be added to each monthly invoice.

All stalls are allocated a specific price banding relating to the electrical equipment provided on their stall and assumptions made about usage of this equipment based on the type of business that each trader operates. The decision relating to price bandings was made following guidance from Halton Borough Council's electrical contractor.

There are three price bands for electricity consumption:

- Band 1 – for low users is charged at a rate of £10 per month per stall plus VAT
- Band 2 – for medium users is charged at a rate of £30 per month per stall plus VAT
- Band 3 – for high users is charged at a rate of £65 per month per stall plus VAT

The above figures may be uplifted on an annual basis from 1st April, any uplift will reflect increases in the utility prices which the Council are charged by the utility companies.

All new traders will be asked to list all electrical appliances that will be used by their business on their application forms which will inform the price banding for their business.

Where costs associated with a business' electricity consumption is perceived to cost significantly more than the highest rate cited above then the Council will insist upon a meter being installed on the unit(s) for monitoring purposes. If after a period of no less than a 3 months the business is showing to use more electricity than the upper band assumes then this tenant will be required to pay by the meter thereafter.

It should also be noted that where a business uses additional electrical equipment on their stall or conversely where a business reduces the electrical equipment used on their stall, this could lead to changes in the amount their business is charged each month.

Several units within the Market Hall have an electric sub-meter. They will be invoiced quarterly by the Council based on the consumption used and the current rates the Council are being charged.

b. Promotions Charges

All traders will pay a monthly fee of £7.59 per stall towards Widnes Market promotional activities. This charge is exempt from VAT.

Traders are reminded that the promotions budget can only be spent on marketing activities which will benefit the market as a whole and cannot be spent on promoting or naming individual stalls. The promotional activities undertaken by the Sales, New Business and Marketing Officer and the Corporate Communications Team is designed to complement, but should not be seen as a replacement for individual stall holders own marketing strategies.

c. Fixtures and Fittings

All fixtures and fittings within a stall should be removed on termination of a Tenancy at Will. If the tenant fails to do this within seven days of vacating a stall all structures, fixtures and fittings remaining in a stall shall become the property of the Council who will have power to dispose thereof as it thinks fit and recover its expenses in so doing from the tenant.

Any trader wishing to leave shutters and shop fronts in position following the vacation of a unit, should make enquiries with the market office.

d. Discounts for Additional Stalls

Existing traders who have traded in the market for a period of six months or more and who wish to expand into an adjacent/ other stall or relocate to a larger stall elsewhere in the market are offered half price rent for the additional space as an incentive for a period of six months. This is calculated as follows:

- The price of a trader's existing stall(s) excluding VAT is taken away from the price of the trader's new stall(s) excluding VAT to find the increase in rent.
- The trader is given a 50% reduction on this additional rent for a period of six months.
- VAT, electricity and promotions charges which will be charged at the full rate during any discounted periods.

Traders will only be given permission to expand where they do not have rent or other arrears associated with their existing stall or storage.

Traders will need to provide a deposit equivalent to a half month's full price rent for any new stalls. Tenants will be invoiced for the deposit and it must be paid in full before they can commence trading from the additional stalls. The deposit is fully refundable on vacating the same unit, provided that the tenant does not have any arrears, the stall has been left empty, free of rubbish and in a good state of repair, and contact details have been left with the market office. Where arrears exist, the deposit will be used as payment towards these arrears.

Traders are not entitled to reduced rents for expansions if they have downsized within the preceding last six months.

e. Traders' Car Park

Traders are welcome to use the traders' car park on a first come first served basis and no additional charge will be made for this. The traders' car park is open as follows:

	Opening Time*	Closing Time*
Monday	6.30am	6.00pm
Tuesday	6.30am	5.45pm
Wednesday	5.00am	6.00pm
Thursday	6.30am	6.00pm
Friday	6.00am	6.00pm
Saturday	6.00am	6.00pm

*These times may vary from time to time.

A barrier system operates to ensure that spaces are available to traders at all times. Whilst the system does have an intercom system for the barrier to be opened for them, there is no guarantee that there will always be someone available to do this. It is, therefore, recommended that traders purchase a barrier fob from the market office. The cost for this is £30, but this is fully refundable on return of the working fob.

Traders are reminded that it is ultimately their responsibility to open the barrier for their deliveries.

f. Door Access Pass

All tenants will be issued with one door access pass to gain access to the traders' facilities on the first floor. This includes the traders' toilets, traders' mess, store rooms and post rooms. Further door access passes for multiple stalls (up to a maximum of three passes per two stalls) can be issued for named employees at a cost of £10 per pass.

Where an access pass is lost a charge of £10 is made for a replacement.

Traders are required to hand their door access pass back to the Market Office on vacating their stall.

1.5 Assignment of Tenancy at Wills

The assignment of a Tenancy at Will is not permitted.

1.6 Daily Licences

Indoor stalls can be rented if available on a daily licence by non-profit making organisations, local community groups or registered charities at no charge (up to a maximum of four days a year).

All organisations, charities and community groups need to provide the following information when booking a stall:

- Full details of the activities that are to be undertaken from the stall including details of any products or services to be offered;
- If a charity wishes to collect money from the public, a licence needs to be obtained from the Licensing Manager of Legal Services (Kay Cleary 0151 511 7879) prior to making a booking. This needs to be presented to the Market Office at the time of booking;
- Details of the organisation's name and address along with a copy of a charity's registered charity number (if applicable). This could be a letter drafted on headed paper; and
- A copy of a Public Liability Certificate in the organisation's name, insuring for the sum of £5million.

The decision regarding the suitability of an indoor stall to any of the organisations specified above rests with the Market Officer and all applications should be made to the market office. To qualify for a rent free stall organisations would not be expected to sell any items and should instead offer a free service/ provide information/ or carry out a promotion. There may be exceptions to this rule, but this would only be with prior consent from the Market Officer.

Where a profit making organisation/ trader wishes to rent a vacant stall in the Market Hall or a charity wishes to sell goods from an indoor stall, applications must be made in writing to the market management team. All applications must specify the activities that they wish to carry out from the stall and any products/ services that are to be offered either for sale or otherwise. The decision relating to the suitability of an indoor stall for the uses specified rests with the Market Officer where a trader wishes to sell an item/ offer a service which is not currently available in the Market Hall or where a stall is rented as part of a wider market promotions such as Love Your Local Market fortnight and Widnes on Sea. All other applications will need to be referred to the New Stalls Panel for a decision.

A charge will be made based on the daily outdoor rent for casual traders/ charities and a daily licence will need to be signed.

2.0 Widnes Open Market

2.1 Opening Days and Hours

The Widnes Open Market is open on Monday, Friday and Saturday.

The trading hours are 9am to 3pm.

2.2 Eligibility to Rent a Stall

All applications to rent stalls on the outdoor Market are to be made to the Widnes Market office. Where an application is successful, various pieces of identification will need to be provided by the applicant before they can commence trading. This includes: public liability insurance (insured to the sum of £5 million), three pieces of identification to include one item showing the name and home address of the applicant dated within the past 3 months, one item with photo ID and an item of identification showing the applicant's national insurance number, evidence of a traders eligibility to work in the U.K. will also be required. Stalls can only be booked once a trader's commodities have been approved. All outdoor traders will be required to sign a licence.

Where traders intend to sell products which are bound by Environmental Health regulations, Food Standards Agency regulations or other regulatory bodies, approval must be obtained by the Trader from the appropriate body prior to be able to commence trading.

No stalls will be rented to claims management companies i.e. businesses that handle claims for compensation in relation to personal injury, financial products/services (such as miss-sold payment protection insurance), employment matters, criminal injuries, industrial injuries, disablement benefit and housing disrepair.

2.3 Charges for Casual Traders

All new traders on the open market are treated as casual traders and the following daily charges apply:

	Rent	Promotions	Daily Rent (per stall)
Monday	£12.95	£0.35	£13.30
Friday	£19.15	£0.35	£19.50
Saturday	£21.15	£0.35	£21.50

Casual traders only pay when they trade and a member of staff collects rent on the day.

2.4 Charges for Regular Traders

After 3 months of continual trading, casual traders can apply to become a regular trader. Regular traders are offered discounted rent for their stall(s) on Mondays, Fridays and Saturdays, but pay for their stall(s) all year round unless they are taking a day's holiday or can provide evidence to show that they are not fit for work.

There is also a three day trading offer where traders pay a fixed reduced amount if they have at least one stall on a Monday, Friday and Saturday. See table below:

	Rent	Promotions	Daily Rent (per stall)
Monday	£11.65	£0.35	£12.00
Friday	£17.15	£0.35	£17.50
Saturday	£19.15	£0.35	£19.50
3 Day Trading	£38.25	£1.05	£39.30

Regular traders are allocated regular stalls. The allocation of a stall or space is personal to the trader who cannot then assign, transfer, share or part with the stall or space allocated. The trader shall only trade from the stall or space allocated at the prescribed times.

Regular traders pay on their first trading day for all the stalls that they have been allocated that week. If a stall adjacent to a trader is vacant after 9am, traders are permitted to use these stalls on that day for no extra cost. Where two traders wish to expand into a vacant stall and agreement cannot be reached between the two traders, the final decision rests with the market management team.

Regular traders need to give at least 24 hours' notice if they wish to rent an additional stall over and above what is currently allocated to them on a particular trading day. Regular traders also need to give one week's written notice if they wish to cease trading as a regular trader or if they wish to reduce their stall numbers. Any regular trader who has arrears equivalent to two weeks rent either through non-attendance without prior notification to the market office or non-payment of rent will lose their allocated stalls.

a. Holidays for Regular Traders

Each regular trader is entitled to a two week payment holiday a year, which must be booked in advance in writing to the market office. These holidays must relate to the days that they are registered with the market office to work as a regular trader. For example a trader who is currently registered to trade on a Saturday only would be entitled to two Saturdays' holiday without payment. Holidays are only allowed where traders are fully up-to-date with their rent payments.

In addition, any regular trader who is fully up to date with their rent and/or storage payments at the end of the year will be offered a discount of 50% off the following February's stall charges (maximum 4 weeks). Again, this discount only applies to the days that a trader is registered with the market office to work as a regular trader. Any additional trading days will be charged at the full daily rate for a casual trader.

b. Inclement Weather

From time to time a decision is made to not charge regular and casual traders for a particular day due to inclement weather. This decision rests with the market management team and their decision is final.

c. Bank Holidays/ Other Closures

Where the market is closed on a Bank Holiday or for any other reasons, regular traders' rents will be adjusted accordingly.

d. Calculation of Discounted Rents

In circumstances (b) to (c) above the discounted regular trader's rent for a week will be calculated by: dividing the weekly rent normally paid by the regular trader by the number of days that they usually trade in a week to calculate an approximate daily figure. This is then multiplied by the number of days that they have traded that week.

As traders pay on the first trading day any rent which is due to be credited to a trader will be taken off their next week's full price rent.

2.5 Charges for Flea Market Traders

The flea market operates every Wednesday between 9am and 5pm and all traders pay £19.00 per stall/ pitch. This includes £0.35 per stall towards market promotions.

Although there are a number of flea market traders with a regular pitch, the stall charge is a casual rate with traders only paying for their stall when they trade. Any vacant stalls are allocated to traders turning up on the day.

2.6 Charges for Registered Charities

A discounted rate for registered charities is in place on all open market days, although a maximum of two registered charities are allowed onto the market on each trading day.

In order to qualify for discounted rent, registered charities must book their stall in advance noting at the time of booking that they wish to qualify for the reduced charity rents.

Registered charities also need to provide the following information when booking a stall:

- Full details of the activities that are to be undertaken from the stall including details of any products or services to be offered for sale or otherwise;
- If a charity wishes to collect money from the public, a licence needs to be obtained from the Licensing Manager of Legal Services (Kay Cleary 0151 511 7879) prior to making a booking. This needs to be presented to the Market Office at the time of booking;
- A copy of the charity's registered charity number, along with details of the charity's name and address. This could be a letter drafted on headed paper; and
- A copy of a Public Liability Certificate in the charity's name, insuring for the sum of £5million.

The charity rates per stall are as follows:

Monday	£10.30
Wednesday	£13.00
Friday	£13.30
Saturday	£15.40

£0.35 of each stall charge will be allocated to Widnes Market promotions.

2.7 Other Charges

a. Promotions Charges

Promotions charges for outdoor traders including flea market traders are included in the prices for all stalls and are set out in the text above.

The promotions budget generated by this income is managed by the Communications and Marketing team who carryout marketing activities with the principal aim being to bring additional footfall into Widnes Market. A marketing plan for each financial year is agreed with traders through the trader's committee.

Traders are reminded that the promotions budget can only be spent on marketing activities which will benefit the market as whole and cannot be spent on promoting or naming individual stalls. The promotional activities undertaken by the Communications and Marketing team is designed to complement, but should not be seen as a replacement for, individual stall holders own marketing strategies.

b. Traders' Car Park

All traders are welcome to use the traders' car park on a first come first served basis and no additional charge will be made for this.

The traders' car park is open as follows:

	Opening Time *	Closing Time *
Monday	6.30am	6.00pm
Tuesday	6.30am	5.45pm
Wednesday	5.00am	6.00pm
Thursday	6.30am	6.00pm
Friday	6.00am	6.00pm
Saturday	6.00am	6.00pm

*These times may vary from time to time.

A barrier system operates to ensure that spaces are available to traders at all times. Whilst the system does have an intercom system for the barrier to be opened for them, there is no guarantee that there will always be someone in the market office to answer this. It is, therefore, recommended that traders purchase a barrier fob from the market office. The cost for this is £30, but this is fully refundable on return of the working fob.

Traders are reminded that it is ultimately their responsibility to open the barrier for their deliveries.

c. Door Access Pass

Outdoor traders can be issued with one door access pass on request to gain access to the traders' facilities on the first floor. This includes the traders' toilets, traders' mess, store rooms and post rooms. Further door access passes for regular traders with larger stalls (up to a maximum of three passes per two stalls) can be issued for named employees at a cost of £10 per pass.

Where a door access pass is lost a charge of £10 is made for a replacement. This should be handed back to the Market Office when a trader chooses to cease trading.

3.0 Widnes Market Hall Events Space/Foyer

3.1 Eligibility to Use the events space

The Market Hall events space/foyer can be booked by registered charities only by application to the Market Office. Up to two different registered charities can be booked into the promotions space in the foyer on a single day.

Charities need to provide the following information when booking their space:

- Full details of the activities that are to be undertaken from the foyer space including details of any products or services to be offered for sale or otherwise;
- If a charity wishes to collect money from the public, a licence needs to be obtained from the Licensing Manager of Legal Services (Kay Cleary 0151 511 7879) prior to making a booking. This needs to be presented to the Market Office at the time of booking;
- A copy of the charity's registered charity number, along with details of the charity's name and address. This could be a letter drafted on headed paper; and
- A copy of a Public Liability Certificate in the charity's name, insuring for the sum of £5million.

The decision relating to whether a registered charity can use the space, based on the information provided, rests with the Market Officer.

A daily licence will need to be signed by the person representing the charity on the day.

3.2 Charges

Registered charities are not charged a fee for renting promotions space in the Market Hall. Charities can use the events space for up to a maximum of four trading days a year.

4.0 Widnes Market: Store Rooms and Containers

4.1 Store Room Charges

The following store rooms are available to rent by Widnes Market traders.

- Store rooms A-M are located on the first floor and have lift access. Access is via a security pass controlled entrance inside the Market Hall next to the public toilets.
- Store rooms 1- 5 are located on the first floor along the corridor by the trader's mess. There is no lift access to these stores. Access is from the outside of the market building via a security pass controlled entrance off Morrison's square.
- Store rooms FM1 - FM3 are located on the ground floor with access via a security pass controlled entrance on the outside of the market building next to the Fish and Meat market.
- Store rooms WR01-WR02 are located on the ground floor with access through the wash room on the inside of the market hall next to the public toilets.

Store Rooms A-M – Charged at a rate of £10.81 / sq m (first floor)

	Area (sq m)	Monthly Rent
Store A	5.0	£54.08
Store B	5.1	£55.16
Store C	5.1	£55.16
Store D	3.7	£40.02
Store E	3.3	£35.69
Store F	5.7	£61.55
Store G	5.3	£57.32
Store H	5.1	£55.16
Store I	5.9	£63.81
Store J	3.1	£33.53
Store K	5.3	£57.32
Store L	5.1	£55.16
Store M	5.2	£56.24

Store Rooms 1-5 – Charged at a rate of £9.78/ sq m (No lift access)

	Area (sq m)	Monthly Rent
Store 1	3.2	£31.31
Store 2	5.5	£53.82
Store 3	7.4	£72.41
Store 4	4.7	£45.99
Store 5	4.7	£45.99

Store Rooms FM01 – FM03 – Charged at a rate of £11.84 / sq m (ground floor)

	Area (sq m)	Monthly Rent
Store FM01	9.9	£117.27
Store FM02	10.02	£118.69
Store FM03	8.5	£100.68

Store Rooms WR01 – WR02 – Charged at a rate of £11.84/ sq m (ground floor)

	Area (sq m)	Monthly Rent
Store WR01	3.2	£37.90
Store WR02	3.5	£41.46

All rents are charged on a monthly basis with VAT added at the appropriate rate. Traders are invoiced for the monthly rent each month. The prices outlined above were introduced from 1st April 2016.

All tenants who have a store room will be issued with one access pass (if they do not already have one) to ensure that they can gain access to their store rooms throughout the day. The pass will also enable access to the traders' toilets, traders' mess and post rooms. Where an access pass is lost a charge of £10 is made for a replacement.

All traders who use a store room will be asked to sign a licence. The minimum term for renting a store room is one month and one month's written notice should be provided to the market office staff should the licensee wish to terminate this.

Rent will continue to be charged to the licence holder for the store room if the terms of the licence have not been met. This includes emptying the store room by the termination date and ensuring that the key has been returned to the market office staff.

4.2 Container Charges

There are currently 12 containers sited on the traders' car park. No further containers can be sited on the trader's car park unless an existing container is removed.

Traders who have sited containers in the traders' car park pay ground rent at a rate of £40.00 per month plus VAT for containers of 20ft or less and £80.00 per month plus VAT for containers that are over 20ft. Traders are invoiced for this amount each month.

All traders who use a container will be required to sign a licence. The minimum term for paying ground rent for a container is one month and a minimum of one month's written notice should be provided to the market office should the licensee wish to terminate this.

The preferred method for terminating a container licence is to move the container off site by the agreed termination date. This cannot be carried out without prior agreement of removal date and time with the market office.

Alternatively, traders have the option of selling the container on to a trader who trades regularly on Widnes Market either as a regular trader on the outdoor market or who has had a stall within the Market Hall for over six months. In both cases the new trader must be up to date with their rent payments. If the licensee chooses this route then they must be aware that the container licence cannot be terminated until an account has been set up and a new licence signed by the new trader. In order to ensure that the new trader meets the criteria for siting a container on the trader's car park, the new trader should gain approval from the Market Office staff before the container changes ownership.



Halton Borough Council **Markets Protocol**

Section 1 Market Regulations

Version : April 2019

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1. Introduction

It is in the interests of the Council and stallholders that the Markets operate effectively and provide a safe, comfortable, and appealing environment in which the public can enjoy a positive shopping experience.

These regulations support this aim and provide traders with a framework within which the Council will operate its markets. However, it has to be recognised that this document cannot cover every set of circumstances that may arise during the day to day operation of the markets. As a consequence they should not be treated as an exhaustive or definitive list of all possible situations in which the Council may be required to exercise proper authority in the discharge of its functions. As such, this document will be subject to periodic review and assessment.

Equally, this document is intended to provide a guide for both traders and officers of the Council in respect of roles and responsibilities for the smooth running of the markets.

