



# Children & Enterprise Directorate

## DIRECTORATE PLAN

**April 2013 to March 2016**

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## 1.0 Foreword from Strategic Director

The Children & Enterprise Directorate (CED) Service Plan for 2013 to 2016 comes at a time of continuing change for both the Council and Halton's Children's Trust.

The Directorate is at the heart of the Trust; having a dual responsibility to both the Council and the contribution it makes to the strategic priorities of the Children's Trust. The scope of the Directorate was broadened in 2011 with the addition of the Economy, Enterprise and Property Department. This has meant that the Directorate has an even greater role to play in the element of the Trust's work that focuses on young people aged 16 plus. Similarly, the changes have increased the presence of the Directorate within the Employment, Learning & Skills Specialist Strategic Partnership.

All partners remain committed to Halton Children's Trust and are working together to meet the aims and objectives of the Children & Young People's Plan 2011-14. This commitment to working in partnership is crucial as we look to work through tough economic times, with reducing resources, while maintaining the same high quality level of service for our children and young people and their families in Halton. We have been successful in achieving this so far – in 2011 this was externally recognised through the Ofsted/CQC Safeguarding and Looked After Children Inspection. Halton was rated as Outstanding or Good in each of the 22 elements of this Inspection. This is welcome recognition of the work being done in Halton for our children, young people and families but we must continually look to improve to achieve the highest levels of performance in the years ahead, particularly as the bar has been raised again in the new Ofsted Inspection Framework for unannounced inspections. Details on the new framework are contained within the Plan.

We are now attracting large-scale investment from a range of sectors and many employment opportunities for Halton residents have resulted or will develop over the years ahead from these but more work needs to be done increase the number of employment opportunities in Halton and to break the cycle of worklessness in some parts of the Borough.

Despite facing many challenges, I believe that the Directorate is well placed to meet each challenge and continue to work to improve outcomes for our children and young people, as well as their families and businesses in Halton. This is captured within the new Directorate vision that has been developed and explained in detail in Section 4.2. We will be ensuring that all in the Directorate fully understand this vision and the objectives that we are working together towards achieving during the lifespan of this document.



Gerald Meehan

Strategic Director  
Children & Enterprise Directorate



## 2.0 Introduction

The Children and Enterprise Directorate (CED) plays a key role within the Council structures and in ensuring the Council achieves its objectives. Whilst CED works to the key priorities that appear within Halton's Children & Young People's Plan of Halton Children's Trust and economic development programme, it is a business unit within its own right, requiring leadership and direction provided by this Plan.

Business planning encourages the development of a blueprint for the ongoing performance management of the Directorate and, without it; the preparation needed to manage performance is missing. Without ongoing performance management, the strategies and plans developed through business planning will not be implemented and will fail to impact upon the activities of the Directorate, or on outcomes for service users.

This document is a key business planning document and should be used alongside performance information when developing service and team plans. It aims to:-

- identify the key objectives for the Directorate over the next 12 months;
- improve the quality of the services provided; and
- deliver better outcomes for service users.

The plan is underpinned by the principles and strategic objectives Halton Borough Council has adopted in its Corporate Plan 2011 - 2016. It aims to be a key reference document for elected members, staff in the Directorate and our partner agencies. It provides the rationale and framework for the major areas of the Directorate's activity. It does this by taking account of the national, inter-agency and Council planning and budget priorities and inter-weaves these with what we know - or what our service users and carers tell us - about how services should be developed in order to meet needs and expectations more effectively. The plan needs to be understood in the context of a wide range of other documents. The main strategic documents are:-

- Sustainable Community Strategy for Halton: 2011 – 2026;
- Halton Local Development Framework;
- The Borough Council's Corporate Plan 2011 - 2016;
- Halton Children & Young People's Plan 2011 – 14
- Halton Regeneration Strategy 2013 - 28

These commit the Borough Council and its partners to achieving explicit and realistic priorities over the coming year. This Business Plan highlights the Children and Enterprise Directorate's elements of those commitments within the context of the Government's overall agenda for Local Government. The achievement of these continues to depend on partnerships with many other agencies, and members are committed to testing these achievements.

The plan does not attempt to describe all the day-to-day activities that make up most of the Directorate's work, but only to set out the overall framework within which that work takes place. It needs to be remembered, however, that it is the everyday assessment of needs and arrangement of services to meet those needs that is the fundamental task of the Directorate. Undertaking this effectively requires the continuing dedication and enthusiasm of staff, together with the Directorate's commitment to recruit, retain and train the staff able to meet the challenges of the future.

## 3.0 Key Messages

### 3.1 OVERALL DIRECTORATE STRATEGIC DIRECTION

The structure for the Directorate is set out in detail in Section 6 but in summary is split into four departments as follows:

- Children & Family Services
- Children's Organisation & Provision
- Learning & Achievement Services
- Economy, Enterprise and Property

In addition the Children's Safeguarding Unit reports directly to the Strategic Director.

The key messages in terms of outcomes achieved within each objective during the last 12 months are outlined below. Although these have been split by Department, this is to ensure clear accountability is in place for each objective. In order to achieve our objectives as a Directorate, all Departments need to work collectively towards meeting each objective and so responsibility is shared. By working towards each objective, we will be working towards our Directorate vision, which is described in more detail in Section 4.2 but is outlined below:

*We believe that to drive economic prosperity we need to increase opportunities for all, including our most vulnerable young people, providing appropriate support if needed from Early Help through to Safeguarding, with integrated commissioning of services to deliver improved outcomes through the effective use of available resources.*

Lead Department	Objective	Outcome 2012-13
Children & Family Services	Improve outcomes for Children in Care and Care Leavers	<ul style="list-style-type: none"> <li>• The attainment gap for Children in Care is closing with more children making the appropriate levels of progress at both Key Stage 2 and GCSE levels.</li> <li>• The number of Care Leavers who are not in education, employment or training has decreased and the focus remains on continuing to reduce the number of young people leaving care who are not in employment, education or training.</li> <li>• During the course of the year six apprenticeship opportunities have been developed for care leavers to access.</li> <li>• Support continues for Members in their role as corporate parents.</li> </ul>
	Improve outcomes for children and families through embedding integrated processes to deliver Early Help & Support	<ul style="list-style-type: none"> <li>• The framework, structure and service for Team Around the Family are now delivering across Halton. Early indications are that showing a positive effect and the model was positively received in the Unannounced inspection of Contact, Referral and Assessment</li> <li>• The model has also ensured full integration for Disabled Children with 391 children in receipt of short breaks commissioned by the Local Authority</li> <li>• To ensure that the workforce have the appropriate competencies to work with families with multiple problems a multi-agency programme of training has been developed in line with the seven strands of the Children's Trust Integrated Workforce Strategy.</li> <li>• The integration of social workers within the Integrated Working</li> </ul>

		<p>Support Team</p> <ul style="list-style-type: none"> <li>• The new Halton Level of Needs Framework has been developed through integrated working from all agencies within Halton Children's Trust and Halton Safeguarding Children Board to ensure the new Framework is fit for purpose for all agencies to ensure the right support for children, young people and families in Halton.</li> <li>• A robust response to safeguarding issues is evident in Early Help through 4 dedicated Social Workers within Integrated Working Support Teams.</li> </ul>
	<p>Ensure that the changes required by the Munro Review of Child Protection to practice improves outcomes for children and families</p>	<ul style="list-style-type: none"> <li>• Strong processes remain a powerful method of protecting children and Halton have been working to develop a model in line the Assessment of Children and Need expected to be implemented in April 2013. Quality assessment and planning are at the centre of this model to ensure that outcomes for children and families</li> <li>• Evidence in S47 enquiries – good relationship with Police, strong processes remain a powerful way to protect children,</li> <li>• Within regular Ofsted inspections within 2012-13 the Contact Referral and Assessment Social Work teams and Early Help model, Children Centres, Fostering, Children Homes have all been rated as good and outstanding.</li> <li>• Through the Halton Safeguarding Children Board a comprehensive programme of multi-agency safeguarding training is delivered through the Safeguarding Children Induction Booklet, inclusion of a Safeguarding slot on Halton Borough Councils Corporate Induction and joint alerter training with the Safeguarding Adult Board. This ensures that safeguarding children is everyone's business.</li> </ul>
	<p>Recruit and retain Children's Social Care Managers to deliver the necessary level of scrutiny and management oversight to ensure effective care planning</p>	<ul style="list-style-type: none"> <li>• Aspiring Managers Programme implemented - this programme will provide an appropriate pathway for internal candidates to progress from the frontline operational roles. Managers recruited but not in Children's Social Care. Second round of Programme is in progress and at least one social worker from Children's Social Care will be on each programme.</li> <li>• Recruiting and retaining frontline social workers remains a priority, retention is good and vacancies are as a result of promotions and growth, this ensure we are able to meet needs of children, young people and families in Halton.</li> <li>• The multi-agency Children's Trust Induction programme has been piloted and rolled out which supports further workforce development to ensure that Halton's Children and Young People are appropriately supported across the Continuum of Need.</li> <li>• Implementation of Social Work Reform Programme. Halton has developed a social charter which clearly outlines the expectations of social workers and what they can expect from Halton as an employer. This ensures that we engage our social workers are clear about responsibilities, ensures retention is good and we can therefore respond appropriately to safeguarding concerns.</li> </ul>
<p><b>Children's Organisation &amp; Provision</b></p>	<p>Ensure Early Years Provision for children is sufficient, sustainable and of appropriate quality</p>	<ul style="list-style-type: none"> <li>• Halton has extended and delivered flexibly the free early years entitlement to 2, 3 and 4 year olds and continues to identify new provision in which to deliver the vulnerable two year old entitlement</li> <li>• The Childcare Sufficiency Audit has been completed and the resulting action plan sets out areas for development to ensure that provision continues to meet the needs of Halton's children and families</li> <li>• There have been continued improvements in Childminder provision</li> </ul>

	<p>across Halton through targeted training and support resulting in an increase in the proportion being graded good or better.</p> <ul style="list-style-type: none"> <li>• A capital investment of over £80k has been allocated to 3 Children's Centres and 2 Nurseries to improve the learning environments and enhance the provision.</li> </ul>
<p>Ensure school and post-16 provision is sufficient, sustainable and of appropriate quality</p>	<ul style="list-style-type: none"> <li>• Despite the reduction of capital resource school major capital works have been undertaken at All Saints Upton School and Children's Centre and at Our Lady Mother of the Saviour</li> <li>• There has been an increase in the proportion of families receiving their first preferences for schools to 95%.</li> <li>• A capital investment of over £410k has been allocated to 24 Primary, 1 Secondary and 3 Special schools to improve the learning environments and enhance the provision.</li> <li>• Repairs and maintenance programme of over £1.7m has been undertaken to ensure that the quality of the Halton school provision is maintained.</li> <li>• Major Capital investment at St Bede' Catholic Infant School, Windmill Hill, Lunts Heath, Weston, and Weston Point primary schools have been completed and have resulted in the provision of an additional 29 additional places for each year group.</li> <li>• An enhanced Governor Support and Development programme has been introduced through a shared service agreement with neighbouring local authorities led by Cheshire East, helping to improve leadership, management and governance in schools</li> <li>• There continues to be high levels of Service Level Agreement buy back for Technical Support, Caretaker Support, Caretaker Cleaner Support, Governor Support (Administration &amp; Clerking) and Governor Support &amp; Development</li> <li>• There continues to be sufficient provision at all levels, from Play, Early Years, primary, secondary and post-16 education, although the Raising Participation Age will present challenges regarding the number of young people who enter jobs without training in the borough.</li> <li>• The number of young people not engaged in education and training (NEET) has decreased from 11.6% to 9.5%.</li> <li>• The number of Halton residents accessing higher level apprenticeships has increased</li> <li>• The percentage of Young People with Learning Difficulties and/or disabilities participating in education and training post 16 has increased by 10%</li> </ul>
<p>Improve outcomes for children and young people through effective joint commissioning, with emphasis on our most vulnerable children and young people</p>	<ul style="list-style-type: none"> <li>• There are a common set of commissioning priorities for Children and Young People across Halton, led by the Children's Trust</li> <li>• The integrated approach to commissioning has been further developed with the Clinical Commissioning Group and Public Health through dedicated specialist commissioning staff</li> <li>• Information, Advice and Guidance statutory duties have changed and the LA has provided clarity on the new responsibilities to all partners In-year reductions in the Early Intervention Grant have been identified and implemented.</li> <li>• A detailed review has been undertaken on all commissioned services.</li> <li>• Through the Inspiring Families Project local partners are now working more closely together to provide co-ordinated effective</li> </ul>