This section is one of a suite of documents which form the Council's Markets Protocol, and should be read in conjunction with the Market Charging Policy, The Markets Protocol Section 2- Contravention of Regulations Procedures, Traders Tenancy at Will documentation and Traders licenses.

Nothing in this Markets Protocol Section 1 Regulations confers or purports to confer on any third party any benefit or any right to enforce any term of this Contravention of Regulations document.

Halton Borough Council – Markets Protocol	
Section 1	Market Regulations
Section 2	Contravention of Regulations Procedures
<i>S2. Appendix 1</i>	Market trader – Warning Notice
<i>S2. Appendix 2</i>	Market Trader – Notice of Suspension
<i>S2. Appendix 3</i>	Market Trader – Notice of Termination
<i>S2. Appendix 4</i>	Market Trader – Appeal against Termination
<i>S2. Appendix 5</i>	Casual Trader – Notice of Cancellation
<i>S2. Appendix 6</i>	Casual Trader – Appeal against Cancellation

Retail Market Regulations

The following regulations apply to the management of all indoor and outdoor retail market stalls and spaces operated or owned by Halton Borough Council. The regulations will be subject to regular periodic review and existing traders will be provided with updated copies once they have been approved by the Executive Board.

2. Trader Registration

All traders on any of Halton Borough Council's retail markets must be registered with Halton Borough Council. To register traders must complete the 'Retail Market Trading application Form' and produce three pieces of identification and proof of Public Liability Insurance (insured for the sum of £5 million) - further details available on the application form

Traders must provide written confirmation to the Council of any changes in information previously provided to the Council within 7 calendar days of such changes occurring.

3. Eligibility to Rent Stalls

a. Eligibility to rent a stall at the indoor Market Hall

All applications to rent stalls within the indoor Market Hall should be made to the Widnes Market office. Where an application is for a product or service which is not currently offered on the market, then a decision relating to whether this product can be sold/offered on the market can be 'fast tracked' enabling a decision to be made within two weeks. All other applications for indoor stalls are considered at the Markets Panel meetings which take place monthly. In order to protect existing businesses within the Market Hall new stalls will not be allowed to open between 1st November & 31st December.

Where an application is successful, various pieces of identification will need to be provided by the applicant before they can commence trading. This includes: public liability insurance (insured to the sum of £5 million), three pieces of identification to include one item showing the name and home address of the applicant dated within the past 3 months, a item with photo ID and an item of identification showing the applicant's national insurance number, evidence of a traders eligibility to work in the U.K. will also be required. Applicants will also be required to sign a Tenancy at Will which will set out the terms & conditions of the agreement and will list the commodities and/or services that they have been permitted to sell/offer from their stall.

b. Eligibility to rent a stall at the outdoor Market

All applications to rent stalls on the outdoor Market are to be made to the Widnes Market office. Where an application is successful, various pieces of identification will need to be provided by the applicant before they can commence trading. This includes: public liability insurance (insured to the sum of £5 million), three pieces of identification to include one item with the name and home address of the applicant dated within the past 3 months, an item with photo ID and an item of identification showing the applicant's national insurance number, evidence of a traders eligibility to work in the U.K. will also be required. Stalls can only be booked once a trader's commodities have been approved. All outdoor traders will be required to sign a licence.

c. General

Where traders on either the indoor or outdoor Market intend to sell products which are bound by Environmental Health regulations, Food Standards Agency regulations or other regulatory bodies, approval must be obtained by the Trader from the appropriate body prior to be able to commence trading, and evidence must be provided to the Market office of same.

No stalls on the indoor or outdoor market will be rented to claims management companies i.e. businesses that handle claims for compensation in relation to personal injury, financial products/services (such as mis-sold payment protection insurance), employment matters, criminal injuries, industrial injuries, disablement benefit and housing disrepair.

d. Allocation of stalls on outdoor Market to regular traders

The site or size of the stall or space allocated shall be at the absolute discretion of Halton Borough Council. The allocation of a stall or space is personal to the trader who shall not assign, transfer, share or part with the stall or space allocated. To be clear, sub-letting stalls or space is forbidden and, if proven, will lead to disciplinary proceedings being taken. The trader may, however, employ other persons to assist them with the day to day operation of the business. Traders should be aware that they remain wholly liable for the operation of the space or stall and the conduct of all those assisting with its operation.

The trader shall only trade from the stall or space allocated and at the prescribed times, and must not trade from any other stall or space unless expressly permitted to do so by Halton Borough Council.

The allocation of the stalls shall be on a weekly basis and the trader must comply with the terms as set out in the licence.

e. Allocation of stalls on Outdoor Market to casual traders

Casual stalls/spaces, if available, shall be allocated by contacting the Market Office before the day of trading.

Casual traders will be allocated stall/s numbers by the Market Office. Casual traders must not set up on any other stall or space.

The allocation of a stall or space is personal to the trader who shall not assign, transfer, share or part with the stall or space allocated. The trader may, however, employ other persons to assist him/her with the day to day operation of the business. Traders should be aware that they remain wholly liable for the operation of the space or stall and the conduct of all those assisting with its operation.

The trader shall only trade from the stall or space allocated and at the prescribed times, and must not trade from any other stall or space unless expressly permitted to do so by Halton Borough Council.

Halton Borough Council reserves the right not to allocate a stall or space to a casual trader if, in the opinion of the market manager, to do so would disrupt the balance of trade on the market.

4. Outdoor Market Stall / Space Charges

Weekly stall charges and all other weekly charges levied against Regular Traders shall be due on the last working market day of each week, (Saturday) and must be paid on demand.

All other charges must be paid on receipt of the account or by the date shown.

Where a trader is absent on any market day, and has been allocated a stall or space on a regular basis, a retainer fee equal to the normal day's fee shall be payable.

Charges in connection with Casual Traders must be paid on a daily basis, and in any case not later than 12:00 noon.

Halton Borough Council reserves the right to amend its charges as necessary, and will provide traders with 28 calendar days' notice of any changes to its charges.

5. Sale and Storage of Goods

For regular traders, only those goods specified In the Tenancy at Will or licence may be sold and or displayed. For casual traders only those goods agreed at the time of allocation may be sold, or displayed however traders may apply in writing to change the type of goods sold. Written approval from the Market Office must be obtained to change the type of goods sold.

The trader must endeavour to keep the stall or space well stocked with goods throughout the trading day.

Other than in lock-up stalls or spaces, no trader shall leave or deposit in the market any goods, packages, equipment, or vehicles after the closing time of the market.

Stalls must be vacated no later than 1 hour after the official closing time of the market, unless express written permission has been granted by Halton Borough Council

All goods offered for sale on Halton Borough Council “flea” markets must be second-hand i.e. they must have been sold by retail on a previous occasion.

6. Market Trader Representative

There is currently no fixed term tenure for the Market Trader representative post. From 1st April 2020 a Market Trader representative post with a 3 year tenure will be elected by the current traders. The remit of the position is to be the collective voice of the traders and to sit on the Market Panel, in an advisory capacity only, when the panel meet on a monthly basis to make decisions regarding potential new traders and new commodity requests. The Market Trader representative must make themselves available to attend the monthly meeting in the offices at Municipal Building, Kingsway, Widnes, WA8 7QF.

The existing post holder has agreed to continue to 31st March 2020. An election will be organised in due course.

7. Request to Amend Commodity lists

Any request to amend a commodity list must be made in writing to the Market office. Requests will be assessed on a monthly basis by the Market management team who will then put forward a recommendation to the Market panel who will decide on each request, following which the trader will be notified of the outcome of their request.

The Market panel will consist of:-
Portfolio Holder for Physical Environment
Operational Director : Economy, Enterprise & Property
Technical and Property Support Manager
Market Trader Representative

The Market panel's decision is final.

New Traders can only apply to add commodities to their original list after a period of 3 months from the start of their Tenancy.

8. Commodity Blocking

If a trader does not actively sell any commodity which has been approved and is on their commodity list, then after a period of three months Market management will offer that commodity to another trader in order to avoid commodity blocking. This includes any commodity a trader has been given approval to sell, regardless of when the commodity was approved.

9. Hours of Opening

The markets shall be open for trading during the prescribed times, details of which shall be clearly displayed at each market location.

All traders shall keep their allocated stall or space open for the sale of goods during the hours of opening. Halton Borough Council reserves the right to amend the opening hours, close or alter the layout of any part of the market or close and stop the sales from any stall or space at any time without being liable for any loss sustained by the trader, directly or indirectly, if it is considered in the best interest of the market or the general public.

10. Encroachment (building out)

No stall or space shall be altered or extended in any way without the consent of the Market office. Goods and equipment should generally be displayed within the boundary of each stall and the trader must conduct business from within the perimeter of that stall. It is recognised however that some traders may wish to display certain goods immediately outside the perimeter of their stall, this is permissible but only up to a maximum dimension of 600mm from the front edge of the angled floor plinth at floor level. This distance must be strictly adhered to otherwise this may impact on the ability of the public to move around the market in a safe manner.

Traders are not permitted to display or hang their goods in front of vacant units.

Market management reserves the right to remove goods displayed or deposited beyond the above limits which, in the opinion of the authorised officer, are causing a nuisance, obstruction or hazard. The goods shall be either placed within the boundary of the stall / space or removed to storage. The Council reserves the right to dispose of perishable goods which are deposited beyond the boundary of the stall or space.

Goods and equipment must not be placed on or hung from the stall roof or from supports or other fixtures unless provision has been made by Halton Borough Council specifically for that purpose.

No trader shall erect any canopy other than one approved, by Halton Borough Council. All clips used to secure sheeting must be suitable and provide sufficient and secure anchorage.

11. Conduct of the Trader

The trader shall at all times conduct their business in an honest, civil and business-like manner, without causing nuisance, obstruction or interference in any way with the general public or with the business of any other trader or retailer, and in compliance with instructions given by Halton Borough Council or the emergency services.

Traders must speak to other traders, staff members and the public in an acceptable manner. Raised voices, use of offensive/ inappropriate language, sexual harassment and aggression will not be tolerated and will lead to appropriate action being taken.

Bullying of any form will not be tolerated. This includes outdoor traders refusing to give up outdoor stalls which they are encroaching on and not paying for which have been allocated to another trader, also existing traders making new traders feel unwelcome.

Traders also have the right to expect staff to speak to them in an appropriate manner. Should a trader feel that a member of staff has not acted appropriately, they should follow the process outlined in item 12 below

The stall or space must only be used for the purpose of the buying and selling of authorised goods. The Council will not authorise the sale of legal highs. From time to time the Council may introduce specific requirements in relation to particular goods and services which go beyond existing legal requirements. For example e-cigarettes must not be sold to anybody under the age of 18 – the stallholder must ask for proof of identification from anybody that appears to be under 18

No trader shall use any stall or space for pitching, except where stalls or spaces have been reserved by Halton Borough Council for this purpose.

All traders must comply with all statutory and other legal requirements, both civil and criminal, in particular those relating to consumer goods and services, traffic regulations, the supply of counterfeit goods, compliance with age restricted sales requirements and the employment of children.

All traders must ensure that they do not infect HBC social media sites with any virus or other malware (malicious software) from infected web or social media sites. Traders must not disclose confidential information via social media or post comments that may damage the reputation of Halton Borough Council or its Officers.

All accidents, disputes, thefts, disorderly conduct, goods lost or found and damage to stalls shall be reported to Halton Borough Council as soon as practicable, and in any event within forty eight hours.

All traders are responsible for the conduct of their employees and assistants in relation to these regulations. Failure by a trader to deal with notified contraventions of the regulations by their staff will result in disciplinary action being taken against the trader.

All traders shall take all reasonable steps to ensure the safety of members of the public, their employees, assistants and other traders.

All traders and all attending the market shall observe and comply with the instructions and requirements of Halton Borough Council in securing the proper management of the market.

12. Complaints Handling Procedure

Halton Borough Council has a corporate complaints procedure.

We aim to ensure Market Traders and customers are satisfied with the services and staff within our markets, but inevitably, there may be occasions when you are less than satisfied about something we do, or the service we provide. If this should be the case you have the right to make a complaint.

How do I make a complaint and who do I complain to?

a. Informal stage

First of all, contact the staff providing the service that you wish to complain about. In most instances, the people closest to the situation can deal quickly with the problem, hence you should contact the Market office with your complaint in the first instance.

If you are not satisfied with the response you receive from the Market office you should contact senior management with responsibility for the Market, the officer to be contacted is the Technical & Property Support Manager.

The intention of this process is to allow staff in the market office and with responsibility for the Market to give a satisfactory explanation of its action or a chance to put matters right.

b. Formal Stage

If a trader is unhappy with the response following the informal stage above and feel that the complaint has not been settled, then a formal complaint can be made via Halton Borough Council's Corporate Complaint procedure, using the link below where the corporate complaints procedure and form can be downloaded, with instructions on where to send the completed complaints form.

<https://www3.halton.gov.uk/Pages/councildemocracy/Contact-Us.aspx>

13. Contravention of Regulations

Details relating to the disciplinary process is contained in the Council's Code of Conduct (Markets) – and Contravention of Regulations Procedures.

Disciplinary action shall be taken against traders for contravention of the regulations. This may result in the trader being suspended from the market and, ultimately, the agreement to occupy a stall or space being terminated. Further details of this can be found in Section Two - Contravention of Regulations.

14. Cleaning and Refuse Disposal

All traders must keep the stall or space and its immediate surroundings in a clean and tidy condition. On indoor markets, the stall includes all associated fixtures and fittings including doors, windows, shutters, and partitioning and fascia boards. Food traders shall comply with any specific requirements relating to the storage and disposal of waste and the cleaning of premises particularly in relation to public health and hygiene regulations.

Waste must be placed in the correct trade bins and not in any other location, including the wall bins which are for use by members of the public only. Fly tipping will not be tolerated. Likewise only rubbish generated from a day's trading at Widnes Market can be placed in the market bins. No waste should be brought from home or elsewhere. Trade waste from fitting out stalls should also not be placed in the market bins and should be removed from the market by the tenant and disposed of elsewhere. Bulky items such as leftover stock and palettes along with items such as batteries and fluorescent light tubes cannot be disposed of in the market bins and should be taken off site for disposal by the trader.

Waste must be placed in the bins by the end of the day, when the attendants wheel the bins in to the indoor market to collect waste. Traders are forbidden to put out rubbish after this time.

Any traders who choose to close their stall during the market's opening hours must NOT leave rubbish on their stall, as it is difficult to deal with the removal of rubbish etc. when the market is still open to the public. Traders doing so may be refused allocation of a stall in the future.

15. Name Signs on Stalls

The name of the trader shall be displayed in legible characters on a board of adequate size in clear sight whilst the stall or space is occupied. In the case of indoor market stalls the trading name must be displayed on the fascia board in a clear and unobstructed manner, and all fascia signs must be approved by Halton Borough Council.

16. Fixtures and Fittings

The driving of nails or screws into stall boards or other fittings, and the use or attachment of anything likely to cause damage to stall boards or other fittings is strictly prohibited.

The cost of repairing or making good any damage caused by the trader, to stalls or fittings or other market property, shall be charged to the trader unless the trader can provide sufficient evidence that the damage was not caused by the trader, or their employees or assistants.

No alterations are to be made to any part of the stall without the prior written approval of Halton Borough Council.

17. Electricity and Heating

No person, unless authorised by Halton Borough Council shall interfere with or alter the electric wiring or standard lighting to stalls.

No heating apparatus shall be used unless prior approval has been obtained in writing from Halton Borough Council.

Maximum power levels, as determined by Halton Borough Council must not be exceeded.

All traders are responsible for ensuring that any electrical goods or equipment they provide for use on the stall or space is compliant with all relevant legislation including PAT testing on an annual basis.

18. Traders Vehicles

Vehicles must be removed from the markets not later than 40 minutes after the prescribed opening time of the market and are not permitted onto the market until the prescribed closing time, unless authorised by Halton Borough Council.

Vehicles must be loaded / unloaded immediately and the serving of customers shall not be allowed during this period.

Traders' vehicles must be removed from the market immediately after loading / unloading and must not be parked on surrounding roadways, service roads or loading bays.

All traders shall comply with the speed limits specified on the market.

Traders are able to use the Traders car park, this is on a first come first served basis, and are to park in designated parking bays only.

Access for emergency services must be maintained at all times on the market.

19. Public Liability Indemnity

All traders shall indemnify the Halton Borough Council from all claims, damage, loss, expenses and costs however so caused including, without limitation, those resulting from any explosion, fire, accident or injury to any person or property which may arise as a result of or in connection with the occupation or use of any stalls or spaces by the trader.

All traders shall maintain an insurance policy with a reputable insurer, to a minimum of £5 million cover against third party and public liability. The trader shall provide evidence of the insurance cover to an authorised officer on an annual basis, failure to provide the information will effect your tenancy or license.

20. Storage Containers

The trader shall be responsible for all goods stored in the storage containers and shall ensure that they are appropriately insured.

Access to and from the storage containers must not be obstructed during the loading and unloading periods specified above.

The size of all storage containers will be determined by the designated Council Officer depending on space availability within the traders' car park.

21. Termination

Any Tenancy at Will may be determined at any time, if the Tenant is complying with the terms of the Tenancy however 28 days notice in writing will be given to the Trader stating to Councils' intentions.

Any License may be determined at any time, if the tenant is complying with the terms of the license however 7 days notice in writing will be given to the Trader stating the Council's intentions.

Any trader who accumulates Tenancy arrears of more than two months may have their agreement terminated and the stall or space will be re-allocated, with any outstanding arrears referred to appropriate agencies for recovery.

Any trader who accumulates License arrears of more than two weeks may have their agreement terminated and the stall or space will be re-allocated, with any outstanding arrears referred to appropriate agencies for recovery.

Failure to attend and trade at the stall or space throughout a period of two consecutive weeks for license holder and 1 month for Tenancy at Will holders from the date of the last attendance, without good reason being shown, shall result in the withdrawal of the licensed stall or space immediately and without further notice.

Nothing contained in these regulations is to be taken to relieve or excuse the trader, or their assistants and employees from any existing legal duty. Nothing herein shall be deemed to create the relationship of Landlord and Tenant between Halton Borough Council and the registered trader.

Costs incurred by Halton Borough Council in remedying breaches of any of these regulations may be recharged to the trader responsible for the breach.

GLOSSARY OF TERMS

- a) "Casual trader" means a person trading from a market stall or space on by way of daily allocation.
- b) "Regular trader" means a person trading from a stall or space on the Markets by way of a Tenancy at Will or weekly licence.
- c) "Last market day of each week" means the last market trading day in the week running from Sunday - Saturday.
- d) "Licence fee" means stall or space fee, storage charge (where applicable), vehicle parking fee (where applicable), service charge (where applicable) and appropriate taxes.
- e) "Halton Borough Council" includes any person authorised by the Operational Director for Economy, Enterprise and Property to act as a representative of the Council.
- f) Where reference is made to notifying Halton Borough Council in writing, this will mean to the Technical & Property Support Manager: Halton Borough Council, Property Services, Municipal Building, 5th floor, Kingsway, Widnes WA8 7QF



Halton Borough Council **Markets Protocol**

Section 2 Contravention of Regulations Procedures

Version : April 2019

TABLE OF CONTENTS

1. Warning Notices
2. Casual Traders
3. Serious Contraventions
4. Right of Appeal to the Council

Introduction

It is in the interests of the Council and stallholders that the Markets operate effectively and provide a safe, comfortable, and appealing environment in which the public can enjoy a positive shopping experience.

In pursuit of this goal the purpose of developing and implementing these procedures is to ensure that the Council has a fair and transparent process in place through which contraventions of Market Regulations can be dealt with appropriately.

These procedures support the Council's strategic aim of providing and promoting equality in all of its functions through the provision of a documented and accessible framework that ensures that individuals are treated fairly and without discrimination.

Nothing in this Markets Protocol Section 2 Contravention of Regulations confers or purports to confer on any third party any benefit or any right to enforce any term of this Contravention of Regulations document.

Halton Borough Council – Markets Protocol	
Section 1	Market Regulations
Section 2	Contravention of Regulations Procedures
<i>S2. Appendix 1</i>	Market trader – Warning Notice
<i>S2. Appendix 2</i>	Market Trader – Notice of Suspension
<i>S2. Appendix 3</i>	Market Trader – Notice of Termination
<i>S2. Appendix 4</i>	Market Trader – Appeal against Termination
<i>S2. Appendix 5</i>	Casual Trader – Notice of Cancellation
<i>S2. Appendix 6</i>	Casual Trader – Appeal against Cancellation

Contravention of Regulations Procedures

Market Traders

1.0 Warning Notices

1.1 Traders who contravene any of the Market Regulations may be issued with a Written Warning Notice by Halton Borough Council as illustrated within appendix 1.

1.2 The Warning Notice shall state:

- Details of the contravention
- The date of the contravention
- The name of the Officer issuing the Notice

1.3 Although not exhaustive examples of the types of contraventions for which Warning Notices may be issued would include:-

- Failing to comply with a reasonable request from the Council's designated Officer.
- Inappropriate conduct as indicated in Market Protocols, Section 1, item 11 .
- The late opening/early closing of the stall.
- The failure to honour a consumer's statutory rights.
- The sale of counterfeit goods or the sale of age restricted products to people under the age of 18.
- The displaying or selling unauthorised lines of goods
- The display or selling of goods outside of the permitted area.
- Failure to provide updated Public Liability Insurance certificate on request from Market office.
- Articles being placed on or suspended from the stall roof and / or lighting equipment without permission

- Failure to display the name sign according to the regulations
 - Vehicles parked for longer than necessary for loading/unloading
 - Vehicles on the market in contravention of regulations
 - Failure to clear away refuse during trading times and/or at the close of business
- 1.4** A breach of any of the above may constitute a serious contravention of market procedures and may be dealt with in accordance with the procedures as laid out in this protocol.
- 1.5** Traders are responsible for ensuring that their employees and assistants comply fully with the regulations. Failure by a trader to deal with notified breaches of the regulations by his / her staff will result in action being taken against that trader.
- 1.6** A trader who receives 3 Warning Notices, on any one market site, within a 12 month period shall be issued with a Notice of Suspension (Appendix 2) preventing him/her from occupying the stall or place on that market, or from working in that market for a period of one week. The trader's business will not be allowed to trade within their stall/s or within the Widnes Market building for the duration of the suspension period.
- 1.7** If no further Warning Notices are issued in the 12 months immediately following the date of issue of the first suspension, the trader will no longer be under threat of extended suspension or termination of Tenancy at Will or Licence.
- 1.8** In the event of the trader receiving a further Warning Notice within 12 months from the date of the first Notice of Suspension, the trader shall be issued with a second Notice of Suspension preventing him/her from occupying the stall or space, or working in the market for a period of two weeks. The trader's business will not be allowed to trade within their stall/s or within the Widnes Market building for the duration of the suspension period.
- 1.9** If no further Warning Notices are issued in the 12 months immediately following the date of issue of the second suspension, the trader will no longer be under threat of termination of Tenancy at Will or Licence or; otherwise:
- 1.10** In the event of the trader receiving a further Warning Notice within 12 months from the date of the second Notice of Suspension the trader's Tenancy at Will or Licence to attend the stall or space shall be terminated by a Termination Notice.

- 1.11** All Notices of Suspension shall be issued by the Council's Market Officer and state the details of the offence, the date the suspension is to start and end, how the suspension will apply to the trader, and the timescale for appeal against the Notice.
- 1.12** A Termination Notice shall be issued by the Council's designated Officer, be dated and state the reason for its issue, the date it is to take effect, how the termination will apply, and the time-scale for appeal against the Notice. The trader shall not be allowed to re-register for market retail accommodation for a period of 3 years following the date of issue of the notice of termination.
- 1.13** A trader who receives a Notice of Suspension or a second Notice of Suspension may appeal, in writing, to the Operational Director, Economy, Enterprise and Property within 7 working days of the receipt of the Notice. On the issue of such a written appeal, the trader may continue to trade until the determination of the appeal by the Operational Director, Economy, Enterprise and Property (or his Deputy) which shall take place as soon as is reasonably practicable. The trader shall have the right to be heard in person and represented. Having considered all material factors the Operational Director, Economy, Enterprise and Property (or his Deputy) will confirm the outcome of the appeal in writing.

2.0 Casual Traders

- 2.1** A casual trader who receives 3 Warning Notices, on any one market site, within a period of 12 months shall have their registration with Halton Borough Council cancelled. The trader shall receive a Notice of Cancellation, in writing, which shall state the reason for the cancellation, the effect of that cancellation, and the time-scale for appeal. The trader shall not be allowed to re-register for a period of 3 years following the date of issue of the Notice of Cancellation.
- 2.2** A casual trader who receives a Notice of Cancellation may appeal, in writing, to the Operational Director, Economy, Enterprise and Property within 7 working days of the receipt of the Notice. On the issue of such an appeal, the trader may continue to trade until the determination of the appeal by the Operational Director, Economy, Enterprise and Property (or his Deputy), which shall take place as soon as is reasonably practicable. The trader shall have the right to be heard in person and represented. Having considered all material factors the Operational Director, Economy, Enterprise and Property (or his Deputy) will confirm the outcome of the appeal in writing.

3.0 Serious Contraventions

3.1 In the event of serious contraventions of market procedures by a trader, the Operational Director, Economy, Enterprise and Property (or his Deputy) may suspend that person from trading or working on the Council markets pending a hearing by Notice, which shall state the date the suspension is to start and the effect of the suspension.

3.2 The Operational Director, Economy, Enterprise and Property shall convene the hearing at the earliest opportunity, but in any event not later than 7 days from the issue of the Notice of Suspension. The trader shall have the right to be heard in person and represented.

3.3 Although not exhaustive the following are examples of behaviour that would constitute a serious contravention:-

- Acts of dishonesty, indecency or violence;
- Use of abusive, insulting or discriminatory language or behaviour;
- Any act causing or likely to cause death or personal injury;
- An offence in connection with the business carried out at the stall or space for which legal proceedings have been instigated;
- Offering bribes or inducements to Council staff.

3.4 Following the hearing, the Operational Director, Economy, Enterprise and Property (or his Deputy) shall give his decision in writing which may either:

- Reject the claim of serious contravention, in which case the trader will be allowed to continue to trade;
- Suspend the trader, preventing them from trading or working on the market for a period not exceeding 3 months from the date of the decision;
- Terminate the trader's Tenancy at Will or Licence.

4.0 Right of Appeal to the Council

- 4.1** A trader may appeal against a Termination Notice served under this procedure to Halton Borough Council's Corporate Complaints procedure, using the link below where the corporate complaints procedure and form can be downloaded, with instructions on where to send the completed complaints form.

<https://www3.halton.gov.uk/Pages/councildemocracy/Contact-Us.aspx>



Market Trader – Warning Notice

Date:	
Trader Name:	
Private Address:	
Trading as:	
Trading address:	

Date of Warning Notice:	
Reference Number:	
Date of expiry:	
Previous Warnings Issued within preceding 12 months	Yes <input type="checkbox"/> No <input type="checkbox"/>
Date(s):	

Details of the contravention of regulations including date of occurrence:

Issued by:	XXXX
Contact Details	XXXX Municipal Building, Kingsway, Widnes, Cheshire, WA8 7QF e.mail: Telephone:
Signed:	
Dated:	



Market Trader – Notice of Suspension

Date:	
Trader Name:	
Private Address:	
Trading as:	
Trading address:	

Reference Number:	
Status:	First Notice <input type="checkbox"/> Second Notice <input type="checkbox"/>
Start Date:	
End Date:	
Appeal expiry date:	
Date(s) of preceding warning notices issued within last 12 months:	

Nature of contravention including date(s) of occurrence:

Issued by:	XXXX
Contact Details	XXXX Municipal Building, Kingsway, Widnes, Cheshire, WA8 7QF e.mail: Telephone:
Signed:	
Dated:	

All traders receiving a Notice of Suspension have the right of appeal against this decision. Further information and associated documents can be found via the following link.



Market Trader – Notice of Termination

Date:	
Trader Name:	
Private Address:	
Trading as:	
Trading address:	

Reference Number:		
Start Date:		
End Date:		
Appeal expiry date:		
Date(s) of preceding warning notices issues within last 12 months:		

Reason(s) for issue:	

Issued by:	XXXX
Contact Details	XXXX Municipal Building, Kingsway, Widnes, Cheshire, WA8 7QF e.mail: Telephone:
Signed:	
Dated:	

All traders receiving a Notice of Termination have the right of appeal against this decision. Further information and associated documents can be found via the following link.



Appendix 4



Market Trader – Appeal against Termination

Date:	
Trader Name:	
Private Address:	
Trading as:	
Trading address:	

Date of Termination Notice:	
Reference Number:	

Please provide below a summary of your reasons for appeal:

--

Do you wish to be represented at appeal?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Name of Representative:		

Signed:	
Dated:	

Please return this completed application in hard copy or via e-mail to:

Operational Director
Economy, Enterprise and Property Directorate
(Market Trader Appeals)
Municipal Building
Kingsway
Widnes
Cheshire WA8 7QF
wesley.rourke@halton.gov.uk

Telephone enquiry 0303 333 4300 extension

It's all happening **IN HALTON**

Market Traders Protocol – Appeal against Termination January 2012 v1.





Casual Trader – Notice of Cancellation

Date:	
Trader Name:	
Private Address:	
Trading as:	
Trading address:	

Date of Cancellation Notice:	
Reference Number:	
Appeal Date Expiry	
Previous Warnings Issued within preceding 12 months	Date(s):

Details of the contravention of regulations:

Issued by:	XXXX
Contact Details	XXXX Municipal Building, Kingsway, Widnes, Cheshire, WA8 7QF e.mail: Telephone:
Signed:	
Dated:	



Casual Trader - Appeal against Cancellation Notice

Date:	
Applicant Name:	
Applicant Address:	
Trading as:	
Trading address:	
Contact: e.mail:	
Telephone:	

Date of Cancellation Notice:	
Reference Number:	

Please provide below a summary of your reasons for appeal:

--

Do you wish to be represented at appeal?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Name of Representative:		

Signed:	
Dated:	

Please return this completed application in hard copy or via e-mail to:

Operational Director
 Economy, Enterprise and Property Directorate
 (Casual Trader Appeals)
 Municipal Building
 Kingsway
 Widnes
 Cheshire WA8 7QF
wesley.rourke@halton.gov.uk

Telephone enquiry 0303 333 4300 extension

REPORT TO:	Executive Board
DATE:	11 April 2019
REPORTING OFFICER:	Strategic Director – Enterprise, Community and Resources
PORTFOLIO:	Physical Environment
SUBJECT:	Adoption of Statement of Community Involvement (SCI)
WARDS:	Borough wide

1.0 PURPOSE OF THE REPORT

- 1.1 This report seeks approval of an updated Statement of Community Involvement (SCI) as part of Halton's Local Plan.

2.0 RECOMMENDATION: That

- 1) the Statement of Community Involvement (Appendix A) be adopted as a Local Plan Document as required by the Town and Country Planning (Local Development) 2004 Regulations;**
- 2) the results of the public consultation, as set out in the Statement of Consultation (Appendix B) are noted; and**
- 3) further editorial and technical changes that do not materially affect the content or intended purpose of the SCI be agreed by the Operational Director, Policy, Planning and Transportation in consultation with the Portfolio Holder for the Physical Environment before the document is published.**

3.0 SUPPORTING INFORMATION

- 3.1 A draft Statement of Community Involvement was approved for the purposes of public consultation by the Executive Board on 13th December 2018 for a period of six weeks (from 3rd January to 14th February 2019). It was resolved that the results of the public consultation exercise and the updated SCI be reported back to the Executive Board. The results of the consultation are set out in Appendix B.
- 3.2 The SCI is a statutory requirement and sets out the ways the Council will involve the local community, stakeholders and statutory bodies in the preparation and revision of Local Plans. The SCI informs the community about how and when they can get involved. The SCI also describes the Council's procedures and arrangements for involving the community when considering planning applications and major proposals for development. Once adopted the procedures contained in an adopted

SCI must be followed for consultation on all Local Plan documents and all planning applications within Halton.

- 3.3 The Council's first SCI was adopted in 2007 and revised in 2013. It is being updated in 2019 because there have been a number of legislative changes to the way that planning documents are prepared.

4.0 POLICY IMPLICATIONS

The SCI has been produced to ensure the Local Planning Authority prepares the Local Plan in accordance with legal requirements.

5.0 OTHER IMPLICATIONS

No other implications.

6.0 RISK ANALYSIS

Preparing the SCI in accordance with statutory procedures will reduce legal and financial risks to the Council.

To continue with the previous SCI entails risk because it has become increasingly out-of-date.

7.0 EQUALITY AND DIVERSITY ISSUES

No equality and diversity implications have been identified.

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

Document	Place of Inspection	Contact Officer
Planning and Compulsory Purchase Act (2004 as amended) Section 18	Planning & Transport Strategy, Municipal Building	Alasdair Cross
Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended)	Planning & Transport Strategy, Municipal Building	Alasdair Cross
Halton Local Development Scheme	Planning & Transport Strategy, Municipal Building	Alasdair Cross



Halton Borough Council Statement of Community Involvement

January 2019



STATEMENT OF COMMUNITY INVOLVEMENT

January 2019

Operational Director
Policy, Planning and Transportation,
Halton Borough Council,
Municipal Building,
Kingsway,
Widnes,
WA8 7QF

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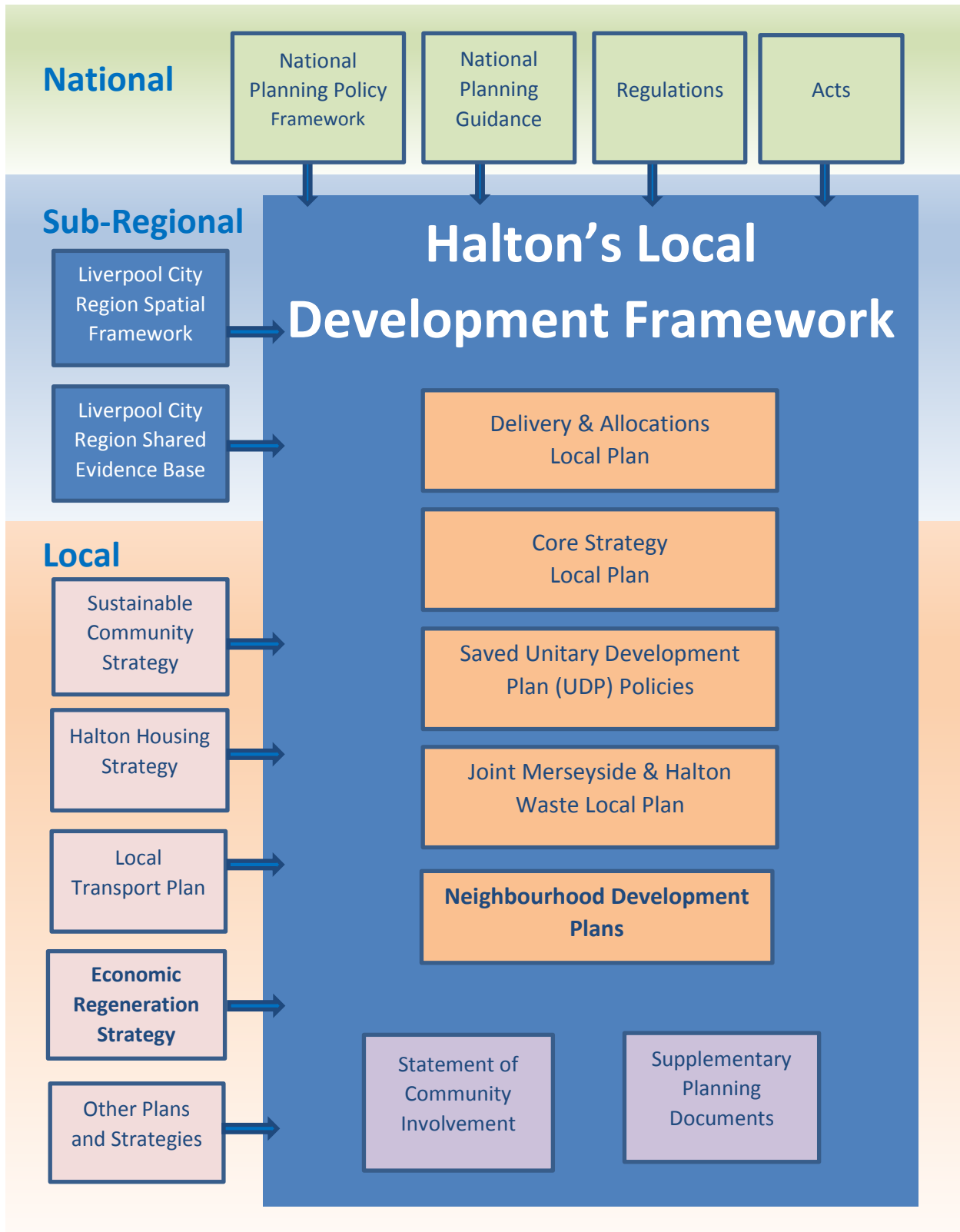
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I. Introduction and Purpose

Our Statement of Community Involvement (SCI): Role and Purpose

- I.1 The role and purpose of the SCI is to provide the community with clarity on the levels of involvement that they should expect in planning processes. This statement explains how the Council will involve the community in planning for the future use of land in the Borough.
- I.2 The Council is responsible for preparing planning documents used to shape the future development of the Borough. Together, these documents are known as the Local Development Framework (LDF). The policies within these documents need to take account of local, regional, sub-regional and national policies, needs and interests. This document is the third Statement of Community Involvement (SCI) Halton Borough Council has produced and is part of the LDF. The first SCI was adopted in 2007 and revised in 2013. The SCI now requires revision because of:
- recent changes in the National Planning Policy Framework, planning regulations and procedures governing plan making.
 - the introduction of the 'Duty to Inform, Consult and Involve' arising from the Local Government & Public Involvement in Health Act 2007,
- I.3 The LDF is a folder made up of a number of;
- Local Development Documents (LDDs),
 - Supplementary Planning Documents (SPDs) and,
 - process documents such as the Authority's Monitoring Report (AMR) and the Statement of Community Involvement (SCI).
- I.4 These plans and documents can be prepared and reviewed separately, increasing opportunities for community involvement, as different LDDs and SPDs will be prepared at different times in response to changing circumstances. The Halton LDF is illustrated in figure 1 below.

Figure 1: SCI Policy context



Statutory basis for this Statement of Community involvement (SCI)

- 1.5 The requirement to prepare a SCI was introduced by section 18 of the Planning and Compulsory Purchase Act 2004.
- 1.6 The functions specified for the purpose of SCI's are the Council's functions relating to:
- The preparation and revision of Local Plans and other Local Development Documents (including joint Local Development Documents) and
 - The provisions relating to the control of development in Part 3 Town and Country Planning Act 1990.

What are the legal requirements?