		support to the relevant families.
	Improve outcomes for children and young people through integrated and targeted youth support	<ul style="list-style-type: none"> <li>Delivered world-class facilities from CRMZ with five agencies permanently based at CRMZ.</li> <li>Commissioned an extensive Summer Blitz programme across Halton and recorded a decrease in the number of anti-social behaviours incidents across Halton</li> <li>Procedures for Children in the Care of other Local Authorities (CICOLA) have been reviewed</li> <li>Reduced the number of teenage conceptions and increased the number of young people registered on the C-Card condom scheme</li> <li>Increased the number of young people focused holistic health drop-ins provided in Community settings and Secondary Schools</li> <li>Increased the number of young people accessing targeted youth session in hotspot areas through the VRMZ outreach bus and street based teams</li> </ul>
<b>Learning &amp; Achievement</b>	Increase the percentage of schools and Early Years settings where Ofsted judge overall effectiveness to be good or better	<ul style="list-style-type: none"> <li>The new inspection framework has been introduced from September 2012. Halton's percentage of schools judged as good or better by Ofsted continues to be higher than the national average.</li> <li>All support is aligned through categorising schools who require support to improve.</li> <li>The school improvement model is seen as good practice by the Department for Education</li> <li>Early Years Foundation settings are also categorised to target the support and training to improve settings.</li> </ul>
	Increase the GCSE attainment for 5 or more A*-C including English and Maths	<ul style="list-style-type: none"> <li>Attainment of 5 or more A*-C including English and Maths improved on previous years and was the Halton's best ever result.</li> <li>Performance at earlier Key Stages and Early Years Foundation Stage Profile also showed improvement.</li> </ul>
	Narrow the gap in attainment between vulnerable groups and their peers through early identification of need	<ul style="list-style-type: none"> <li>The attainment gap for Children in Care is closing with more children making the appropriate levels of progress at both Key Stage 2 and GCSE levels</li> <li>The gap between Free School Meals pupils and their peers has narrowed for both Key Stage 2 and GCSE levels</li> <li>The review of the Borough's Autism provision has been completed and consultation underway on the proposed re-designation of provision at Ashley School.</li> </ul>
<b>Economy, Enterprise and Property</b>	Strategically manage and maintain the Council's assets in order to provide a sustainable flow of income and capital receipts as well as ensure that they are safe and fit for purpose	<ul style="list-style-type: none"> <li>A 12.2% reduction in carbon emissions has been achieved over the year across all Council properties. Emissions at corporate sites are now down by 22% since the baseline year of 2006/7.</li> <li>The refurbishment of Rutland House completed in August has provided improved office and welfare facilities for all staff relocated from Grosvenor House.</li> <li>The new Library and Direct Link in Runcorn has been opened since April offering improved facilities for the public.</li> <li>The completion of the new welfare block at Lowerhouse Lane has provided improved facilities for staff based at the depot.</li> <li>Launch of The Hive leisure and retail park comprising hotel, restaurants, bowling and ice rink.</li> </ul>



	<ul style="list-style-type: none"> <li>• Widnes Waterfront (Moss Bank Park) entered into development agreement to bring forward further phases of leisure and retail to complement The Hive development.</li> <li>• Runcorn Town Centre team established to oversee recent award of High Street Innovation Fund. Heads of terms have been agreed with development partner to work on long-term regeneration strategy. Development agreed signed to bring forward former crossville site for leisure and retail.</li> <li>• 3MG – development of site infrastructure, including access route to Bridge.</li> <li>• Castlefields – successful completion of Village Square and Health Centre.</li> <li>• Final remediation of St Michael’s Golf course completed</li> </ul>
<p>Deliver a comprehensive development and investment service</p>	<ul style="list-style-type: none"> <li>• Halton’s key strategic priorities have been supported through key bids which the department supported</li> <li>• The securing of the Regional Growth bid of £9.77 million for the Sci-Tech Enterprise Zone</li> <li>• £16 million of external funding has been secured for Halton</li> </ul>
<p>Deliver a comprehensive employment, learning and skills service</p>	<ul style="list-style-type: none"> <li>• The opening of the Moor Lane office for Halton People into Jobs was successfully completed by July 2012, thus providing a HPIJ service in both Runcorn and Widnes</li> <li>• The Halton ‘Big 100’ Apprenticeship programme successfully supported the creation of over 100 new apprentices during 2012, with business incentive grants of £1500 being awarded to 49 employers who met specific criteria</li> <li>• 98 local unemployed people were successfully trained via a bespoke pre-employment retail course delivered by the Division and subsequently recruited to work at the new Tesco Extra store in Widnes</li> <li>• A very positive Ofsted Survey Inspection focusing on the impact of employability courses on job outcomes took place in 2012 with many outstanding judgements made in the final feedback report.</li> <li>• 97 new Business Start Ups were created with help from the Division’s Enterprising Halton service</li> <li>• Awarded a contract of £85k for the National Careers Service to deliver Information, Advice &amp; Guidance to adults</li> <li>• In academic year 2011/12 93% of learners on an accredited course achieved their qualification</li> <li>• HPIJ supported 197 customers into employment between 1<sup>st</sup> April 2012 and 30<sup>th</sup> September 2012.</li> </ul>

## 3.2 MAJOR ACTIVITIES

Over the past twelve months, the Directorate has contributed to a wide range of major activities that directly impact on the Directorate itself. The main examples are outlined below. More details on each can be found within [Appendix B](#).

<p><b>Children &amp; Family Services</b></p> <ul style="list-style-type: none"> <li>• Implementation of the findings of the Munro Review of Child Protection</li> <li>• Development of new Halton Children’s Trust Levels of Need Framework</li> <li>• Developing further Early Help &amp; Support resource across Halton Children’s Trust</li> <li>• Embedding integrated commissioning</li> <li>• Ensuring close integration with developing Health &amp; Well Being Board</li> </ul>	<p><b>Learning &amp; Achievement Services</b></p> <ul style="list-style-type: none"> <li>• Development of New Anti-Bullying Strategy, Action Plan and Policy</li> <li>• Development of further Transition activities for children &amp; young people 0-25</li> <li>• Implementing Special Educational Needs &amp; Disability Green Paper in Halton</li> <li>• Implications of new categorisation of schools</li> <li>• Achievement &amp; Attainment at all Key Stages</li> <li>• Narrowing the Gap, Peer Challenge and Virtual School for Vulnerable Pupils</li> <li>• Understanding and ensuring all schools meet requirements of new Ofsted School Inspection Framework</li> <li>• Implementing appropriate support that has ensured the proportion of schools or settings judged good or better is above the national average for all phases inspected</li> </ul>
<p><b>Children’s Organisation &amp; Provision</b></p> <ul style="list-style-type: none"> <li>• Partnership working to reduce NEET and increase participation in Further Education and Training post 16 (Government September Guarantee)</li> <li>• Impact of new contracts and the quality assurance of alternative provision improving outcomes for young people accessing KS4 Gateway (PRU) . Post-16, Level 2 and Level 3 Achievement and Attainment by age 19 represents the largest annual local authority increase nationally.</li> <li>• Safeguarding Audits have been undertaken at all 68 pre-school, Out of School Clubs and Full Day Care settings</li> <li>• Safeguarding Training has been, and continues to be, provided to early years settings</li> <li>• The Sustainable School Transport Policy and the School Admissions Policy have been reviewed and revised to reflect legislative changes</li> <li>• A Capital Investment &amp; Maintenance Programme that has resulted in over half of the school estate benefiting from improved facilities.</li> <li>• Provision of a new central dedicated server for the specific location of all school information, resulting in improved</li> </ul>	<p><b>Economy, Enterprise &amp; Property</b></p> <ul style="list-style-type: none"> <li>• Integration of the council’s physical activity programme with the council’s new responsibility for Public Health</li> <li>• Implementation of Halton Sports Strategy</li> <li>• Development of a Libraries Strategy</li> <li>• Improved digital services and efficiencies through IT</li> <li>• Regional Growth Fund - £9.77million of investment secured for SciTech Daresbury</li> <li>• Development of Asset Disposal Plan programme</li> <li>• Mersey Gateway acquisitions/disposals/ demolitions; the Halton Employment Partnership is part of the Evaluation Team evaluating the Employment &amp; Skills Delivery Plans to be submitted by the 3 Mersey Gateway consortia. Final plans to be submitted Spring 2013.</li> <li>• Industrial and commercial properties</li> <li>• Energy Management – meeting reduced emissions targets</li> <li>• Localism – Property Implications</li> <li>• (Investment in) Economic Regeneration</li> <li>• Museums</li> <li>• ‘Bigger, Better Business’ – Bid for European Funding</li> <li>• Portas Review and High Street Innovation</li> </ul>