- 1.7 Details of consultation required during the preparation of the documents covered by the SCI are set out in various Acts, Statutory Instruments and policy documents, including;
- The Planning and Compulsory Purchase Act 2004, Section 18 (Part 1), sets out the requirement for LPAs to produce a Statement of Community Involvement;
 - The Town and Country Planning (Local Planning) (England) Regulation's 2012 (as amended) set out the minimum requirements for consultation on planning policy documents;
 - The Town and Country Planning (Development Management Procedure) (England) Order 2015 sets out the minimum requirements for consultation on planning applications;
 - The Localism Act 2011, Sections 110, sets out a "Duty to Co-operate" between public bodies on planning issues that cross administrative boundaries;
 - The National Planning Policy Framework (NPPF) 2018 sets out the importance of community involvement and multi-agency consultation, and further emphasises the importance of cross-boundary co-operation.
 - The Community Infrastructure Levy Regulation's 2010 (as amended) set out the minimum requirements for consultation on the Community Infrastructure Levy;
 - Section 69 of the Planning (Listed Building and Conservation Areas) Act 1990 sets out the need to periodically review Conservation Area designations in consultation with the community;
 - The Town and Country Planning Act 1990, Section 199, sets out the need to consult persons and consider representation and objections in relation to Tree Preservation Orders (TPOs)

2. Regulatory Framework

- 2.1 The Council's first SCI¹ was prepared in the context of the Town and Country Planning (Local Development) (England) Regulations 2004² (as amended). It was first adopted in July 2007 and subsequently revised in 2013.
- 2.2 The Government has since made changes to the planning process through legislation³ and associated revised regulations⁴, together with revised policy in the National Planning Policy Framework (NPPF)⁵. This fourth version of the SCI has been prepared in the context of these changes and to ensure that the legal requirements for community involvement will be met.
- 2.3 The requirements set out in the regulations can be summarised as follows:
- Formal consultation for a defined period: this must be for a minimum of six weeks for Local Development Documents (LDDs) and four weeks for Supplementary Planning Documents (SPDs).
 - Notification and issue of information to specific consultation bodies which the Council considers would have an interest in the subject matter.
 - Notification to 'general' consultees which the Council considers appropriate or have expressed an interest in the preparation of a LDD or SPD and whose details are held on the LDF database.
 - Information made available on the Council's website.
 - Make information available at 'deposit locations'.
 - Publish a statement setting out who has been consulted during the preparation of the LDD and how the consultation was undertaken. The statement will also include a summary of the main issues raised and details as to how the issues have been addressed in the document.
 - Publish an adoption statement on the website, and inform to consultees who had requested to be notified of the adoption of a LDD document.
- 2.4 The Localism Act 2011 requires all LPAs to engage with neighboring authorities and other statutory bodies to consider joint approaches to plan-making. Halton Council is committed to fulfilling its Duty to cooperate and works closely with neighbouring authorities and other partner organisations and stakeholders. Regulation 4 of the Town

¹ HBC (2007) Statement of Community Involvement

² CLG (2004) Town and Country Planning (Local Development)(England) Regulations

³ CLG (2008) The Planning Act

⁴ CLG (2012) Town and Country Planning (Local Planning)(England) Regulations 2012 (as amended)

⁵ CLG (2018) National Planning Policy Framework (as amended)

and Country Planning (Local Planning) (England) Regulations 2012 lists the Duty to Co-operate 'prescribed bodies'.

- 2.5 A number of documents are also relevant to the preparation of the SCI these include:
- Halton Borough Council Sustainable Community Strategy 2011-2026 which sets out the Council's approach to community engagement; and
 - The Halton Local Development Scheme (LDS) – this sets out the timetable for the preparation of planning policy documents
- 2.6 Nothing in this SCI overrides any statutory provision relating to the preparation, adoption or revision of local development documents (including joint local development documents).

3. How to interpret this document

- 3.1 This document is divided into four sections to reflect the requirements of Section 18 Planning and Compulsory Purchase Act⁶. Part C and Part D to reflect the Localism Act (2011) and the Neighbourhood Planning (General) Regulations 2012 (as amended).

Part A : Local Plans

Deals with the preparation and revision of Local Plans and other local development documents (including joint local development documents and supplementary planning documents).

Part B : Development Management

Deals with the provisions relating to Development Management, i.e. the control of development as set out in Part 111 of the Town and Country Planning Act 1990⁷.

Part C : Neighbourhood Plans

Deals with the preparation and revisions of Neighbourhood Plans and Local Development Orders.

Part D : Community Infrastructure Levy

Deals with the preparation and introduction of the Community Infrastructure Levy (CIL).

⁶ [HMSO \(2004\) The Planning and Compulsory Purchase Act](#)

⁷ [HMSO \(1990\) The Town and Country Planning Act](#)

PART A: Local Plans

Preparation and Revision of Local Plans and other Local Development Documents

4. Community Involvement in the Local Development Framework

- 4.1 Halton Borough Council is responsible for preparing a LDF to guide development in the borough. At the time of writing in 2018, the Core Strategy Local Plan is the overarching strategic planning document. The LDF also includes the saved policies from the Halton Unitary Development Plan (UDP)⁸ and a range of adopted SPDs. These documents will be in place until superseded by the adoption of new local plans which are subject to examination in public by an independent inspector appointed by the Secretary of State.

Key Contacts and LDF Consultation Database

- 4.2 The Council holds a database of contact details for organisations and community groups. It contains details of statutory organisations and people who have responded to previous consultations or have requested to be informed of the production of LDDs, SPDs and/or supporting documents. This is a 'live' database, updated on a regular basis as requests for inclusion or removal are received. All data held is pursuant to the principles of the Data Protection Act⁹ (1998).
- 4.3 To subscribe, see <https://halton.me/planning-contact/>

⁸ HMSO (2011) The Localism Act

⁹ HMSO (2012) Neighbourhood Planning (General) Regulations (as amended)

When and how can the community get involved in the production of the LDF documents?

Local Development Documents

- 4.4 Each Local Development Document (LDD) that the Council prepares has to go through a number of stages, with informal and formal consultation stages taking place along the way. The stages are described below and illustrated in Figure 2.

Scoping and Pre-Production

- 4.5 The Council will seek the involvement of relevant groups in the formation of evidence; this will be used to support planning policies. The Council will ensure that based upon the relevance to the subject of the LDD. Those who have expressed an interest in the subject area when subscribing to the consultation database may be consulted.
- 4.6 Information relating to the formal ‘scoping’ stage (Reg 18) will be made available for viewing at deposit locations (as listed in Section 10) and made available on the Council’s website. As a method of reducing duplication and achieving greater efficiency, the Council anticipates that multiple documents may be consulted upon at one time.
- 4.7 Planning Authorities must undertake a Strategic Environmental Assessment (SEA) on documents which are likely to have significant environmental effects under European Directive 2001/42/EC¹⁰. It is also mandatory for LDDs to produce a Sustainability Appraisal (SA)¹¹. The SA process ensures that we assess the environmental, economic and social effects of policies and proposals as the LDD is being produced. The overall aim is to check whether our policies and plans are contributing towards achieving sustainable development. The SA takes place alongside the preparation of a Local Development Document and includes opportunities for involvement at key stages of the document’s production. Whilst the SA and SEA tests are distinct, it is possible to carry them out in one appraisal process. During formal consultation(s) in the production stage of a LDD the SA and SEA will be made available at deposit locations and on the Council website.

Production

- 4.8 Using evidence previously gathered or commissioned, the Council will begin work on preparing a draft document that;

¹⁰ European Union Directive (2001) The European SEA Directive 2001/42/EC

¹¹ Sustainability Appraisal

- a) has considered alternative approaches and is justified in the selected approach, and;
 - b) is underpinned by both the evidence base and SA.
- 4.9 The draft LDD will be subject to a six week public consultation period. Appropriate stakeholders, and those individuals with an identified interest in the topic/document subscribed to the LDF notifications system (consultation database) will be contacted. The draft LDD and supporting documents will be placed at deposit locations and will be made available on the Council website.
- 4.10 Representations received during the public consultation will be taken into consideration and the LDD altered as appropriate. A concise report called a 'Statement of Consultation' will be prepared summarising the representations received and how they are to be, or have been, addressed in the subsequent 'submission' version of the LDD.

Submission - Examination

- 4.11 The 'submission' version of the LDD, the SA and supporting documents will be placed at deposit locations and on the Council website. These documents will also be sent to the Secretary of State. Representations can be made at this stage, however, they will not be considered by the Council, but by an independent Inspector, appointed by the Secretary of State, who will hold a public examination.
- 4.12 At least six weeks before the examination hearing sessions begin all details of the hearing sessions will be advertised in the local press and on the Council website. This information will include times, dates and the location of the examination and the name of the inspector appointed.
- 4.13 It is at the inspectors' discretion as to whether a 'pre examination' meeting is called. This would take place 8 weeks prior to the start of the examination hearing sessions.
- 4.14 It is at the Inspector's discretion as to what issues they wish to cover in the Hearing Sessions, whether to hold Hearing Sessions and whom may be invited to take part in any Hearing Sessions.

Adoption

- 4.15 Following an examination, the Inspector will produce a report which informs the Council of their findings. If no major changes to the LDD are required the Council can proceed to adoption. If major changes are required these will be subject to a six week public consultation.

- 4.16 The Council will produce an adoption statement; this will be available on the Council's website. A notification letter will also be posted to all consultees that have previously requested to be notified of the adoption of the LDD.

Figure 2: LDD production stages

DPD Preparation Stage	Reg Number	Purpose	Consultation Required?	Publicity Required?
Evidence gathering	-	Gather evidence in order to identify the issues and opportunities for development in the Borough	As necessary for each evidence document	As necessary for each evidence document
Scoping	Reg 18	Notify persons/groups of the subject of the DPD and invite them to make representations about the content of the DPD	Yes	Yes
Issues and Options	-	Gathering evidence on the issues and options for suggested policy directions and undertaking initial work on the Sustainability Appraisal. Notify persons/groups of the issues for the DPD and invite them to make representations. If consulted upon, comments received will inform the next stage.	Optional (requirement removed by the 2012 Regulation's)	Optional (requirement removed by the 2012 Regulation's)
Preferred Options	-	To prepare a draft document taking into account the comments made at Issues and Options and produce a Sustainability Appraisal.	Optional	Optional
Publication	Reg 19 Reg 20	Prepare a final draft document taking into account the comments made at any previous stages, along with a Sustainability Appraisal.	Yes	Yes
Submission of a DPD to the Secretary of State	Reg 22	All representations received at Publication stage will be collated, summarised and forwarded to an independent Planning Inspector	No	Yes
Independent Examination	Reg 24	The EiP considers the soundness of the DP, which includes an assessment of whether the LPA has considered the views of the community and met the requirements of the SCI	No	Yes
Main Modifications		The Planning Inspector may recommend modifications to the DPD in order to make	Yes	Yes

		it pass a test of soundness. Any comments received will be considered by the Planning Inspector		
Publication of Inspectors Report / Adoption of the DPD	Reg 25 Reg26	Subject to the recommendations of the Planning Inspector, the Council will adopt the DPD as soon as practical and will notify consultees of the publication of the Inspectors Report and adoption of the DPD.	No	Yes
Monitoring and Review		Annual Monitoring will track the performance of policies and to advise on necessary adjustments	No	No

Supplementary Planning Documents (SPD)

- 4.17 Supplementary Planning Documents are produced to provide more detailed planning policy guidance to applicants or their agents seeking planning permission. They supplement existing Local Development Documents. The following section describes when and at what stage public consultation takes place in the production of an SPD and is illustrated in figure 3 below.
- 4.18 Unlike a LDD, an SPD is not required to be examined by the Secretary of State, as the content of the SPD is intended to ‘supplement’ policies within a LDD which will have undergone an examination in public.

Pre-Production

- 4.19 At this stage evidence is gathered to support policies to be written. As previously stated SPDs supplement existing LDD policies or saved Unitary Development Plan (UDP) policies. Therefore, it is likely that some evidence will already exist which will be used in the preparation of the SPD. Where additional evidence is required, consultation will occur with groups/ departments/ organisations who have expressed an interest in the SPD subject or who are associated with the subject, for example, the Hot Food Takeaway SPD consultation was undertaken with Environmental Health.

Production

- 4.20 A draft SPD is prepared and is subject to a minimum four week consultation period. Appropriate stakeholders stored on the LDF database and any organisation or person requesting to be kept informed of the production of SPDs will be contacted and informed that the SPD is available at deposit locations. The SPD consultation will be advertised and made available on the Council’s website.

- 4.21 In accordance with Regulation 17 (d)(i) of the Town and Country Planning (Local Planning)(England) 2004 Regulations 2012¹² a 'Statement of Consultation' will be produced. This will list all representations received as a result of the consultation and will explain how they have been taken into consideration and, where appropriate, the SPD altered.

Adoption

- 4.22 Following an internal approvals process, the statement of consultation and an adoption statement will be made available on the Council website and at deposit locations. An adoption statement will be sent to any person who had requested to be notified of the adoption of the SPD.

Figure 3: SPD production stages

SPD Preparation Stage	Reg Number	Purpose	Consultation Required?	Publicity Required?
Evidence gathering	-	Gather evidence in order to the SPD	No	No
Scoping/Issues	Reg 12(a)	To set the scope of and identify issues. Comments will inform the next stage of the SPD.	Informal/ limited to bodies who have expressed an interest in the subject	Optional
Public participation on draft SPD	Reg 12(b) Reg 13	To prepare the draft SPD Publish consultation statement (Reg 12(a)) and draft SPD, invite representations on the draft SPD. Comments will inform the next stage of the SPD	Yes	Yes
Final SPD	-	To produce the final SPD	No	No
Adoption of the SPD	Reg 14	Adoption of the SPD	No	Yes
Monitoring & Review		Annual Monitoring will track the performance of policies and to advise on necessary adjustments	No	No

¹² CLG (2012) Town and Country Planning (Local Planning)(England) Regulations (as amended)

PART B: Development Management

Community Involvement in Planning Applications

5. Provisions relating to the control of development in Part 111 Town and Country Planning Act 1990.

- 5.1 The planning application process involves the making, consideration and determination of applications for “development” which can be either building works or a material change of use. There are also other types of applications that do not involve development but fall under the management of the local planning authority and include applications for advertisement consents and listed building consents.

Timescales

- 5.2 The government sets targets for the time taken to determine planning applications. These are currently 13 weeks for major applications and 8 weeks for all others. If an Environmental Impact Assessment is required as a result of the scale of development, then this period will extend to 16 weeks.

Permitted Development

- 5.3 Not all “development” requires a planning application for planning permission. Some works can be carried out as “Permitted Development” whereby planning permission is automatically granted by the Town and Country Planning (General Permitted Development) (England) Order 2015. Similarly, not all advertisements require consent from the Council; certain types of advert may be displayed with “Deemed Consent”.

If you are unsure whether or not you require planning permission, or other planning related consents please visit

https://www.planningportal.co.uk/info/200125/do_you_need_permission

The Planning portal provides a useful link to an interactive house.

- 5.4 For up-to-date information on how to make a planning application, guidance can be found on our website

<https://www3.halton.gov.uk/Pages/planning/applyforplanning.aspx>

Pre Application Advice

- 5.5 Halton Borough Council welcomes and encourages applicants and developers to see pre-application advice from the Council prior to the submission of a formal planning application. There are a number of benefits in seeking advice before making an application, including:
- Providing early guidance on the planning policies relevant to your development and help to understand how these policies apply to your proposal;
 - Identifying if there is a need for specialist information such as a tree survey, flood risk assessment, ecological assessment.
 - Enabling proposals to be changed and potential problems overcome before an application is submitted, saving time during the application process and minimising the risk of planning permission being refused.
 - Ensuring you know what information is required to submit the application
 - Identifying and addressing issues at pre-application stage can save time when an application is submitted and may result in a quicker decision.

In summary, pre-application discussion can help deliver a higher quality of application which improves the chance of successful outcomes.

What is required when submitting a pre-application enquiry?

- 5.6 Normally pre-application enquiries require the submission of sketch drawing and other relevant detail and applicants are asked to fill in forms which are available on the Council's website. We aim to provide a response within 28 days wherever possible, we will advise on the likelihood of gaining an approval on an informal basis.
- 5.7 The schedule of charges for pre-application advice and the pre application procedure can be found on the Council's webpages at:
<https://www3.halton.gov.uk/Pages/planning/Get-Planning-Advice.aspx>

How will the Council consult on pre-application enquiries?

- 5.8 For major pre-application enquiries the Council may seek advice from statutory consultees in order to provide comprehensive pre-application advice.
- 5.9 During pre-application discussion officers will advise developers on whether we feel the proposal would benefit from a process of community involvement before the application is submitted. National Planning Practice Guidance advises that "pre application engagement with the community is encouraged where it will add value to the process and the outcome." The Council understands that different types of

development will require public consultation to be tailored to suit the individual circumstances, however on major schemes a developer would be expected to consider holding a public meeting, exhibition and leaflet drop in the local area. Appropriate consultation plans can be agreed at pre application stage.

- 5.10 Community consultation measures are not necessary for small scale applications for example a house extension or single dwelling. However, we emphasise with applicant/developers the benefits to be gained from discussing proposals with neighbours.

Development Management

- 5.11 The Council exercises its development management function in the public interest and is committed to publicising and consulting on planning applications. Upon receipt of a planning application the Council will undertake a period of formal consultation.
- 5.12 Dependent upon the type of application being considered, the Council is also required to consult various organisation and bodies and to invite them to make a representation, as set out in the Town and Country Planning (Development Management Procedure Order) (England) (2015) (DMPO).
- 5.13 The main type of consultation groups include:
- Public
 - Statutory Consultees
 - Non Statutory Consultees
- 5.14 The level of consultation associated with planning applications, will be proportionate to the type and scale of planning applications being determined. The Council will meet legal requirements with regards to publicity.
- 5.15 The following regulations set out public consultation:
- Town and Country Planning (Development Management Procedure) (England) Order 2015
 - The Planning (Listed Building and Conservation Areas) Regulations and The Planning (Listed Buildings and Conservation Areas) Act 1990
 - The Town and Country Planning (Environmental Impact Assessment) Regulations 2017

The regulations state how the consultation should be undertaken whether by site notice or individual neighbour notification.

- 5.16 Neighbour notification by letter is the principal method of consultation for most planning applications. Letters are sent to all owners/occupiers of properties that

immediately adjoin the boundary of the application site. Where the Council is unsure of the owner of an adjoining site a site notice will be displayed.

- 5.17 A press notice is also required for the following types of applications:
- Erection of 10 or more dwellings, or a site areas of 0.5 ha or more
 - Erection of 1000 sqm of floor space or site area of 1 ha or more
 - An application accompanied by an Environmental Impact Statement
 - A departure from the Local Plan
 - A development that would affect a public right of way under part III of the Wildlife and Countryside Act 1981
 - Development affecting the character or appearance of a Conservation Area
 - Development affecting the setting of a Listed Building.
- 5.18 Interested parties are given 21 days to respond in writing to the consultation.,
- 5.19 A weekly list of planning applications is available on the Council's webpage, or you can sign up to receive the weekly list via email at <https://webapp.halton.gov.uk/planningapps/>
- 5.20 We consult neighbouring Council's where appropriate and also consult directly any properties in other Boroughs which directly adjoin an application site.

How to comment on a planning application

- 5.21 Planning applications can be viewed in on the Council's website <https://webapp.halton.gov.uk/planningapps/>
- 5.22 Comments may be made on any planning application, by anyone, regardless of whether or not they were consulted individually. All comments must be made in writing and must contain the name and address of the author. The Council will not take into consideration any anonymous comments received.
- 5.23 Comments received are public information and cannot legally be kept confidential, therefore comment should not include any personal information for example, phone numbers or signatures. Comments should be submitted within the stated identified consultation period,

Notifying you of a decision

- 5.24 A decision on the planning application will be available on the Council webpage, it is the responsibility of the individual who have commented on an application to check the status of the application on the web page as people who have commented on an application are not notified that a decision has been made.