<p>accessibility for schools and increased delivery efficiency.</p> <ul style="list-style-type: none"> <li>• Strategic partnership working within and external to the directorate through has led to more apprenticeship opportunities</li> <li>• Refreshed the Teenage Pregnancy Strategy and developed a more integrated and targeted youth provision</li> <li>• Supported more community groups to provide youth provision were gaps in provision have been identified</li> <li>• Review of commissioning arrangements at CWAC has been undertaken and a training programme has been delivered</li> </ul>	<p>Fund</p> <ul style="list-style-type: none"> <li>• Consultation on future direction of Business Improvement Districts (BIDs)</li> <li>• Sector development around key growth sectors – Science, Construction &amp; Logistics e.g. development of <a href="http://www.sciencehalton.com">www.sciencehalton.com</a></li> <li>• Developing apprenticeship opportunities – part of the LCR City Deal for the devolution of the National Apprenticeship Service Apprenticeship Grant to Employers.</li> <li>• Secured contracts with Department for Work &amp; Pensions for the Work Programme and the Greater Merseyside Connexions Service for the National Careers Service.</li> </ul>
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## 4.0 Factors affecting the Directorate

### 4.1 CHALLENGES

Below is a summary of the challenges that the Directorate as a whole will face and consider within its work during 2013-14.

#### Regeneration

- Keeping to timescale on major initiatives – e.g. Mersey Gateway, Widnes Waterfront, town centres, 3MG
- Low land values affects investment on key strategic sites
- Funding regimes out of sequence, leading to delays in completion of projects
- Remediation of sites
- National transfer of assets
- Lack of regional aid harms offer to potential investors
- Mersey Gateway – in short-term project could cause delay to adjacent sites
- Localism Act – potential to delay regeneration projects

#### Local Employment Partnership

- Autumn statement proposed devolving greater proportion of economic regeneration spending to City Region
- Future potential for LEPs will be given powers to oversee the allocation of European funding and skills development.
- Using Halton Strategic Regeneration Framework to contribute to the development of an overall investment fund for the City Region

#### Regional

- Involvement in linking of the region's strategic regeneration economic priorities with the EU Commission's aim to align European funding for the period 2014-20.

#### Employment

- Sourcing of sufficient jobs, including apprenticeships
- Pockets of worklessness
- Growing the number of business start-ups
- Growing competition in labour market
- Work Programme – pressures of national targets
- Reductions in Public Sector presents problems to Halton as an area with high public sector

#### Adult Learning

- Changes to Skills Funding Agency funding streams
- Revise training provision to meet payments by results requirements
- Central funding does not reflect local needs
- Oversupply in wrong areas of provision

#### Skills

- Reducing proportions with no qualifications
- Equipping people with the right skills needed by employers

#### Early Intervention Grant

- Reduction in funding
- Funding the vulnerable 2 year olds

#### Information, Advice & Guidance for young people

- Reduced and revised provision

## Schools & Academies

- Development of school sixth forms, academies and free schools
- Staff funded through school buy back – e.g. SIMS, technical support
- SIMS Support – introduction of new centralised service
- Gateway standards & performance
- Structural changes to KS 3 and 4 PRU & Attainment gap – e.g. FSM
- School funding formula,
- Revise special school provision within the Borough for higher functioning pupils with ASC and social communication difficulties
- Provision of SEN expert to support parents of children with SEN around exclusions appeals
- Green Paper reforms and associated timescales

### Capital

- Future levels of capital strategy funds
- Combined funding for all representatives
- Shortfalls in investment and capital
- Post-16 funding

### Early Years

- Integrated strategy and provision
- Changes to Early Intervention Grant
- Sufficiency

### Implementing national programmes

- DWP - Families with multiple problems
- Inspiring Families

### Safeguarding

- Ensuring all fully aware & understand
- Meeting needs at the appropriate level

### Early Help

- Right help at the right time

### Provision

- 2, 3 and 4 year olds
- SEN – based on new funding formula
- After school for older age range

### Workforce Development

- Recruitment and retention
- Core competencies
- Social Work Reform agenda
- Single Work Programme
- Meeting People Plan objectives
- Workforce profile
- Capacity

### Sustainability

- Contracting resource base
- Services to young people, including CRMZ, HRMZ, VRMZ

### Health

- Improving Child Health
- Integration with Clinical Commissioning Groups, Public Health and liaison with Community Providers

### Commissioning

- To improve Health outcomes for Children
- Commissioning efficiencies with CWAC
- Review of Sexual health services
- Delivery of commissioning priorities
- Integration of children's CCG and public health commissioners

### Specialist Assessments

- Managing capacity
- Seamless continuum

### Participation

- Raising the Participation Age

## 4.2 DIRECTORATE PRIORITIES 2013

The Directorate has continued to successfully improve the services provided for our children and young people. This has been evidenced by externally validated inspections of services, and in a range of performance indicators. To maintain this and continually improve, a set of overarching priorities to be driven by the Directorate's Senior Management Team (SMT) have been agreed to provide direction for this Plan. These take into consideration the national agenda, internal and external factors that are and will affect the Directorate and also the main activities and achievements of the Directorate. These are set within the resource constraints that the Directorate is currently faced with.

Four priorities have been agreed to cover cross-cutting themes that link together the work of the Directorate and the Children's Trust. These are:

- *Integrated Commissioning*
- *Child's journey through the continuum of need*
- *Improving opportunities for our most vulnerable young people*
- *Driving economic prosperity*

These have been combined into an overall vision for the Directorate within the resource constraints:

*We believe that to drive economic prosperity we need to increase opportunities for all, including our most vulnerable young people, providing appropriate support if needed from Early Help through to Safeguarding, with integrated commissioning of services to deliver improved outcomes through the effective use of available resources.*

To achieve our objectives, four lead officers have been designated, one for each priority, and there will be a strong emphasis on cross-collaboration from across all Departments within the Directorate.
















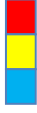










Each work stream will utilise the existing meeting groups within the Directorate and wider partnerships, such as the Children's Trust and Employment, Learning and Skills Partnership.

The focus on these priorities and how we align our services with those of partners in the Children's Trust will be particularly important within the current difficult economic climate that we are facing.

The matrix below depicts the structure of the priorities for the Directorate from 2013/14, with a colour coding system used to show examples of where Business Critical Issues will cut across the four priorities and this cross-collaboration will be utilised in work going forward. These Business Critical Issues closely relate to the service objectives set out in the appendices of this document.

These are the key priorities that we will focus upon as a Directorate in 2013/14 in order to ensure improved outcomes for children, young people and families in Halton and have been agreed within the context and continuum set out in the Halton Levels of Need Framework found within section 3.2 and Appendix B of this Plan.



Overarching Theme	Effectively Managing Resources to Deliver Services <ul style="list-style-type: none"> <li>• Workforce</li> <li>• Asset Management – finance, physical capacity, low carbon economy</li> <li>• Child &amp; Family Poverty</li> </ul>			
Directorate Priorities	Integrated Commissioning 	Child's journey through the continuum of need 	Improving opportunities for our most vulnerable young people 	Driving economic prosperity 
Directorate Business Critical Issues	 Agree common understanding of commissioning across Directorate, Council and with partners	 Use the Munro Review of Child Protection to improve outcomes for children and families	 Narrow the attainment gap between vulnerable groups and their peers by early identification of need	Maintain HBC assets in order to provide a sustainable flow of income and capital
	 Support the long-term sustainability & development of key service providers	 Continue to embed common understanding of Early Help.	 Launch Halton Integrated Early Help Strategy	 Implications of Welfare Reform and the Single Programme
	Ensure Early Years, school and post-16 provision is sufficient, sustainable and high quality	 Implement and embed Halton's Early Help Strategy and local offer.	 Support School Improvement	 Develop apprenticeship opportunities and support apprentices
	 Ensure sufficient integrated and targeted support for young people in the borough	Safeguarding – review capacity and caseloads for social workers.	 Measuring progression of pupils and schools	 Delivering a comprehensive employment, learning and skills service
	Develop role as broker or commissioner of services as well as provider	 Improve outcomes for Children in Care and Care Leavers	Raising attendance, participation and achievement	 Mersey Gateway investment
	 Work with other partners to ensure we improve outcomes for all, focusing on our most vulnerable.	 Recruit and retain Children's Social Care managers to ensure management oversight and ensure effective care planning	 Tackling health inequalities	 Developing European Social Fund bid
	 Improving Child Health Outcomes		 Tackling Child & Family Poverty	 Delivering a comprehensive development and investment service Interface with the Private Sector and employer facing services
	Priority Lead	Ann McIntyre	Tracey Coffey	Steve Nyakatawa

### 4.3 EXTERNAL FACTORS

In order to meet the Business Critical Issues and priorities for the Directorate, external factors need to be considered that are outside of the Directorate's control but inform and help to set the context for much of the Directorate's work. Detail on each of these can be found in [Appendix C](#) of this document.

<b>POLITICAL</b>	<b>ECONOMIC CLIMATE</b>
Marmot Review of Health Inequalities	Deprivation
Family Justice Review	National Careers Service
Inspiring Families (Troubled Families Initiative)	Apprenticeships
The DWP Work Programme	'Building Engagement, Building Futures'
School Funding Reform, including High Needs	Universal Job Match
Taylor Review of Alternative Provision	Talent Match
School Capital and Funding	Holt Review
European Social Fund and families with multiple problems	Youth Contract
<b>SOCIAL FACTORS</b>	<b>TECHNOLOGICAL DEVELOPMENTS</b>
Child & Family Poverty	Digital Accessibility
Demographic Changes	Universal Jobmatch
	Job seekers allowance online
<b>LEGISLATIVE FACTORS</b>	<b>ENVIRONMENTAL FACTORS</b>
Public Services (Social Value) Act 2012	Mersey Gateway
Health & Social Care Act 2012	Low Carbon Economy
Special Educational Need and Disability Green Paper	Minimising waste production, increasing recycling and reducing waste to landfill
Education Act 2011	Tackling Environmental Crime and promoting positive behaviours
Academies Act 2010	Maintaining Safe and attractive Parks and Open Spaces
Legal Aid, Sentencing & Punishing of Offenders Act 2012	Road Safety and Street Lighting
Revisions to Adoption & Fostering Legislation	Liverpool City Region Transport agenda/ Local Transport Plan Block Funding
Welfare Reforms <ul style="list-style-type: none"> <li>• Single Programme</li> <li>• Universal Credit</li> </ul>	Flood Risk Management
New framework for Early Years Foundation Stage (EYFS)	
New Ofsted Framework for Early Years Providers	
Ofsted Framework for the Inspection of local authority arrangements for the protection of children	
Ofsted Arrangements for the Inspection of Looked After Children and Care Leaver Services	
School Admissions Code	

## 5.0 Organisational Initiatives

There are a number of initiatives that have been developed at an organisational level in order to ensure consistency and synergy between individual business units of the Council. As such these initiatives are relevant to the work of all Directorates of the Council and have implications for, and are supported by, the work of the individual departments that sit beneath them. Such initiatives include:-

### 5.1 Equality, Diversity and Community Cohesion

Halton Council is committed to ensuring equality of opportunity within all aspects of its service design and delivery, policy development and employment practices. This commitment is reflected in a range of policies, strategies and other framework documents and practices that underpin the work of the Council through its day to day operational activities.

The Council reviewed and refreshed its [Single Equality Scheme](#) in 2009. As a result of the introduction of the Equalities Act (2010) the scheme has recently been further reviewed and slightly refined to ensure that it remains current and fit for purpose.

The scheme sets out the Council's approach to promoting and securing equality of opportunity, valuing diversity and encouraging fairness and creating and promoting a social environment in which people can work, learn and live free from discrimination and victimisation in all of its forms. The Council will combat discrimination throughout the organisation and will use its position of influence in the borough to help to identify and remove discriminatory barriers and practices where they are found to exist.

The Council has developed a systematic approach to examine and address the equality implications of its existing and future policies, procedures and practices through the use of a Community Impact Review and Assessment process.

As a result of such assessments any actions considered to be of high priority will be monitored and reported through the Council's Quarterly Performance Reporting process.

The Directorate Equality & Diversity Group has been expanded to become a multi agency group for the Children's Trust. The group has updated and broadened the Equality Scheme already in place for CED to take into account the additional duties and implications of the Equality Act 2010 and to allow the Scheme to be a useful multi agency document

### 5.2 Environmental Sustainability

The Council is committed to taking a lead and setting an example in tackling climate change. The Council has developed a Carbon Management Plan that will support the Council in managing its carbon emissions and developing actions for realising carbon and financial savings and embedding carbon management into the authority's day to day business.

The Plan was reviewed and updated during 2011/12, with a revised energy emissions reduction target and it is now set at a reduction of between 5% and 10% over 2010/11 figures over a 5 year period. The main measure included in the revised Plan is the Green House Gas emissions indicator, which differs from the previous carbon emissions indicator. The GHG emissions figure for 2011/12 was 23,917

tonnes CO<sub>2</sub> which was a 7.3% reduction on the 2010/11 figure. This total figure breaks down as follows:-

Corporate buildings	- 7505 tonnes CO <sub>2</sub> (estimated)
Schools	- 8393 tonnes CO <sub>2</sub> (estimated)
Street lighting	- 6211 tonnes CO <sub>2</sub> (estimated)
Vehicle fleet	- 1359 tonnes CO <sub>2</sub> (estimated)
Business Miles	- 449 tonnes CO <sub>2</sub> (estimated)

To improve the focus on achieving its targets the Directorate, through the Carbon Group, will develop specific plans and, where appropriate, specific reduction targets around buildings and vehicle fleet and business miles.

There is particular focus on the CRC energy efficiency scheme and the implications for the Council, i.e. £175k cost in April 2012 rising to £190k the following year.