PART C

6. Neighbourhood Plans and Neighbourhood Development Orders

What is Neighbourhood Planning?

- 6.1 Introduced by the Localism Act 2011 supported by the Neighbourhood Planning (General) Regulations 2012 (as amended), Neighbourhood planning offers communities three new planning tools intended to support community-led growth and development.
- 1) Neighbourhood Development Plans
These Plans allow communities to establish general (non-strategic) planning policies for the development and use of land within a defined neighbourhood area and so influence the type, design, location and mix of new development.
 - 2) Neighbourhood Development Orders
This is a community led “order” that grants planning permission in relation to a Neighbourhood Area for development specified in the Order. An order cannot relate to ‘excluded’ development and does not grant building regulations approval.
 - 3) Community Right to Build Orders
This is a particular type of Neighbourhood Development Order that grants planning permission for small-scale, site-specific, community-led developments. It does not remove the need for Building Regulations approval
- 6.2 Neighbourhood Planning is a community-led framework for guiding the future development, regeneration and conservation of an area. It is about the use and development of land and may contain a vision, aims, planning policies and proposals for improving the area, or the allocation of key sites for specific kinds of development.
- 6.3 A Neighbourhood Plan is subject to an independent examination, and if approved by the Examiner a local referendum, in which residents on the electoral register within the designated area can vote. If the Plan or Order is supported by over 50% of the turnout, the local authority must adopt it into its Local Development Framework, thereby representing a material consideration in the determination of planning applications, or “make” the Order so removing the need for separate planning permission.
- 6.4 The Neighbourhood Plan must be made within 8 weeks of the date of the Referendum. Prior to a draft neighbourhood plan being “made” after succeeding at referendum, it automatically forms part of the development plan, but it would not continue to do so if the Borough Council were to decide it should not be “made”.
- 6.5 Neighbourhood Planning proposals must be;

- In line with local and national planning policies
 - In line with other laws
 - In accordance with the local planning authority plans for growth.
- 6.6 Like local plans, regulations cover neighbourhood plan/orders preparation, including consultation requirements. Regulations also cover the referendum stage. The council's role is to provide advice and support to groups developing a plan. Up to submission of the final draft ('proposed submission') plan, it is the Parish council/qualifying body that is responsible for public consultation and engagement in its preparation.

Borough Council support for Neighbourhood Plans

- 6.7 The Borough Council will seek to provide proportionate support to 'qualifying bodies' seeking to prepare a Neighbourhood Plan, where the level of support does not adversely impact on the delivery of the Council's own Local Development Scheme.
- 6.8 Support may include;
- Technical advice on process and procedures
 - Advice on potential scope of the Neighbourhood Plan and interrelationships with existing / emerging higher level policy
 - Interpretation of Borough planning policies
 - Interpretation of evidence base studies / information
 - Provision of housing development requirements
- 6.9 Where appropriate, the Council will consider an informal service level agreement with qualifying bodies to cover information sharing (both ways), procedural issues and intended timetables.
- 6.10 The preparation of a Neighbourhood Plan is the responsibility of the individual qualifying body, and as such the nature, timing and extent of the public engagement is outside the scope of this SCI. The following table sets out the key stages in the preparation of a Neighbourhood Plan, where regulations require the qualifying body to undertake consultation and the duties/roll of the Borough Council.

Neighbourhood Development Plans and Orders		
Key Stages	Opportunities for engagement	
	Qualifying body	Halton Council
<u>Stage 1: Designation of neighbourhood area (and if appropriate neighbourhood forum):</u>		
Qualifying body submits an application to the borough council to designate an area	Before submitting an application to designate the neighbourhood area the qualifying body may decide to consult with the local community about preparing a neighbourhood plan/ order.	<p>Where a parish council applies for the whole of a parish to be designated as a neighbourhood planning area and no existing designations/applications are in place the Council must designate the area, and will publicise the designation.</p> <p>Where another group applies for designation, the Council will formally publicise and consult on the application (minimum consultation period is 4 weeks) and will publish details in relation to the designation or refusal of a neighbourhood area</p> <ul style="list-style-type: none"> • Write to specific, general and all other consultees who the council consider may have an interest. • Make documents available on the council's website, at the HDL offices and other locations as considered appropriate.
<u>Stage 2: Preparing the Draft Neighbourhood Plan/Order</u>		
<ul style="list-style-type: none"> • Develop vision, aims and objectives • Develop communications strategy • Gathering baseline information and evidence • Identify and assess options • Prepare draft Neighbourhood Plan/ 	Qualifying body should undertake ongoing consultation and engagement with the community (those living, working, with an interest in or affected by proposals) and relevant consultees (such as infrastructure providers) as the neighbourhood plan/order is being developed.	

<p>Order and associated documents</p> <p>Ensure compliance with EU obligations If the plan is deemed likely to have significant environmental effects then Strategic Environmental Assessment will be required.</p>	<p>If it is determined that a Strategic Environmental Assessment (SEA) is required for the neighbourhood plan then the Parish Council / qualifying body will need to undertake the SEA.</p>	<p>The Council will carry out an initial screening which lasts for five weeks and involves consulting the statutory consultees.</p>
<p><u>Stage 3: Pre-submission publicity and consultation</u></p>		
<ul style="list-style-type: none"> • Formal consultation stage • After consultation, the qualifying body will consider representations received and amend neighbourhood plan as appropriate • Consultation statement is prepared which details the consultation undertaken, the responses received and any changes as a result. • The Borough Council will continue to provide informal advice and support. 	<ul style="list-style-type: none"> • Qualifying body will formally publicise the draft neighbourhood plan or order and invite representations. • Consultation bodies (outlined in the Neighbourhood Planning Regulations¹³ (Sch1) also need to be consulted. 	<p>The Council may make formal representations in response to consultation</p>
<p><u>Stage 4: Submission of Neighbourhood Plan/Order to Borough Council:</u></p>		
<p>Submission Plan and supporting documents submitted to the council including basic conditions</p>		<p>If the Council finds that the plan or order meets the legal requirements it will formally</p>

¹³ The Neighbourhood Planning (General) Regulations 2012 No. 637 SCHEDULE 1

statement, SEA and consultation statement.		<p>publicise and consult (for a minimum of 6 weeks) as follows:</p> <ul style="list-style-type: none"> • Write to specific, general and all other consultees who the council consider may have an interest. • Make documents available on the council's website, at Deposit Locations as considered appropriate along with any locations suggested by the Parish Council/qualifying body. • Use social media and local media/ press to raise awareness • Collate the representations made to send to the examiner.
<u>Stage 5: Independent examination</u>		
<ul style="list-style-type: none"> • Qualifying body submits plan, relevant documentation and representations to independent examiner. • Following examination, the examiner issues a recommendation to the council and qualifying body. • If the council is satisfied that the Plan/Order meets the basic conditions the neighbourhood plan proceeds to referendum, working with the parish/town council/forum in light of any changes 		<p>The Council will;</p> <ul style="list-style-type: none"> • Write to specific, general and all other consultees who the council consider may have an interest informing them that the examiner's report has been published. • Publish the examiner's report on the council's website

<p>required by the examiner.</p> <ul style="list-style-type: none"> • If the council doesn't think the basic conditions have been met, they will work with the qualifying body to determine the way forward. 		
<p><u>Stage 6 : Referendum plan/order</u></p>		
<p>Referendum version of the neighbourhood plan/order made available by the council along with associated documents including information statement, examiners report, decision statement and general information document.</p> <ul style="list-style-type: none"> • Results declared after polling has taken place • If there is a positive referendum result the Neighbourhood Plan becomes part of the Development Plan immediately. 	<p>Qualifying body can raise awareness of referendum through publication of <i>neutral promotional material</i>.</p>	<p>Council makes arrangements and publishes notice for the referendum setting out the relevant information and associated documents in line with legislative requirements. These documents will be made available on the council's website, council offices, local library and parish council office along with any locations suggested by the qualifying body.</p> <ul style="list-style-type: none"> • A person is entitled to vote if at the time of the referendum, they meet the eligibility criteria to vote in a local election for the area and if they live in the referendum area. • Council declares result of referendum on website and via social media.
<p><u>Stage 7: Making the neighbourhood plan/ order</u></p>		
<p>If more than 50% vote in favour, the Borough council 'makes' the plan via Council resolution.</p>		<p>The Council will;</p> <ul style="list-style-type: none"> • Publish the Neighbourhood Plan, adoption statement and SEA adoption statement (where relevant) on the council's website, at the council offices and other locations as considered

		appropriate. A copy of the adoption statement will be sent to specific, general and all other consultees who the council consider may have an interest.
<u>Stage 8: Monitoring and Review</u>		
The Neighbourhood Plan sets out the period for which it has effect. Qualifying bodies in areas where policies in a made neighbourhood plan have become out of date may decide to update their plan, or part of it before the end of the plan period.	The process for the 'making' of a replacement plan/order is the same as the process for the making of the existing plan/order. A streamlined procedure for modification of a neighbourhood development plans/orders where the proposed modifications would materially affect the policies in the plan/order, but would not be as significant or substantial as to change the nature of the plan is also possible.	The Council will advise on the options, process and timing for reviewing neighbourhood plans.

PART D

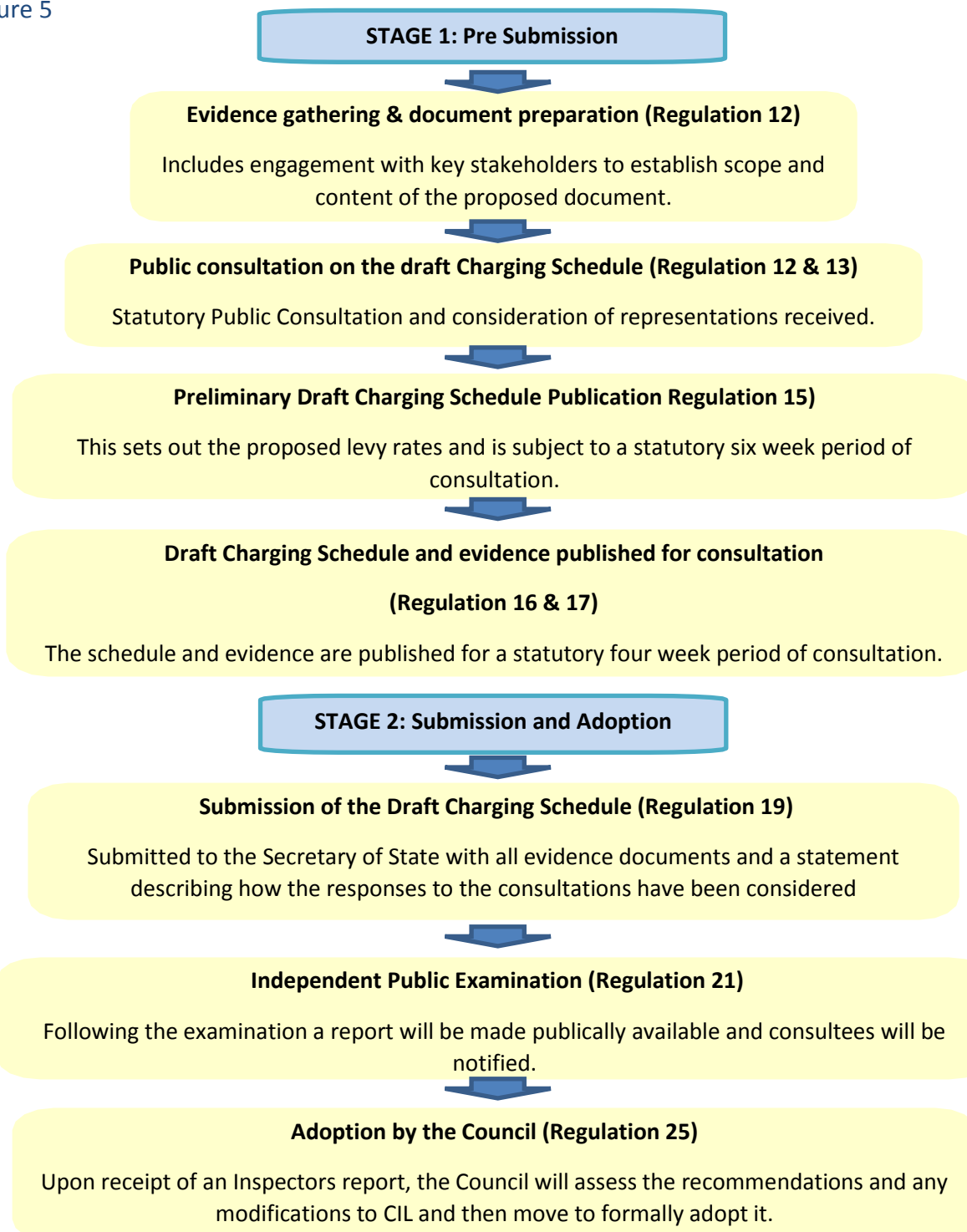
7. Community Infrastructure Levy (CIL)

- 7.1 There are CIL Regulations¹⁴ that prescribe the steps that need to be undertaken in the preparation of a CIL Charging schedule, as described in figure 5 below. The procedures for preparation, consultation, submission and examination are very similar to those for the preparation of Local Development Documents which collectively form Halton's Local Plan.
- 7.2 Initial preparation of a draft CIL involves engagement with key stakeholders to establish the scope and content of the CIL. The Council will prepare a preliminary draft and this will then be consulted on for a period of 6 weeks. Following this, the Council will consider the representations received and prepare a Draft Charging Schedule. This is then consulted upon for a further statutory six week period
- 7.3 If there are any modifications following consultation on the Draft, there will be another consultation for at least 4 weeks.
- 7.4 Following the consultation period, the Draft Charging Schedule will be submitted to the Secretary of State together with all supporting evidence documents and a statement setting out how the council have considered representations received following each consultation stage, This statement will clearly explain how the responses have been considered by the Council, and how or if the schedule has been amended as a result.
- 7.5 An independent examination of the CIL by a Government appointed Inspector, will be arranged. Members of the public, stakeholders and the Council are able to attend. The purpose of the Examination is to consider the "soundness" of the Community Infrastructure Levy and whether it meets the legal requirements as set out in the relevant legislation and regulations. The conduct of the Examination is usually hearing sessions whereby representors can present their comments orally to the inspector during the sessions. The Examination may, however, be wholly by written representations; this will be determined by the Inspector. During the Examination the Inspector may pose additional questions to the Council and other representors to help his/her understanding of the issues. These questions and the responses given will be made publically available, usually on the Council's website. The Examination may result in modifications being required in order to make CIL 'sound'. If these modifications are deemed to be significant 'material changes' to the schedule then the Inspector may advise that the Council undertakes a further round of public consultation on these changes. This consultation will usually be for six weeks.
- 7.6 Following the Examination, the Inspector will prepare a report on the CIL and make recommendations and or modifications which are required before CIL can be adopted. This report will be made publically available and consultees will be notified.

¹⁴ CLG (2010) The Community Infrastructure Levy Regulations (as amended)

- 7.7 Upon receipt of an Inspectors report, the Council will assess the recommendations and any modifications to CIL and then move to formally adopt it. The Council will produce and Adoption Statement, advertise that the Schedule has been adopted and make the document available for public inspection at the main Council Planning Offices and on the Council website.

Figure 5



8. Further Planning Advice

- 8.1 The Royal Town Planning Institute (RTPI) is helping to encourage public participation in planning issues by setting up a Planning Aid system in every region. The advice offered to community groups and individuals is complementary to the advice given by the local authority. Planning Aid England provides free, independent and professional planning advice to communities and individuals who cannot afford to pay professional fees:

Planning Aid England (PAE)

Tel: 020 7929 9494

(www.rtpi.org.uk/planning-aid)

- 8.2 The planning portal is a web based source of planning information. (www.planningportal.gov.uk). The information provided allows members of the public to learn more about how the planning system works and find out how they can become involved. The planning portal provides comprehensive information for both planning policy and development control/development management.

9. Monitoring

9.1

The Council will maintain the LDF consultation database which will continue to be the main source to identify individual consultees for future consultation exercises. The Council will seek to work with partners and land owners to pursue delivery against the Vision and Strategic Objectives of the Sustainable Community Strategy and Core Strategy Development document within the LDF.

10. Availability of Consultation Material

- 10.1 All consultation material, supporting background and evidence base documents will be published on the Council website.
- 10.2 All consultation material will be made available in Halton Direct Link offices and in all Halton's libraries. The location and opening times of the Councils offices and libraries can be found online at: <http://www3.halton.gov.uk/educationandlearning/libraries/>

SCI Consultation Representations Received

Consultation period: 3rd January 2019 to 14th February 2019

Date of consideration of representations: 15th February 2019

A total of 13 representations were received following the consultation of the Statement of Community involvement (SCI) Consultation Draft. No changes to the content of the document have been received.

Note – All paragraph and page references relate to the numbers as set out in the consultation draft

Representors	Section/paragraph/page no	Comment Summary	Response	Action
The Canal & River Trust	All	The Canal & River Trust (the Trust) are a statutory consultee on Development Management, for planning applications within our notified boundary. We are not a statutory consultee on Planning Policy, but are keen to be involved and consulted on such matters. Having reviewed the Statement of Community Involvement, the Trust have no comments to make.	Comments acknowledged	None Required
The Equality and Human Rights Commission	All	The Commission does not have the resources to respond to all consultations, and it is not our practice to respond to consultations on local plans or infrastructure projects unless they raise a clear or significant equality or human rights concern. No comments	Noted	None Required
Northern Rail	All	No comments	Noted	None Required
The Marine Management Organisation (MMO)	All	The Marine Management Organisation (MMO) is a non-departmental public body responsible for the management of England's marine area on behalf of the UK government. The MMO's delivery functions are; marine planning, marine licensing, wildlife licensing and enforcement, marine protected area management, marine emergencies, fisheries management and issuing European grants. No specific comments on the SCI.	Noted	None Required
Storey Homes	All	No comments	Noted	None Required

Appendix B

St Helens Council	All	No Comments	Noted	None Required
Mr Phillip Doyle	All	No Comments relating to the SCI	Noted	None Required
Mrs Julie Doyle	All	No Comments relating to the SCI	Noted	None Required
Historic England	All	<p>Historic England is the Government's statutory adviser on all matters relating to the historic environment in England. We are a non-departmental public body established under the National Heritage Act 1983 and sponsored by the Department for Culture, Media and Sport (DCMS). We champion and protect England's historic places, providing expert advice to local planning authorities, developers, owners and communities to help ensure our historic environment is properly understood, enjoyed and cared for.</p> <p>Thank you for consulting Historic England on the above document. At this stage we have no comments to make on its content.</p>	Noted	None Required
Natural England	All	<p>Natural England is a non-departmental public body. Our statutory purpose is to ensure that the natural environment is conserved, enhanced, and managed for the benefit of present and future generations, thereby contributing to sustainable development.</p> <p>We are supportive of the principle of meaningful and early engagement of the general community, community organisations and statutory bodies in local planning matters, both in terms of shaping policy and participating in the process of determining planning applications.</p> <p>We regret we are unable to comment, in detail, on individual Statements of Community Involvement</p>	Noted	None Required
Highways England	All	Acknowledged receipt, no comments received	Noted	None Required
Cheshire West and Chester	All	Acknowledged receipt no comments received	Noted	None Required
Civil Aviation Authority	All	Acknowledged receipt no comments received	Noted	None Required

REPORT TO:	Executive Board
DATE:	11 April 2019
REPORTING OFFICER:	Strategic Director, People
PORTFOLIO:	Health and Wellbeing
SUBJECT:	Halton's Homelessness Strategy 2019-2024
WARD(S)	Borough-wide

1.0 **PURPOSE OF THE REPORT**

1.1 To present the draft Homelessness Strategy and Delivery Plan

2.0 **RECOMMENDATION: That Executive Board**

- 1) **note the contents of the report and appendices; and**
- 2) **approve the Strategy Review and Action Plan in accordance with statutory requirement.**

3.0 **SUPPORTING INFORMATION**

3.1 The draft Halton Homelessness Strategy covers the period 2019-2024, and supersedes the Halton Homelessness Strategy 2013-2018. Under the Homelessness Act 2002 it is a requirement for each local authority area to produce a 5 year strategy, reviewed annually.