Positive work being undertaken in Halton includes:

- carbon management plan
- work with schools on the Eco schools programme
- energy efficiency works implemented to date
- awareness raising with officers/managers
- Sustainable Projects office focusing initially on working with managers re energy management,
- the proposal re solar/PV panels to take advantage for the feed in tariffs.

Eco-friendly solar panels at the Stadium are due to generate income of £12,000 a year for the Council as well as saving up to £3,000 a year in energy bills. The Council will benefit from income from the feed in tariff from the solar panels – 32.9 p for every kWh it generates income which will increase year-on-year in line with inflation. The total energy saving will be in the region of £75,000 over 25 years.

The Council has also worked with the Energy Saving Trust to develop opportunities for reducing emissions in the wider community. The opportunities will form the basis of a Corporate Climate Change Strategy. The Directorate will contribute to and support specific actions within the overall Strategy.

The Council is committed to improving a good quality of life for the people of Halton and one of the ways this can be achieved is through allotment gardening. Being part of the allotment gardening community brings an opportunity to meet and share experiences with people from all walks of life. There are also health and social benefits which can give plot-holders a sense of well-being. Our aim is to continue to build on the good practices and positive improvements, but the biggest obstacle is the shortage of growing space.

### **5.3 Risk Management**

Risk Management, which forms a key element of the strategic and performance management processes of the Council, is a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are

categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of departmental / organisational activities. All high risks and the implementation of their associated mitigation measures will be monitored and reported through the Council's quarterly performance monitoring arrangements.

#### **5.4 Arrangements for managing Data Quality**

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

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

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

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

Given the transfer of Public Health to Local Authorities from 1<sup>st</sup> April 2013, Halton Borough Council are part of the 5 Borough's partnership with Health and other partners and are currently applying to connect to health systems. In order to connect the Council is required to complete an Information Governance Toolkit assessment up to level 2 (there are 3 levels in total). The Information Governance Toolkit is a performance tool produced by the Department of Health (DH). It draws together the legal rules and central guidance set out above and presents them in one place as a set of information governance requirements

The purpose of the assessment is to enable organisations to measure their compliance against the law and central guidance and to see whether information is handled correctly and protected from unauthorised access, loss, damage and destruction.

Where partial or non-compliance is revealed, organisations must take appropriate measures, (e.g. assign responsibility, put in place policies, procedures, processes and guidance for staff), with the aim of making cultural changes and raising information governance standards through year on year improvements.

The ultimate aim is to demonstrate that the organisation can be trusted to maintain the confidentiality and security of personal information. This in-turn increases public confidence that 'the NHS' and its partners can be trusted with personal data.



## 6.0 Organisational & Directorate Structure

The Council is committed to consistently managing the delivery of its services in the most cost efficient way that maximises the effectiveness of its available resources.

As a result of this continuing drive for efficiency as of April 2011 the Council has reduced the number of Directorates from four to three with an overall reduction in the number of departments to eleven.

The Council recognises the value of corporate working and that effective communication channels, both internally between Directorates and externally with partners, are a pre-requisite to success. It therefore has in place complementary arrangements at different organisational levels to ensure that the organisation works as an integrated and unified entity.

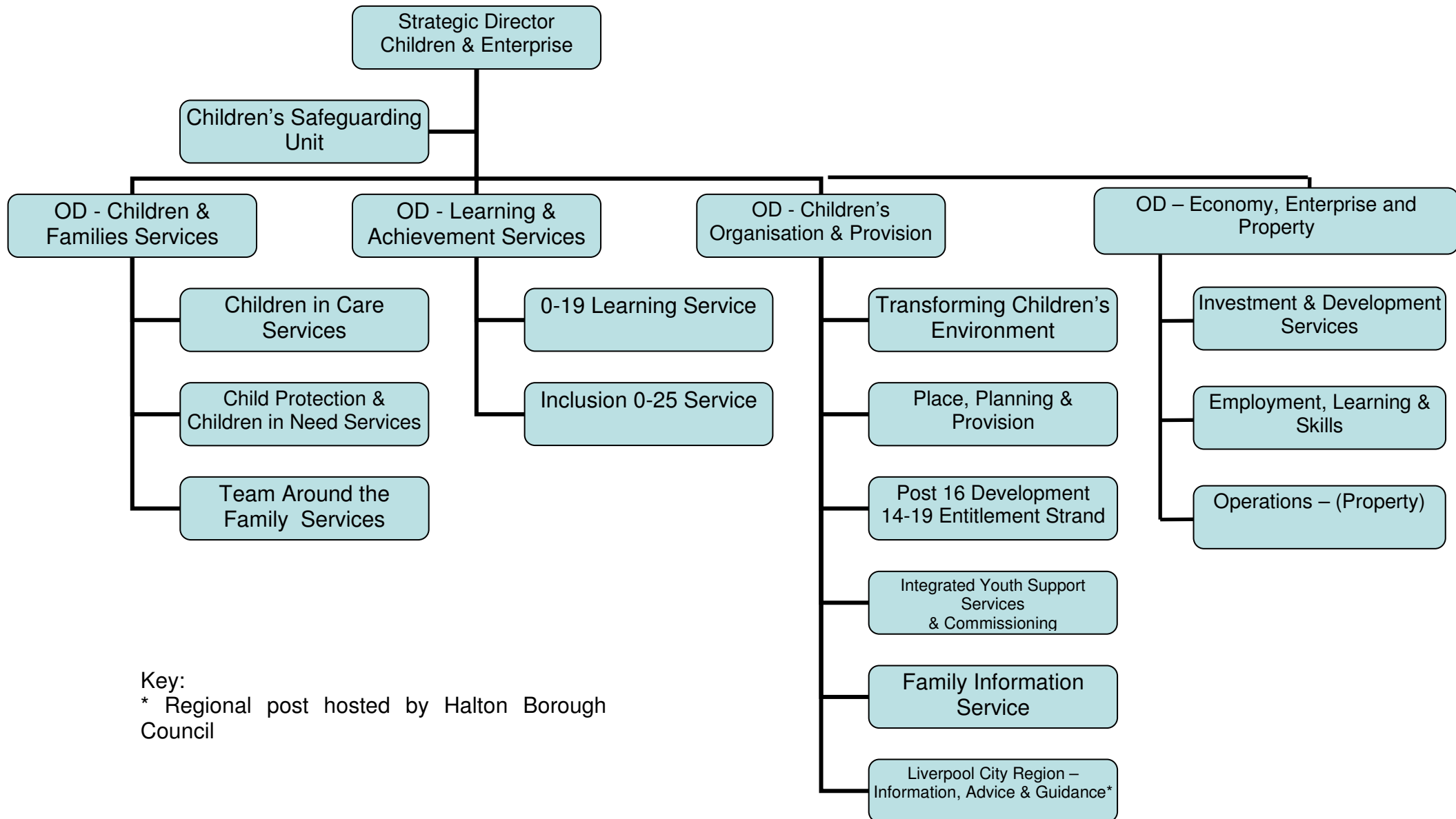
In support of this approach results-based matrix management practices, through for example project implementation groups, are used to bring together expertise and knowledge from across the organisation in order to optimise the response to community needs and aspirations.

Lead Officers are identified to drive and direct corporate initiatives to bring together elements of the Councils activities which, for the purposes of day to day management, may sit within all or any of the different Directorates.

Each of the Directorate Plans is aligned to and supports the delivery of one or more of the Councils six organisational and five partnership strategic priorities as detailed within the Corporate Plan and Sustainable Community Strategy respectively.

The chart overleaf provides an overview of those functions that fall within the new Children & Enterprise Directorate.

The Directorate structure is subject to change in preparation for the new financial year from April 2012. The latest draft structure is as follows:



Key:  
 \* Regional post hosted by Halton Borough Council

## **6.1 CHILDREN AND FAMILIES SERVICES**

This Department provides services to children and families from Universal to Complex Needs, as set out in Halton's Level of Need Framework. The services aim to support and protect children, ensuring that they are safe and have the opportunity to reach their potential. We aim, together with partners, to narrow the gap in outcomes for these most vulnerable children. For the majority of children this will be with their families, and we will provide services and support to families to achieve this. When this is not possible we provide services to ensure that children live somewhere that is safe, caring and appropriate to their needs.

The Department's main responsibilities are summarised in the work of the 3 divisions detailed below.

### **Team around the Family – Early Help**

- Children's Centres - provision of the full core offer and extended services
- Integrated Working Support Teams
- Co-ordinated early targeted intervention based on holistic family assessment
- Parenting Programmes
- Family support across the levels of need continuum
- Provision a range of accessible short breaks for disabled children
- Integrated services for Young Carers
- Intensive family support, including Inspiring Families programme.

### **Children in Need & Child Protection**

- Assessing promptly the needs of children and families in need
- Planning and delivering integrated services for vulnerable children and families across the levels of need
- Crisis and emergency intervention in families
- Child Protection services,
- Targeted interventions with the most vulnerable children in need and their families
- Provision of short breaks for disabled children

### **Children in Care & Care Leavers**

- Care Leavers services
- Recruitment, assessment and support for adoptive parents and foster carers
- Provision of Residential Care for Children
- Support to Children in Care to improve outcomes
- Inter-agency Working
- Assessing the needs of older Children in Need and vulnerable young people.

## **6.2 LEARNING AND ACHIEVEMENT SERVICES**

The Department works in partnership with schools and settings to raise standards of attainment and achievement. This work is undertaken by a team of specialists who focus on for example the curriculum, attendance, inclusion and behaviour within the different phases of education. School Improvement Partners (SIPs) are also a key part of this Department. We work together with the other departments to achieve the best possible outcomes for all young people and to narrow the gap in outcomes for the most vulnerable young people.

The Department's main responsibilities are summarised in the detail below:

### **0-19 Learning**

- EYFS and Key Stages 1 – 4 and School Sixth Form standards of achievement and attainment
- Key Stage 3 Pupil Referral Unit
- Monitoring of all schools and settings - categorisation
- Support and intervention for satisfactory / inadequate schools and settings
- Statutory assessment and moderation – EYFS, KS1 & K2
- NQT registration, monitoring and induction programme
- SACRE
- Support for Head Teacher recruitment
- Head Teacher induction, leadership and succession planning
- Virtual HT for CiC and Vulnerable Pupils
- Education Safeguarding in schools
- Portage service
- Support for development of Music, school games and disability sports in schools

### **0-25 Inclusion**

- Statutory assessments for pupils with Special Educational Needs (SEN)
- Statutory duties covering all areas of SEN for young people to the age of 0-19
- Provision of Additional resources and support for higher needs band of pupils including Action Plus Enhanced Provision
- Presentation of the LA case at SENDIST Appeals
- Statutory provision of Parent Partnership support to parents of children & young people with Special Education Needs
- Behaviour and attendance and Exclusions with the statutory duty to provide SEN Expert support for pupils at Exclusion Appeals
- Transition 0-19
- SEN service delivery for schools covering areas such as cognition and learning, visually impaired and hearing impaired Autism Speech Language and Communication
- Monitoring of provision and outcomes of provision for children and young people in the higher needs band of provision. This is including Special School provision, resource bases in borough, including those with academy status.
- Monitoring of provision and outcomes for pupils placed out of borough in all provision.

## **6.3 CHILDREN'S ORGANISATION AND PROVISION**

The Department will be responsible for the management, co-ordination and delivery of all capital programmes aimed at transforming Children's Environment including the Buildings Schools for the Future and Primary Capital. It leads and facilitates the strategic arrangements for joint commissioning of services to children, young people and their parents and carers within the Directorate, Statutory Partners, the Independent Sector, Voluntary and Community organisations. It ensures there is sufficient good quality early years provision, sufficient school places, provides a range of advice and guidance on Governor issues, and ensures schools meet their statutory requirements with regard to Learning Outside the Classroom. Critical incident support is also provided to schools and educational establishments. In

addition it co-ordinates the effective delivery of youth support, community justice and sexual health service and manage the Liverpool City Region Information, Advice & Guidance contract.

The main responsibilities of each team are detailed below:

### **Transforming Children's Environment**

- Building Schools for the Future
- Local Education Partnership (LEP)
- Capital – development of educational property and maintenance of educational estate
- Children's Centres Capital
- Childcare
- Sufficiency & Suitability Childcare
- Condition
- Accessibility
- Broader Projects

### **Place Planning and Provision**

- Early Years Sufficiency.
- Child and pupil place planning (schools and other settings).
- School Transport.
- Services to schools and settings (SLAs).
- Information, support and guidance for schools and Children's Services settings.
- Learning Outside The Classroom
- Technical Support
- Critical Incident Support.
- Governor Support.

### **Post 16 development and 14-19 entitlement strand**

- Pupil Referral Unit
- Key Stage 4 Engagement Service
- Education Business Partnership
- Duty to secure sufficient suitable education and training opportunities to meet the reasonable needs of all young people in Halton.
- Delivery against the six key priorities identified within the 14-19 Strategic Commissioning Statement 2013-2014
- 14-19 Apprenticeship Strategy
- 14-19 NEET Strategy
- Ensure there is sufficient and suitable provision for, and Improve participation and achievement of vulnerable groups
- Access to Independent, Advice and Guidance
- Plan to meet the requirements of the raising of the participation age

### **Integrated Youth Support Services and Commissioning**

- Inspiring Families
- Integrated planning and commissioning
- Joint Commissioning
- Effective delivery of Integrated Youth Support
- Deployment of youth support services
- Deployment of sexual health services including Teenage Pregnancy
- Substance Misuse.

- Alcohol Services.
- Anti Social Behaviour.
- Community Safety.
- Information, Advice and Guidance Services.
- Promoting Positive Activities.

### **Liverpool City Region**

- Ensure the effective management of the Liverpool City Region Information, Advice & Guidance contract.