3.2 The strategy highlights developments in the legislative and policy framework, in particular the introduction of the Homelessness Reduction Act 2017, since the previous strategy was implemented.

3.3 This local strategy follows the national approach of **protect** housing options, **prevent** homelessness, **resolve** homelessness when it is unavoidable and **avoid** repeat homelessness.

3.4 The strategy addresses the demands as a result of trends identified in homelessness presentations, acceptances and temporary accommodation. Over the last 5 years there has been an 88% increase in the number of people presenting as homeless (since 2013/14), as shown in the table below.

	2013/14	2014/15	2015/16	2016/17	2017/18
3.5 Statutory homelessness presentations	197	249	177	320	372
Statutory homelessness acceptances	46	42	20	36	24
Use of Bed & Breakfast	0	0	0	0	0
Homelessness Prevention	744	798	987	1,095	960
Advice and assistance	1781	1897	1887	1616	1920

3.6 Consultation took place with people who use services and key stakeholders to identify 'what good looks like', what works and what is yet to be done.

3.7 The strategic priorities for the council and partners to work towards were identified, in order to comply with legislative requirements and respond to local need, and are stated in the document. Actions that are described in the delivery plan include:

- **Protect– attracting new landlords to the local market, working with landlords to increase and promote housing options, support for landlords in maintaining tenancies**
- **Prevent - Identifying people/households at risk of homelessness – Working with partners to identify those most vulnerable earlier, in particular asylum seekers and refugees, young people and those with mental, and other health, conditions**
- **Resolve – continue to work with stakeholders to develop a coordinated and seamless support offer.**
- **Avoid – A whole systems approach to tackling the determinants of homelessness, developing local initiatives to counteract the impact of benefit reforms and supporting people towards employment by accessing employment, learning and skills training opportunities. Working in partnership with health, social care, education, children's social care, police and probation services, voluntary sector agencies, registered social landlords and the private rental sector.**

4.0 POLICY IMPLICATIONS

4.1 The strategy is reflective of the legislative requirements, best practice and local policy framework. The Localism Act 2011 and Homelessness Reduction Act 2017 have policy implications and will

impact upon the shape of future housing provision and allocation of accommodation within the private rented sector.

4.2 The primary legislation listed below represents the recent history of the new powers arising from the Localism Act 2011. The policy will fully comply with the following legal requirements:

- Housing Act 1996
- Homelessness Act 2002
- Homelessness Code of Guidance 2006
- Equality Act 2010
- Localism Act 2011
- Suitability of Accommodation Order 2012
- Homelessness Reduction Act 2017

5.0 **OTHER/FINANCIAL IMPLICATIONS**

5.1 The financial implications of delivering the Homelessness Strategy are outlined in the Action Plan.

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

6.1 **Children & Young People in Halton**

Homelessness can have an adverse impact on the wellbeing of children and young people with educational attainment being affected by adverse residential mobility. The prevention focus of the Strategy will ensure that families with children are assisted swiftly to ensure minimal disruption. In addition, the Strategy recognises that homelessness amongst young people in Halton is a particular problem and therefore includes priorities to strengthen joint working to ensure this group is provided with the most appropriate support by the relevant agencies.

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

The lack of a settled home can adversely impact an individual's ability to find and sustain employment – the Strategy's focus on homelessness prevention allows people to remain in their homes wherever possible.

6.3 **A Healthy Halton**

The Homelessness Strategy places emphasis on the links between health and homelessness and one of the strategy objectives is specifically focussed on this issue. Therefore, implementation of actions contained within the strategy will have positive implications for the health and wellbeing of those experiencing homelessness.

6.4 **A Safer Halton**

Criminal activity can be both a cause and consequence of homelessness and homeless prisoners are more likely to re-offend following release than those who have settled accommodation.

Therefore, the Strategy includes a priority to improve joint working with the police and probation service to address the growing housing need for offenders.

6.5 Halton’s Urban Renewal

The presence of rough sleeping can have a negative impact on the environment and the Strategy seeks to continue to ensure that this does not pose an issue for Halton.

7.0 RISK ANALYSIS

7.1 If the homelessness grant funding were to be reduced or ceased completely, it would adversely affect the ability of the Housing Solutions Team to offer a range of housing options and would impact upon performance and service delivery

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 Halton Borough Council is an equal opportunities organisation. All housing support services are required to demonstrate that they embrace and comply with the Equality Act, and services are monitored to ensure this is the case.

9.0 REASON(S) FOR DECISION

9.1 It is a statutory requirement that all areas should develop and publish a Homelessness Strategy to cover a five-year period. This draft strategy meets that requirement.

10.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

10.1 There are no alternative options that have been considered. The draft strategy has been developed following consultation with key stakeholders and people who use services, and meets the requirements of national and local strategic priorities.

11.0 IMPLEMENTATION DATE

11.1 This draft Strategy will be implemented as from the date of final approval given by the Executive Board.

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

Document	Place of Inspection	Contact Officer
Homelessness Strategy	Housing Solutions	Patricia Preston

Halton's Homelessness Strategy 2019-2024

Executive Summary

Homelessness has a direct effect on the health and wellbeing of people affected. It also affects the overall sustainability of neighbourhoods due to lack of settled communities, lack of continuity of schooling and reduction in community cohesion.

Some personal experiences can make people more vulnerable to homelessness. These include poor physical health, mental health problems, alcohol and drugs issues, bereavement, experience of care, and experience of the criminal justice system. Further environmental and social factors can include poverty, inequality, housing supply and affordability, unemployment, welfare and income policies.

Under the Homelessness Act 2002, it is a legal requirement for local authority areas to produce a 5 year strategy, which will be reviewed annually. Since the implementation of the previous Homelessness Strategy (2013-2018) there have been significant changes in housing policy at a national level, with the introduction of the Homelessness Reduction Act 2017. The Act further cements the local authority's responsibilities to prevent homelessness, resolve situations where someone has found themselves legally homeless and put measures in place to avoid repeat homelessness through providing long term solutions.

Addressing the immediate and long-term social and financial costs of homelessness, can be significant. Putting in place services which prevent homelessness in the first place, and which help people quickly if they find themselves needing support, can help stop these social and financial costs escalating.

By implementing this strategy, the vision is to make Halton a borough where:

- ✓ People are provided with early, targeted advice and intervention to prevent the loss of their accommodation
- ✓ Effective action is taken in a timely manner to relieve homelessness where it has not been preventable
- ✓ People are supported with the issues that can lead to homelessness, to prevent repeat homelessness
- ✓ Stakeholders work together to protect and increase local housing options.

Priority areas have been identified in this strategy to achieve the vision, shown below

Thematic Area	Priority Area	Priority
Avoid	Partnership Working	Adopt a whole system approach to working with supported housing providers and other key stakeholders to manage the impact of reduced housing related support and benefit changes
	Housing market	Work with key stakeholders to ensure homeless households are supported to access long term, affordable housing in the social and private rented sectors.
	Rough Sleepers	Reduce the numbers/impact of rough sleeping through development of Rough Sleeping services in partnership with key stakeholders.
Resolve	Partnership Working	Work with key stakeholders to increase options/alternatives to eviction through developing fair eviction protocols with all local housing providers
	Housing market	Develop sufficient temporary accommodation that meets the predicted future demands of homeless applicants
	Housing First	Work in partnership with the Liverpool City Region and adopt a whole system approach to address homelessness prevention and responses to homelessness
Prevent	Housing Market	Address issues with Universal Credit direct payments, developing local initiatives in the short term
	Partnership working	Increase the role of the 3 rd sector in information provision and signposting
	Partnership working	Develop seamless engagement for people, particularly those with mental health or other health conditions, who may find it difficult to deal with a number of agencies, services and professionals.
	Partnership working	Develop a joined up offer of homelessness prevention through a network of services, including statutory and 3 rd sector support services.
	Housing Solutions and Prevention Services	Equip young people with the necessary life skills required to live independently through enhanced links with other stakeholders, such as education and training.
	Housing Solutions and Prevention Services	Effectively engage with young people to help them feel confident in accessing information, prevention and support services at the right time in the right format for them.
	Housing Solutions and Prevention Services	Develop effective links with Children's Social Care to prevent crisis homeless presentations
	Asylum and	Ensure that the vulnerable client group have access to sustainable

	Refugee	housing and support services
	Health of people at risk of, or experiencing homelessness	Improve the health outcomes of people at risk/experiencing homeless to prevent further escalation of their situation. Working in partnership and devising joined up systems, joint commissioning and education between sectors.
Protect	Housing Market	Offer accommodation and intensive support to vulnerable complex needs clients through the development of a social letting agency as part of the Housing First Programme
	Housing market	Improve services and support for private rented sector to increase landlords/units available

The responsibility for overseeing the implementation of the strategy will lie with the Halton Health and Wellbeing Board. The governance arrangements of that board require regular updates on the delivery and impact of the strategy.

The Homelessness Forum meets on an annual basis, to monitor performance of partners against the strategy delivery plan and identify future priorities.

The Homelessness Partnership Group consists of local statutory and voluntary partners, who meet regularly to address and tackle homelessness issues. The Group will meet quarterly to identify and support partners to take the delegated lead on the delivery plan actions, establish task and finish groups and provide updates in line with progress made, changes to policy or legislative requirements and demands on homelessness services. The Homelessness Partnership Group will identify and review the prioritisation of the actions in the delivery plan in line with changing local need and other influencing factors. The strategy will also be monitored on a quarterly basis by Halton Borough Council's People Directorate's Senior Management Team.

The strategy will also be monitored on a quarterly basis by Halton Borough Council's People Directorate's Senior Management Team.

Contact

For more information about this strategy or housing and homelessness services in Halton, please contact:

Patricia Preston, Housing Solutions Manager patricia.preston@halton.gov.uk

Or visit

www.halton.gov.uk

Forward

Under the Homelessness Act 2002, it is a legal requirement for local authority areas to produce a 5 year strategy, which will be reviewed annually. This strategy follows on from Halton Homelessness Strategy 2013-2018 and associated 5 year action plan. Since the implementation of the previous Homelessness Strategy there have been significant changes in housing policy at a national level, with the introduction of the Homelessness Reduction Act 2017 in April 2018. The Act further cements the local authority's responsibilities to prevent homelessness, resolve situations where someone has found themselves legally homeless and put measures in place to avoid repeat homelessness through providing long term solutions.

This strategy does not stand alone, but works alongside other key strategies of the Council, including the One Halton Health and Wellbeing Strategy and the Halton Borough Council Corporate Plan, in tackling the wider determinants that may affect someone's chances of becoming homeless, such as employment, mental health and life chances.

Building on the successes of the previous strategy, along with new actions and areas of focus, a number of stakeholders will be involved in supporting the Council in the delivery of the action plan during the lifespan of this strategy.

Key stakeholders have been pivotal to the development of the strategy, from public and professionals taking part in consultation to identify priorities, statutory services contributing to the provision of homelessness services and 3rd sector support of our communities. It is these stakeholders, and others, who will play a fundamental part in working with Halton Borough Council to deliver the action required to realise the vision set out in this strategy.

Thank you for reading this strategy, and thank you to the staff and services who contribute to the borough wide vision of a Halton where homelessness is prevented, homelessness is resolved where it has not been able to be prevented, the cycle of repeat homelessness is avoided and housing options are protected.

Councillor Ron Hignett

Portfolio Holder for Physical Environment

The vision for Halton

By implementing this strategy, the vision is to make Halton a borough where:

- ✓ People are provided with early, targeted advice and intervention to prevent the loss of their accommodation
- ✓ Effective action is taken in a timely manner to relieve homelessness where it has not been preventable
- ✓ People are supported with the issues that can lead to homelessness, to prevent repeat homelessness
- ✓ Stakeholders work together to protect and increase local housing options.

Why do we need to focus on homelessness?

Homelessness has a direct effect on the health and wellbeing of people affected. It also affects the overall sustainability of neighbourhoods due to lack of settled communities, lack of continuity of schooling and reduction in community cohesion. Being homeless can make it more difficult for people to obtain work, and losing a job can make homelessness a greater risk. This impacts on the local economy for the wider community, as well as community and individual safety.

In being able to identify the action that needs to be taken in Halton to deliver the strategic vision it is important to understand the reasons why people become homeless, and the impact that it has on them as an individual, family and on wider society.

The definition of people who are homeless does not just include those people who are roofless or living rough; but also includes people who are sometimes described as being “hidden homeless”:

Whilst rough sleeping is the most visible form of homelessness, and when most people think of a homeless person they tend to think of someone sleeping rough on the streets, this is not currently identified as a major issue in Halton. To be legally defined as homeless a person must lack a secure place in which they are entitled to live or not reasonably be able to stay.

People become homeless for lots of different reasons. There are social causes of homelessness, such as a lack of affordable housing, poverty and unemployment; and life events such as a breakdown of a relationship or abuse.

People on low incomes without regular work, lack of proven track record, previous failed tenancies, mental health or substance misuse are unlikely to meet letting agents/landlords vetting procedures and so cannot obtain a private tenancy.

Poor discharge planning for ex-offenders and those with mental health needs have are additional factors contributing to homelessness. Those with complex needs, addiction, negative behaviour, and poor parenting and life skills face particular problems in attaining settled homes and can often fall through the net of services and accommodation provided.

Addressing the health and social care needs of the homeless is clearly very costly and it is arguably more cost effective to prevent homelessness than it is to treat the medical risks and meet the demand on social care services that come with it.

Causes of Homelessness

There are many contributing factors to why people become homeless, most of which are due to circumstances outside of their control. Relationship breakdown and loss of settled accommodation is the main reason people give for losing their home, but there are often many hidden factors that have led to them becoming homeless, some of which are shown below.



Some personal experiences can make people more vulnerable to homelessness: these include poor physical health, mental health problems, alcohol and drugs issues, bereavement, experience of care, and experience of the criminal justice system. Environmental and social factors can include poverty, inequality, housing supply and affordability, unemployment, welfare and income policies.

Welfare benefit reforms, especially limiting Housing Benefit for younger people and the effect of the 'Benefit Cap' on larger families, can increase the risk of

homelessness for these groups. Low income, temporary and zero contracts have the potential to cause homelessness for many people. The uncertainty of a guaranteed salary means that people do not know whether they have enough money to pay their rent and other expenses.

In the private rented sector, homes in disrepair or poor condition can cause physical and mental health problems, forcing some to leave the home.

Environmental and individual factors are often interrelated; individual issues can arise from structural disadvantages such as poverty or lack of education. While personal factors, such as family and social relationships, can also be put under pressure by structural forces such as poverty.

Defining Homelessness

To fully understand the impact of homelessness, and the demands it can put on local systems, it is useful to understand how homelessness is legally defined.

According to the UK homelessness charity Crisis, a home is not just a physical space: it also provides roots, identity, security, and a sense of belonging and a place of emotional wellbeing. Homelessness is the circumstance when people are without a permanent dwelling, such as a house or apartment. People who are homeless are most often unable to acquire and maintain regular, safe, secure and adequate housing.

The legal definition of homelessness may also include people whose primary night-time residence is in a homeless shelter, a domestic violence shelter, long-term residence in a motel, a vehicle, squatting, cardboard boxes, a tent city, and tarpaulins, shanty town structures made of discarded building materials or other ad hoc housing situations.

Statutory Homeless

There are several ways in which a person can be legally defined as homeless:

- no accommodation available in the UK or abroad
- no legal right to occupy the accommodation
- split households and availability of accommodation for whole household
- unreasonable to continue to occupy accommodation
- violence from any person
- applicant unable to secure entry
- applicant lives in a moveable structure but has no place to put this.
- have been evicted from their home
- are asked to leave by friends or family
- can't stay due to fire or flood
- are sleeping on the streets'

'Priority need groups' include households with dependent children or a pregnant woman and people who are vulnerable in some way e.g. because of mental illness

or physical disability. In 2002 an order made under the 1996 Act extended the priority need categories to include applicants:

- aged 16 or 17
- aged 18 to 20 who were previously in care
- vulnerable as a result of time spent in care, in custody, or in HM Forces
- vulnerable as a result of having to flee their home because of violence or the threat of violence

If an applicant falls within any of the above groups The [Housing \(Homeless Persons\) Act 1977](#), [Housing Act 1996](#), and the [Homelessness Act 2002](#), placed statutory duties on local authorities to have some form of duty towards her/him. This ranges from advice and assistance, or providing interim accommodation, to the relief duty or the main housing duty of securing accommodation for a continuing period. The extent of the duty will depend on whether or not s/he is, or may be: eligible for assistance, in priority need, intentionally homeless, or has a local connection.

All households that apply for assistance under the Housing and Homelessness Acts are referred to as '**decisions**'. However, these do not include households found to be ineligible for assistance (some persons from abroad are ineligible for assistance).

A 'main homelessness duty' is owed where the authority is satisfied that the applicant is eligible for assistance, unintentionally homeless and falls within a specified priority need group. Such statutorily homeless households are referred to as '**acceptances**'.

Where a main duty is owed, the authority must ensure that suitable accommodation is available for the applicant and his or her household. The duty continues until a settled housing solution becomes available for them, or some other circumstance brings the duty to an end. Where households are found to be intentionally homeless, or not in priority need, the authority must make an assessment of their housing needs and provide advice and assistance to help them find accommodation for themselves.

Rough Sleepers

Rough sleepers are defined for the purposes of rough sleeping counts and estimates as:

- people sleeping, about to bed down (sitting on/in or standing next to their bedding) or actually bedded down in the open air (such as on the streets, in tents, doorways, parks, bus shelters or encampments)
- People in buildings or other places not designed for habitation (such as stairwells, barns, sheds, car parks, cars, derelict boats, stations, or 'bashes').

The definition does not include people in hostels or shelters, people in campsites or other sites used for recreational purposes or organized protest, squatters or travelers.

Hidden Homeless

It is often difficult to build a true picture of the number of homeless people nationally, regionally and locally as the majority of homeless people are hidden from statistics and services as they are dealing with their situation informally. This means staying with family and friends, sofa surfing, living in unsuitable housing such as squats or in 'beds in shed' situationsⁱⁱ. All these situations leave the person extremely vulnerable. The local picture of homelessness in Halton is built on local data from services that work with people who are homeless or at risk of homelessness, but may only be a snapshot of the actual numbers affected by homelessness in the borough.

Temporary Accommodation

People who are in temporary accommodation may still be classed as homeless. The length of time people can stay in temporary accommodation can range from a single night to indefinite. There are a number of different types of temporary accommodation:

- night/winter shelters
- hostels
- B&Bs
- woman's refuges
- private and social housing

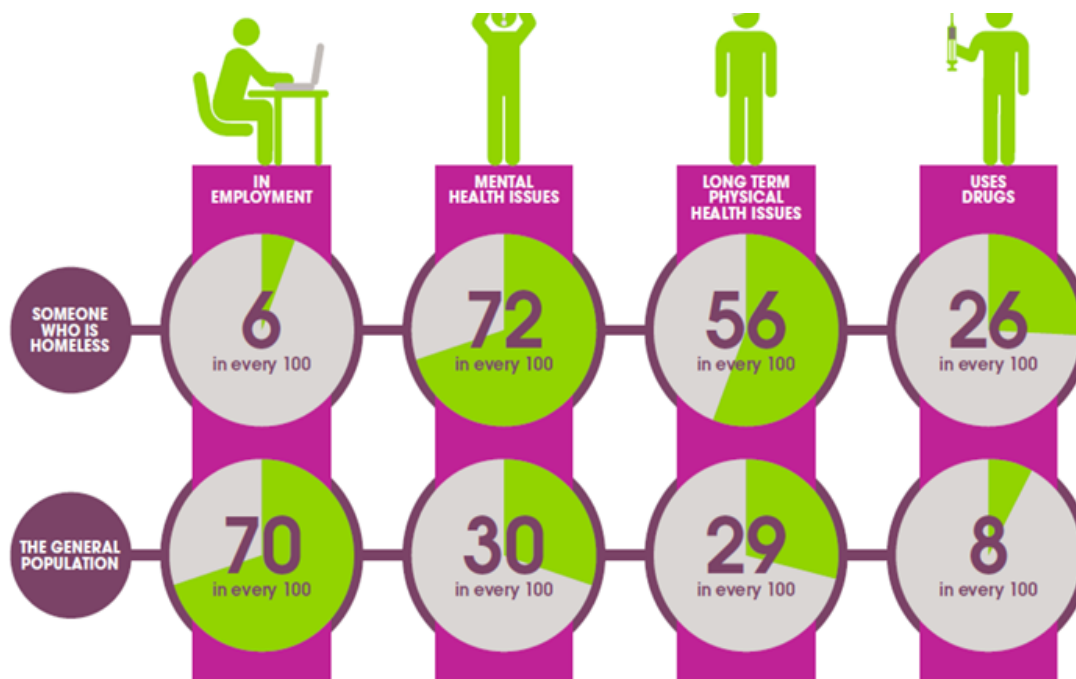
Each type of temporary accommodation has its own rules on access and lengths of stay and may not always be appropriate for the individuals staying in them. Although this accommodation is described as 'temporary', in practice, homeless households may be forced to spend a long time in such living arrangements due to the current shortage of settled housing leading to feelings of uncertainty.

How does homeless impact individuals and communities in Halton?

Health and Homelessness

Not having a home can make it harder for individuals to find a job, stay healthy and maintain relationships.

The infographic below shows the experience of homeless people compared to the general populationⁱⁱⁱ



The impact of homelessness on individuals will often leave them experiencing feelings of isolation, worthlessness and totally demoralised. Homelessness can also increase the chances of drug & alcohol addiction, or experiencing physical or mental health problems. Evidence suggests that the longer someone is in this position the more difficult it can become to make the positive changes to improve lifestyle choices. As someone's problems become more complex, anti-social behaviour, involvement with the criminal justice system and acute NHS services become more likely.

Homelessness can often have a negative impact on local communities. We know from one study^{iv} on the experiences of homeless people with complex problems, that there is a:

- 77% chance that someone could sleep rough
- 53% chance that someone could be involved in street drinking
- 32% chance that someone could beg
- 10% chance that someone could be involved in prostitution.

Research^v indicates that:

- the average cost of an A&E visit is £147;
- 4 out of 10 experiencing homelessness have used A&E in last six months
- £1,668 is the average cost per arrest;
- 7 out of 10 homeless ex-offenders are reconvicted within one year
- £26, 000 is the estimated average cost of a homeless person each year to public purse
- £1 billion is the estimated annual cost of homelessness

Addressing the immediate and long-term costs of homelessness, can be significant. Putting in place services which prevent homelessness in the first place,

and which help people quickly if they find themselves needing support, can help stop these costs escalating.

Living in temporary accommodation can have very damaging health effects, both physical and mental. Surveys conducted by Shelter have found that:

- 58 per cent of families in temporary accommodation (other than bed and breakfast) said their health had suffered as a result of where they were living.
- people who had been living in temporary accommodation for over a year reported increased health problems and greater use of health services.
almost half of parents with children and 71 per cent of childless people said they were depressed.

The impact of homelessness on children

Homelessness can put children's lives in chaos. The effect of homelessness on children can be long-lasting. A study undertaken in Birmingham found that 40 per cent of the homeless children studied were still suffering mental and developmental problems one year after being rehoused.^{vi}

Homelessness has an adverse effect on children's educational progress because of problems relating to accessing schools, attendance, and the isolation that children can feel due to their circumstances. Children living in bad housing conditions also have a higher risk of developing long-term health problems.

- Poor housing conditions increase the risk of severe ill-health or disability by up to 25 per cent during childhood and early adulthood.
- Children in bad housing are almost twice as likely to suffer from poor health as other children

Trends in single homelessness

- Approximately 200,000 single people experience homelessness in England each year.
- An average of 77,000 single people are estimated to experience some form of homelessness on any one night.
- Between April 2016 and March 2017, 19,460 people who made a homelessness application in England were found to not be in priority need by their Local Authority and the majority of them were likely to be single homeless people.

- This represents 17% of the total number of households making a homelessness application.

Availability of homelessness services

- There are currently 1,121 accommodation projects for single homeless people in England.
- A total of 196 day centres currently operate throughout England.
- Homeless England data identifies a reduction in both the number of accommodation projects (-5%) and the number of day centres (-8%) in the past year.
- The number of bed spaces has decreased by 3% in the past year, and now stands at 34,497 in total.
- 39% of the responding accommodation providers reported a decrease in funding, with 38% reporting no change in funding over the past 12 months. 15% reported an increase in funding. ^{vii}

Responsibilities of Halton Borough Council

The legal and policy framework

This strategy is written at a time of considerable change within the homelessness sector, with diminishing financial resource available to local authorities, the impact of radical welfare reform, new and increased responsibilities towards asylum seekers and refugees and a changing legal framework, of which the key legislation is outlined below.

Homelessness services are currently covered by the ***Housing Act 1996 (as amended) and the Homelessness Act 2002***. There are also a number of key pieces of non-housing related legislation that have a direct impact on homelessness services to which we must have regard. These include the Children's Act and the introduction of the Care Act.

The ***Homelessness Reduction Act (HRA 2017)*** is the most significant piece of new legislation for homelessness services since 1977 and was implemented 1st April 2018. The HRA 2017 places a legal duty on Halton Borough Council to give people meaningful support to try to resolve their homelessness, as well as introducing measures to prevent people becoming homeless in the first place. Although Local Authorities don't have to offer housing to everyone who is homeless, they look at the 5 conditions outlined in the Introduction section to decide what support someone may qualify for, and don't have to provide housing if someone is threatened with homelessness, the HRA 2017 will place duties on local housing authorities to intervene at earlier stages to prevent homelessness and to take reasonable steps to help those who become homeless to secure accommodation.

The Act requires local housing authorities to provide some new homelessness services to all people in their area and expands the categories of people who they have to help to find accommodation. A new duty is placed on local housing authorities to assess all eligible applicants' cases and agree a plan. There will also be a duty for other public services to refer cases to the local housing authority.

Historically, homeless people in England have only been able to get help if their local council thought they were a 'priority'. The HRA2017 means that:

- all homeless people will be able to get help from their council
- councils must try to prevent people becoming homeless in the first place
- families with children will still be housed by councils if that's the best way to help them

Key measures include:

An extension of the period during which Halton Borough Council should treat someone as threatened with homelessness from 28 to 56 days

A new duty to prevent homelessness for all eligible applicants threatened with homelessness, regardless of priority need.

A new duty to relieve homelessness for all eligible homeless applicants, regardless of priority need. This help could be, for example, the provision of a rent deposit or debt advice.

A new duty on public services to notify a local authority if they come into contact with someone they think may be homeless or at risk of becoming homeless

Other national Housing Policy and legislation that impacts on addressing homelessness include:

- The Welfare Reform Act 2012
- The Welfare Reform and Work Act 2016
- The Localism Act 2011
- The Homelessness (Suitability of Accommodation) Order 2012(England)
- The Deregulation Act 2015
- The Housing and Planning Act 2016

Local Drivers

The Council has five strategic priorities for the borough to achieve the vision and help to build a better future for Halton:

1. A Healthy Halton

Homeless people have significantly higher levels of premature mortality, mental and physical ill health than among the settled population and are more likely to have a drug or alcohol addiction. An audit found that 41 per cent of homeless people reported a long term physical health problem and 45 per cent had a diagnosed mental health problem, compared with 28 per cent and 25 per cent, respectively, in the general population. The last conservative estimate (2010) of the healthcare cost associated with this population was £86 million per year .

Halton's Urban Renewal

2. Environmental impact of rough sleeping and its potential impact on economic investment in an area. High incidence and turnover of temporary accommodation in an area can lead to neighbourhood decline.

3. Employment Learning and Skills in Halton.

The lack of a settled home can be a significant barrier for those seeking permanent employment and training opportunities. Additional costs of providing support to homeless people to enable them to find a job and live independently.

4. Children and Young People in Halton

Frequent adverse residential mobility (e.g. due to homelessness) can have a detrimental effect on educational attainment. Additional costs resulting from children entering the care system due to the lack of a settled home.

5. A Safer Halton

Criminal activity can be both a cause of and a consequence of homelessness. Lack of settled accommodation on release from prison will may make homeless ex-offenders more likely to re-offend within the first year of release than those who had settled accommodation before custody .

A number of key strategies are in place to take action against each of the priorities, many of which are cross cutting, impacting on the wider determinants of homelessness and homelessness prevention and should be considered alongside this strategy, including:

- The One Halton Health and Wellbeing Strategy
- Halton Borough Council Corporate Plan
- Halton Borough Council Housing Strategy
- Halton Youth Strategy

Housing First Programme

A social letting agency is a stand-alone Council service that can offer a range of housing management solutions to private landlords. The Housing First programme

is a Government initiative, which brings permanent solutions to homelessness people. It is founded on the principle of housing being a basic human right that provides accommodation for people straight from the street.

The Housing First programme has demonstrated high degrees of success in both housing and supporting those that are chronically street homeless. The model operates by taking account of two key principles;

- Housing is a basic human right and not a reward for clinical success.
- Upon the chaos of homelessness being alleviated from a person's life, clinical and social stabilisation occur faster and are more enduring.

The Liverpool City Region is a pilot area for the Housing First model and will aim to deliver suitable accommodation within the social and private rented sectors, for vulnerable complex needs clients. The programme will work alongside local support agencies to develop and deliver intensive support to this vulnerable client group, to assist them in achieving sustainable lifestyle changes. This has a positive effect of ensuring that any possible relapse does not result in eviction.

Local Picture

Our aim is to be a Borough where homelessness is prevented from occurring in the first instance, rather than crisis led management and reacting to resolve it once it has happened. However, we cannot yet claim to have eliminated homelessness, but there have been vast service improvements made to reduce homelessness.

Homelessness Prevention

The simple definition of Homelessness Prevention is; to stop homelessness from happening. However, the meaning is slightly more complex when exploring the range of services and interventions that are made available by this approach.

There are a number of factors that are contributable towards the increase of homelessness. The main causes of homelessness are;

- Relationship breakdown
Loss of accommodation and break up of families
- Domestic Abuse
Increase in domestic abuse to both male and female victims
- Parental Exclusion
Young People being forced to leave the family home
- Welfare Reform
Bedroom Cap, reducing Local Housing Allowance
- Universal Credit
Major factor for clients facing homelessness. The financial process is time consuming, whereby, many clients are without financial help for approximately 6 weeks.

Therefore, whilst we aim to move away from the need for reactive and crisis services, we do understand that currently they play a crucial part in the system of homelessness prevention and in particular, preventing repeat homelessness through effective stabilisation and resettlement.

Existing local services that support prevention, and reactive services, include:

- o **Housing Solutions community focused service**
- o **Partnership working with registered providers and private landlords**
- o **Benefit and legal advice**
- o **Floating support**
- o **Supported temporary accommodation**
- o **Effective and accelerated Move On approach to secure accommodation using Housing Solutions Team**
 - o **HBC is signed up to the Cheshire Armed Forces Covenant**

Regardless of their type of service delivery, all of the partners, agencies and groups involved in the Homelessness Consultation process, understand the principles of homelessness prevention and the role they have in assisting people move to on from homelessness or how to eliminate the threat of it.

Early Intervention

The aim of the Housing Solutions Team is to assist and prevent people who are threatened with homelessness in Halton. To provide a community focussed and accessible service to ensure people know where and how they can seek help and assistance to prevent them becoming homeless and receive a quality and confidential housing options service.

There are a number of officers within the team who have their own specialisms. Each of the officers work closely with the designated client group and offer drop in appointment sessions across the Borough. The aim of the team is to be more community focused, thus allowing them to work directly with hard to reach clients, make the service more accessible and break down formal communication barriers.

There are a number of initiatives in place to assist the officers to prevent homelessness.

- | | |
|-------------------------|--|
| • GIFT Initiative | Tenancy Furniture package for under 35s |
| • Discretionary Payment | Guarantee to clients on universal credit to facilitate move on / secure accommodation |
| • Bond Guarantee Fund | Guarantee to cover rent arrears etc and encourage Private landlords to work with LA |
| • Prevention Fund | Financial assistance to secure property
Financial assistance with rent arrears, etc |

Demand on homelessness services in Halton

The Homelessness Reduction Act was implemented in April 2018, and has undoubtedly, had an impact upon homelessness service delivery and future housing allocations and priority preference. All Local Authorities must comply with the new legislation, as part of the Government's commitment to reduce homelessness and eliminate rough sleeping within the Borough. The new duties identified have placed extreme pressure upon Housing and Homelessness services to prevent and relieve homelessness.

The Housing Solutions Team have been applying some of the identified measures for some time, which have proven successful, but very time consuming. However, the role of the team has changed significantly, with additional pressure to facilitate and promote positive move on and sustainability for vulnerable clients.

A new duty on Local Authorities to relieve homelessness for all applicants and families who are eligible for assistance, regardless of priority need. This has placed additional pressure on Local Authorities to accommodate all applicants, pending the homelessness decision making. Furthermore, a homelessness decision cannot be made during the 56 day period and can only be issued on 57th day.

The pressure placed upon the team to work closely with clients and support them through the process has resulted in a vast increase in caseload. This has also increased the demand upon temporary accommodation provision. See table below

Year	2015/16	2016/17	2017/18	2018/19
Placements	0	0	0	15

The main concern is B&B usage, consequently, due to the shortage of sufficient accommodation for families, this has led to an increase in B&B provision. Discussions are underway to review the accommodation provision and address the changing homelessness culture and statutory responsibilities

Where the Council is satisfied that an applicant is eligible for assistance, unintentionally homeless and falls within a specified priority need group, these statutorily homeless households are referred to as 'acceptances'. The increasing demand on services is illustrated in table 1, showing the number of statutory homeless acceptances and the numbers supported with homelessness prevention services, advice and assistance.

Over the last 5 years there has been an 88% increase in the number of people presenting as homelessness presentations (since 2013/14), however only 6.5% of those were accepted as statutory homeless in 2017/18, compared with 24.8% in 2013/14.

There has been a slight drop in 2017/18, from 2016/17, in the number of people in receipt of homelessness prevention services, but over the 5 year period Halton has seen an increase in demand on prevention services.

Achievements	2013/14	2014/15	2015/16	2016/17	2017/18
Statutory homelessness presentations	197	249	177	320	372
Statutory homelessness acceptances	46	42	20	36	24
Use of Bed & Breakfast	0	0	0	0	0
Homelessness Prevention	744	798	987	1,095	960
Advice and assistance	1781	1897	1887	1616	1920

Table 1. Statutory homeless presentations and acceptances

Table 2 shows projected numbers of homelessness presentations and acceptances. Projections clearly indicate an ongoing need for prevention services, which forms part of the strategic priorities addressed by this strategy.

	2018 / 19	2019/20	2020/21
Homelessness Presentations	427	491	564
Homelessness Acceptances	53	61	70
Bed & Breakfast	3	6	7
Homelessness Prevention / Relief	2,208	2,539	2,920

Table 2. Projected statutory homeless presentations and acceptances

Rough sleeping in Halton

Whilst rough sleeping is not identified as a major issue in Halton, there has been an increase in the last 2 years.

Rough sleepers are amongst the most vulnerable of homeless people, and people in society as a whole. The factors that may have led them to sleeping on the streets combined with the impact of rough sleeping on their physical and mental wellbeing and life chances is significant.

In 2017, a total of 4,751 people were estimated to be sleeping rough in England on any given night, which represents an increase of 15% since 2016. ^{viii} Within the delivery plan of this strategy Halton will consider both accommodation and support needs of people at risk of homelessness to prevent rough sleeping. A strong focus on prevention, a better coordinated emergency response and adequate supply of

secure, accessible and affordable housing will be key to addressing the potential for rough sleeping to increase in Halton.

Local Authority	2013	2014	2015	2016	2017
Halton	2	1	1	3	4
Cheshire East	0	5	5	7	18
Cheshire West	4	12	0	4	21
Warrington	11	5	5	5	4
Liverpool	6	8	15	21	33
Sefton	8	11	4	4	9
St Helens	1	0	2	2	9
Knowsley	1	0	1	2	0
Wirral	7	5	8	11	14

Table 3. Rough Sleepers by local authority area

Temporary Accommodation

Halton Borough Council has commissioned a number of supported housing hostels to temporarily accommodate vulnerable single homeless clients and families. The Borough presently has sufficient accommodation to meet its statutory homelessness duty. The current number of units commissioned is show in table 4

Single Hostel Provision	105 beds
Domestic Abuse Refuge Provision	12 beds
Family Unit Provision	10 units

Table 4. Temporary Accommodation Units in Halton

Youth Homelessness

Young people are one of the most vulnerable groups in society, without the right support homelessness can have a serious impact on young people's lives. Experience of homelessness at a young age increases their chance of becoming homeless again and developing complex problems in later life.

Halton is committed to safeguarding the welfare and wellbeing of young people and recognises and responds to key risk factors which lead to difficulties with housing. The Council's vision to ensure that all young people who need help and support with housing receive it. Moreover that youth homelessness is prevented through proactive partnership working and early intervention.

The Local Authority will aim to improve the lives of children young people aged 16 - 25, so that they become confident, happy, fulfilled adults, who contribute to their communities. To tackle and reduce homelessness amongst young people, through:

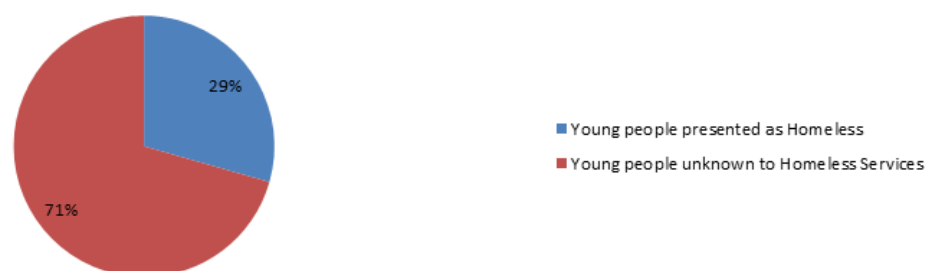
- Support and assistance to enable the young person to remain at home, if safe to do so
- Provide the opportunities to develop life skills which lead to sustained education or employment.
- Empowerment for young people to instil confidence that enables them to manage independently to maintain and sustain successful tenancies.
- Creating opportunities for co-production - working in collaboration with young people to meet their individual needs
- Working in partnership – Developing multi-agency approach with partners agencies to facilitate a joined-up approach to ensure a range of needs which lead to the threat of homelessness
- Recognising diversity – delivering person-centred approaches based on consistent, objective and impartial practices
- Inspiring citizenship – ensuring that young people’s understanding of residency and tenancy is intertwined with their value of their community and their place within that
- Providing educational support – creating opportunities to design and deliver pre-emptive and pragmatic learning solutions to prevent homelessness T

The scale of youth homelessness is difficult to quantify as many young people who are homeless are not counted in Official Statistics. Government data only counts the number of young people who approach their local authority for assistance and get a full homelessness duty accepted.