### **Family Information Service**

#### **6.4 CHILDREN'S SAFEGUARDING UNIT**

The Safeguarding Unit consists of lead officers for Safeguarding in Halton including Children's Services, Halton Clinical Commissioning Group, Education, and Police. This co located and virtual team strengthens multi agency working, making efficient use of knowledge and expertise across the Directorate and Halton Children's Trust.

Members of the Safeguarding Unit are responsible for identifying the themes and issues, which impact on the delivery of front line practice. Through scrutiny, challenge and support, the Unit will continuously enhance standards and good practice through quality assurance and professional development.

The Unit informs and is informed by national and local guidance as well as research, to positively enhance the delivery of front line services to vulnerable children and young people in Halton.

#### **Core Business of the Unit**

- Developing sector-led improvement through formalised partnership arrangements with Cheshire West & Chester
- Providing an Independent chairing service within the Child Protection and Children in Care systems and for those children in need.
- Independent review of Foster carers
- Responsibility for the management of allegations against adults who work with children, including the statutory role of Local Authority Designated Officer (LADO)
- Via the Halton Safeguarding Children Board manager, providing all the business support requirements for HSCB.
- Lead responsibility for the rigorous auditing of practice within Children & Families and Early Help multi-agency services.
- Lead role in multi-agency practice reviews.
- Supporting safeguarding practice in educational settings.
- To support engagement of the community in safeguarding.
- Multi agency support, challenge and scrutiny.
- Lead role in awareness raising, training and service delivery on Child Sexual Exploitation

#### **6.5 ECONOMY, ENTERPRISE AND PROPERTY**

A key aim of the Department is to use the borough's regeneration projects and programmes to create an environment that is attractive to business, which leads to the creation of jobs and, in turn, will help to improve the quality of life of people living and working in Halton. This is set out in the Council's Regeneration Strategy 2013-



28 that recognises that improving the Borough's economy is the key to making Halton a better place to live and/or work. This Strategy focuses on six drivers of economic prosperity which are:

- Enhancing quality of life
- Improving business performance
- Supporting growth and investment
- Growing the Low Carbon Economy
- Raising skills and reducing unemployment
- Place-shaping and connectivity

The three key drivers that relate to this Department focus on business performance, supporting growth and investment and raising skills and reducing unemployment.

The Department comprises the following divisions: -

### **Investment and Development Services**

The work of the Division includes bringing forward and implementing the borough's major physical development sites (including town centres, housing regeneration, watersides and brownfield land reclamation); managing the Council's property and strategic assets (property services), including Widnes Market Hall, coordinating and acting upon the borough's inward investment and business enquiries, encouraging and supporting businesses to expand; for example, providing advice and guidance on grant support, development and planning issues, transportation; improving the image of the borough's industrial areas; and helping businesses to become more competitive. The division also provides advice on funding opportunities as well as supporting the Council's representatives in European, Regional and sub-regional forums and committees.

### **Employment Learning and Skills**

This Division focuses on developing and delivering initiatives which create secure and safeguard jobs in the Borough. It hosts the Halton People Into Jobs (HPiJ) initiative, who manage the Work Programme contracts on behalf of Halton, as well as the National Careers Service contract. The Halton Employment Partnership Team now focuses on employer engagement and now manages the job brokering service. The Division also supports a wide range of self-employment and business start-up initiatives. The Work Programme is a scheme based on 'payment by results' where the Division is rewarded financially for getting people who are receiving benefits into work.

This Division also delivers a wide range of adult and family learning courses across the borough. It also leads the borough's Halton Employment Partnership which acts as a one stop shop for employer local job seeker recruitment needs, as well as sector led employment initiatives such as Construction Halton and Science Halton. Key areas of activity in the Division are: - Adults and Community Learning – providing opportunities for adults to access a wide range of learning experiences within their local area; Skills For Life – improving literacy and numeracy skills amongst adults; Family Learning – which gives all family members an opportunity to learn with their children or learn about how they can further support their children.

### **Operations – (Property)**

The Division exists to provide corporate support to all areas of the Council in relation to the management, maintenance and development of the Council's property portfolio and regeneration schemes.

The Division is responsible for a number of areas of work, the primary function however is to ensure that the Authority's accommodation is fit for purpose, and meets the needs and expectations of members, officers and the public alike.

The Facilities Management section manages the maintenance, security, caretaking and cleaning to all corporate sites and provides a repairs and maintenance and cleaning buy back service to schools. In addition they play a significant role in carbon management and helping to reduce carbon emissions, they provide a building surveying service, and carry out a significant amount of construction related procurement.

The Capital Works section project manages all capital works from inception to completion on corporate building together with numerous projects on Education premises.

Recently along with colleagues in Asset Management, the Division has supported the Mersey Gateway team in respect of the necessary site assembly and demolitions needed to deliver the Mersey Gateway project.

## 7.0 Resources

The Directorate faces a number of challenges in ensuring that it has the resources available to support the delivery of its service objectives during a period of reducing financial resources.

### 7.1 BUDGET SUMMARY AND SERVICE COSTS

To be added once confirmed

### 7.2 HUMAN RESOURCE REQUIREMENTS

The Directorate employs approximately 700 staff, and together with school staff, are considered to be the Directorate's most valuable asset. The Directorate (and the Council as a whole) is committed to training and developing its staff and has a system of Employee Development Reviews twice a year to produce Personal Action Plans for each employee setting out future learning and development plans, and setting individual work based performance targets. These are complemented by more regular supervision which review progress with personal development and are one of the key processes by which performance and service outcomes are monitored.

Supervision is not just about getting the job done; it is also about investing time and energy in developing and motivating staff for the benefit of the individual and the organisation as a whole and ultimately the local community. Good supervision will result in well-trained and motivated staff who are clear about their role within the organisation and the tasks they need to achieve.

A major requirement for the Directorate will be the continuing implementation of the new Integrated Children's Workforce Strategy for Halton's Children's Trust. The key aim of the strategy is a workforce that is reformed, integrated and making the best contribution possible to Halton's Children & Young People's Plan.

### 7.3 ACCOMMODATION AND PROPERTY REQUIREMENTS

The accommodation requirements of the Directorate have been impacted upon by the efficiency programme. The continued development and embedding of Team Around the Family services will further influence the Directorate's needs as the ambition is to establish community based accommodation providing front line access for all services through effectively utilising Children's Centres, GP practices and the secondary provision developed through the Building Schools for the Future programme.

### 7.4 ICT REQUIREMENTS

The Directorate has an ICT Development Plan mapping out its ICT requirements and areas for development. There are number of major ICT projects that will be central to the development of the Directorate and act as enablers for service delivery.

**Carefirst 6/Electronic Social Care Record (ESCR)/Integrated Children's System (ICS)**

Implementation of Carefirst 6 collaboratively with ICT Services and the Adults and Community Directorate is critical in providing an effective ICT solution for Children's Social Care. There are statutory requirements relating to ICS and ESCR as well as the benefits the system will provide in terms of operational efficiency. The process will require new ICT infrastructure, scanning and new working arrangements. Implementation of Carefirst 6 continues and will be completed over the next 12 months. The delivery of IT enhances support and frontline practice.

### **Synergy CYP Database**

This database allows web based access to core pupil information and will be developed to replace