16-19 Year Olds - Young people that have presented as homeless



19 - 21 Year Olds - Presented as homeless



Delivering our strategic vision

Consultation with voluntary sector and housing sector partners has highlighted areas where Halton is working well to prevent homelessness and work with people and families when if homelessness has been unavoidable, and also areas where improvement could be made. This has helped develop a picture of what 'good' looks like for people of Halton, illustrated below.



What does 'good' look like in Halton?

- ✓ People know who to contact for support by having a designated key worker who will help them coordinate their support and navigate them through the system
- ✓ Housing and homelessness services work together to provide prevention and early intervention support to avoid homelessness
- ✓ Information is available to people at the right time and in the right format, to help them avoid homelessness and support decision making
- ✓ The Third sector actively identify people who may be at risk of homelessness and initiate early intervention/prevention support
- ✓ People are discharged from Mental Health units in a timely manner and into appropriate accommodation, through working closely with Housing Solutions Team
- ✓ People, especially young people, are equipped with the necessary life skills to maintain tenancies.

The reasons why people find themselves at risk of homelessness vary, so the actions taken to reduce the risk must vary too. A 'one-size-fits-all' approach to tackling homelessness is unlikely to be successful. Individualised, professional support from multidisciplinary, joined-up services is important for tackling homelessness, and would likely bring improvements to other public services too. Investment in services that protect and prevent people from homelessness are a priority, with services to support people who are facing homelessness and avoid repeat homelessness, following.

Taking Action

A 'Housing and future challenges workshop' that took place in Halton identified a number of local challenges, which shaped the priorities below that will be addressed through actions laid out in the strategy delivery plan (appendix 1)

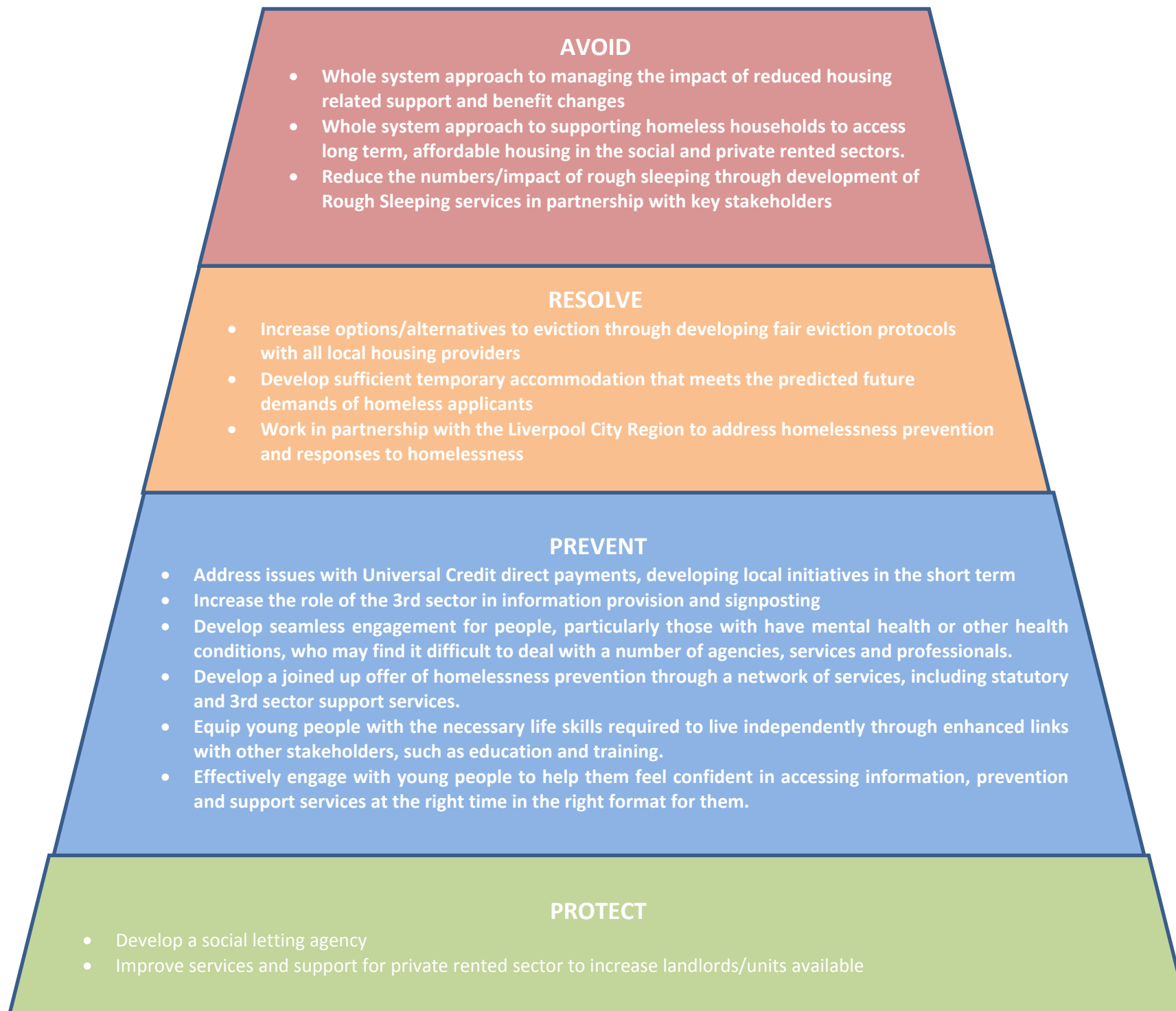
Further consultation with stakeholders, specifically in relation to health and homelessness, identified a number of cause and effect factors, such as communication, engagement and people's service needs and that impact locally on housing and homelessness. These factors may have a disproportionate impact on vulnerable groups including those with mental health problems, older people and those with a criminal record, resulting in poor engagement and less opportunities to work with people to maintain tenancies and serious incidents that result in homelessness.

A consultation workshop with stakeholders around youth homelessness identified the specific challenges faced by young people which may increase their risk of homelessness, and the experience that this particular cohort of people have when faced with homelessness.

A whole systems approach will be adopted to tackling the determinants of homelessness: developing local initiatives to counteract the impact of benefit reforms and supporting people towards employment by accessing employment, learning and skills training opportunities.

Working in partnership with health, social care, education, children's social care, police and probation services, voluntary sector agencies, registered social landlords and the private rental sector.

Priority areas can be seen in the diagram below, with the actions required to achieve the priorities contained within the delivery plan in Appendix 1.



Investment in achieving the vision

LCR Funding

The Ministry of Housing Communities and Local Government awarded the Local Authority a financial flexible homelessness grant. The purpose of the grant is to facilitate the service changes, in line with new legislation (Homelessness Reduction Act) and to ensure that financial retention is available to offer prevention initiatives to vulnerable homelessness clients.

Year	2017/18	2018/19
Funding Allocation	£85,106	£94,745

Local authorities are encouraged to use their Homelessness Grant Allocation to support the development and enhancement of front line housing services, which will ensure that services for anyone homeless, threatened with homelessness, or rough sleeping within the Borough are available and are of a high quality.

It is the government's intention to transform the way councils fund homelessness services, giving them greater flexibility to prioritise homelessness prevention. The new 'flexible homelessness support grant' is a radical replacement of the tightly controlled funding currently given to source and manage temporary accommodation for homeless individuals and their families.

The new grant will empower councils with the freedom to support the full range of homelessness services. This could include employing a homelessness prevention or tenancy support officer to work closely with people who are at risk of losing their homes. The introduction of the Homelessness Reduction Act, has considerably changed the Homelessness service delivery process. The emphasis is now placed up prevention and relief, placing additional pressure upon the team to provide a community focused service, work with hard to reach vulnerable clients and offering a range of options and services available to resolve the homelessness situation.

Monitoring progress of the strategy

The responsibility for overseeing the implementation of the strategy will lie with the Halton Health and Wellbeing Board. The governance arrangements of that board require regular updates on the delivery and impact of the strategy.

The Homelessness Forum meets on an annual basis, to monitor performance of partners against the strategy delivery plan and identify future priorities.

The Homelessness Partnership Group consists of local statutory and voluntary partners, who meet regularly to address and tackle homelessness issues. The Group will meet quarterly to identify and support partners to take the delegated lead on the delivery plan actions, establish task and finish groups and provide updates in line with progress made, changes to policy or legislative requirements and demands on homelessness services. The Homelessness Partnership Group will identify and

review the prioritisation of the actions in the delivery plan in line with changing local need and other influencing factors. The strategy will also be monitored on a quarterly basis by Halton Borough Council's People Directorate's Senior Management Team.

Contact

For more information about this strategy or housing and homelessness services in Halton, please contact:

Patricia Preston, Halton Borough Council Housing Solutions Manager
patricia.preston@halton.gov.uk

Or visit

www.halton.gov.uk and search for 'Housing & Homeless Advice'

i

http://england.shelter.org.uk/housing_advice/homelessness/guide/homeless_get_help_from_the_council/who_qualifies_for_housing

ii Homeless Monitor; Shelter 2016

iii <https://www.homeless.org.uk/facts/understanding-homelessness/impact-of-homelessness>

iiii Ministry of Housing, Communities and Local Government

iv Ministry of Housing, Communities and Local Government

v Ministry of Housing, Communities and Local Government

vi Harker, L, Chance of a Lifetime: the impact of bad housing on children's lives, Shelter, London, 2006.

vii Ministry of Housing, Communities and Local Government and NHS England

viii Ministry of Housing, Communities and Local Government

Homelessness Strategy Delivery Plan 2019-2024

The Homelessness Partnership Group meet quarterly to identify and support partners to take the delegated lead on the delivery plan actions, establish task and finish groups and provide updates in line with progress made. The Homelessness Partnership Group will identify and review the prioritisation of the actions below in line with changing local need and other influencing factors.

Thematic Area	Priority	Actions	Responsible Organisation/s	Resources
Avoid	Manage the impact of reduced housing related support and benefit changes in line with contractual agreements	<ul style="list-style-type: none"> Housing Services to participate in the development of a local Universal Credit programme to fully understand and identify actions to tackle the impact of benefit changes Seek funding to maintain investment in core supported housing services Explore potential to have a dedicated money advice officer/services to provide effective debt and budgeting advice services Work with Work with supported housing , other providers and Stakeholders to identify households at risk of homelessness and engage with them. 	Halton Borough Council Divisional Manager Principal Homeless Officer Job centre plus Department for Work And Pension Partner agencies Citizens Advice Bureau	Staff Ministry of Housing, Communities and Local Government funding
	Ensure homeless households are supported to access long term, affordable housing in the social and private rented sectors.	<ul style="list-style-type: none"> Continue to operate the Bond Guarantee Scheme for eligible households Increase the network of 	Principal Homeless Officer Halton Borough Council Housing Solutions	Staff Funding

		<p>landlords to work directly with the Local Authority to provide the Payment Recovery Scheme properties for homeless households, in line with discretionary housing payments</p> <ul style="list-style-type: none"> • Undertake an Empty Homes Review to bring properties back into use and fully utilise potential stock to meet growing demand • Undertake a targeted financial awareness campaign through social media to raise awareness of financial responsibility, budgeting skills and support and advice services. • Review personalised housing plans to identify activity • Use of discretionary housing payments maximised for rent in advance/deposits agreed and administered by Housing Solutions and Housing Benefits 	<p>Team Private Landlords Environmental Health Planning Commissioning Support Providers</p>	
	<p>Reduce the numbers/impact of rough sleeping through development of Rough Sleeping services</p> <ul style="list-style-type: none"> • Assertive approach to target rough sleepers • Flexible and accessible services • Support and empower rough sleepers to access alternative options 	<ul style="list-style-type: none"> • Submit Department of Communities and Local Government Rough Sleeping Grant funding bid • Subject to grant, explore options to remodel and/or extend rough sleeping accommodation and support services • Work with stakeholders to support vulnerable people who 	<p>Principal Homeless Officer Housing Solutions Team Commissioning Statutory & Voluntary agencies Support Providers</p>	<p>Staff Ministry of Housing, Communities and Local Government funding</p>

		may be at risk of becoming a rough sleeper, by developing an integrated support plans		
Resolve	Increase options/alternatives to eviction through developing fair eviction protocols with all local housing providers	<ul style="list-style-type: none"> Review eviction protocols to ensure they remain effective and in line with the legal framework Work with stakeholders to develop options available 	Housing Solutions Team Legal Services Courts Environmental Health Partner Agencies	Staff
	Develop sufficient temporary accommodation that meets the predicted future demands of homeless applicants	<ul style="list-style-type: none"> Develop suitable alternatives to bed and breakfast accommodation for 16/17 year old homeless applicants Review availability of bed and breakfast accommodation to meet the needs of emergency homelessness presentations Complete Accommodation Scrutiny review to identify gaps and gather evidence to identify need for supported hostel accommodation Subject to the outcome of a review, seek external funding to support implementation of the recommendations 	Principal Homeless Officer Housing Solutions Team Commissioning Social and Private Landlords Support Providers Partner agencies	Staff External Funding
	Work in partnership with the Liverpool City Region to address homelessness prevention and responses to homelessness	<ul style="list-style-type: none"> Develop and implement the Housing First Programme 	Principal Homeless Officer Ministry of Housing, Communities and Local Government Housing First Team Housing Solutions	Staff Ministry of Housing, Communities and Local Government funding

			Adult Social Care Support Providers Partner Agencies	
Prevent	Address issues with Universal Credit direct payments, developing local initiatives in the short term	<ul style="list-style-type: none"> Support the national campaign to lobby for the impact of benefit changes to be addressed through continued local involvement in the Job Centre Plus Partnership Group on Benefit Changes and Social Impact 	Housing Solutions Team Job Centre Plus Department of Work and Pensions Housing Benefits Welfare Rights Citizens Advice Bureau Partner agencies	Staff
	Increase the provision of information availability of signposting	<ul style="list-style-type: none"> Work with statutory and voluntary sectors to increase their role and awareness of service provision 	Principal Homeless Officer Housing Solutions Team Partner agencies Accommodation & Support Providers	Staff Homelessness Grant
	Develop seamless engagement for people, particularly those with mental health or other health conditions, who may find it difficult to deal with a number of agencies, services and professionals.	<ul style="list-style-type: none"> Multi agency assessment to identify clients who may be vulnerable to homelessness Work with providers to establish a 'key contact' approach to supporting people in accessing the right housing and homelessness prevention information and support Deliver tailored group workshop sessions to vulnerable clients Review move on arrangements for supported accommodation to ensure that they remain effective and people are 	Halton Borough Council Divisional Manager Principal Homeless Officer Housing Solutions Team Adult Social Care Children's Social Care Partner Agencies Support Providers	Staff

		provided with independent living skills to support transition		
	Develop a joined up Halton 'offer' to homelessness prevention.	<ul style="list-style-type: none"> • Work with stakeholders, providers and 3rd sector to develop a 'Halton offer' that brings together a network of homelessness prevention support services from across multiple sectors. • Define service referral routes and opportunities for joint working to increase capacity within prevention services • Encourage stakeholder membership and participation in the local Homelessness Forum • Refer all qualifying households to Pathways to Employment to assist people to become work ready and secure training and employment opportunities. • Local advice / signposting made available on line 	Principal Homeless Officer Housing Solutions Team Internal & External Partner agencies. Job Centre Plus Citizens Advice Bureau	Staff External Funding
	Effectively engage with young people to help them avoid homelessness and feel confident in accessing support	<ul style="list-style-type: none"> • Explore the potential to develop a 'youth hub' model, working with Education and Children's Social Care stakeholders, to enable young people to access information, prevention and support services at the right time and in the right format for them. 	Principal Housing Officer Housing Solutions Team Commissioning Children's Social Care Youth Services Partner agencies Social & Private landlords	Staff External Funding

	<p>Develop effective links with Children's Social Care, education and training to prevent crisis homeless presentations</p>	<ul style="list-style-type: none"> • Work with Education and Training stakeholders to develop a programme to equip young people with the necessary life skills to live independently and maintain tenancies • Establish a process for the Early Intervention Team/ Children's Social care to notify Housing Solutions Team to prevent homeless presentations • Define who holds the duty to young people when it comes to accommodation. • Develop joint plans for all young people to ensure that their support and housing needs are being addressed 	<p>Housing Solutions Team Children Social Care Halton Borough Council Children and Adults Social Care Job Centre Plus Employment Agencies Citizens Advice Bureau Support Providers</p>	<p>Staff</p>
	<p>Ensure that asylum seekers and refugee client group have access to sustainable housing and support services</p>	<ul style="list-style-type: none"> • Continued involvement with Liverpool City Region approach to address Government commitment to resettle refugees and asylum seekers • Review and agree future local commitments and participation within the Syrian Resettlement Programme • Multi-agency approach to meet the needs and expectations of this vulnerable client group and integrate them within the 	<p>Chief Executive Officer Principal Homeless Officer Home Office Liverpool City Region Local Authorities Commissioning Support Providers Social & Private Landlords Job Centre Plus Education & Training providers.</p>	<p>Staff Ministry of Housing, Communities and Local Government funding</p>

		<p>community.</p> <ul style="list-style-type: none"> • Improve communication with the Home Office and Commissioned services to understand service delivery and commitment towards asylum seekers. • Identify future funding options to maximise and improve service provision for vulnerable clients groups. 	Translation Services	
	Work to improve the health outcomes of people at risk of, or experiencing, homelessness through integrated working	<ul style="list-style-type: none"> • Joint commissioning of services using a partnership approach to maximise funding and resources. • Increase partnership working, communication and education between health and homelessness services • Improve front line referral procedures to reduce repeat homelessness and hospital admissions. • Devise a process used to review all elements of an individual's care, across housing, social care, health, mental health, substance misuse services. • Offer a choice based service that allows the individual to choose a pathway that is right for them. Not one size fits all approach. 	Divisional Manager Principal Homeless Officer Halton Borough Council Adult Social care Children Social Care NHS Halton Clinical Commissioning Group Commissioning Public Health GP services Substance Misuse Services Support Agencies Accommodation Providers Partner Agencies	Staff Internal / External Funding

		<ul style="list-style-type: none"> • Ensure individuals with extensive complex needs, who are not registered with a GP, are identified and assisted through a multi-agency response. • Flexibility and priority for individuals who are accommodated temporarily and require health care. • Develop care service and awareness within the temporary accommodation provision. • Empower front line health care and homelessness staff to work with Public health colleagues. • Work with colleagues in health sector to configure a set of shared standards for health and homelessness services, to instil consistency and accuracy. 		
Protect	Offer accommodation and intensive support to vulnerable complex needs clients.	<ul style="list-style-type: none"> • Develop a social letting agency as part of the Housing First Programme • Work with registered social landlords to promote signed up to the programme 	Managed directly by the Liverpool City Region Combined Authority.	Central Government

	<p>Improve services and support for private rented sector to increase landlords/units available</p>	<ul style="list-style-type: none"> • Seek external funding to improve services within the private rented sector, such as payment recovery scheme • Establish a mechanism for sharing landlord/tenant success stories, learning and good practice with landlords and potential landlords • Support landlords and tenants to develop a mechanism for positive communication • Work in partnership to reinforce private rented sector offer. Engage with private sector landlords to fully utilise the accommodation resource and achieve 10 private sector discharges per year. • Promote the Bond Guarantee Scheme to private landlords to increase bond amounts and duration 	<p>Divisional Manager Principal Officer Commissioning Social & Private Landlords Environmental Health Support Agencies Partner Agencies</p>	<p>Staff External Funding</p>
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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted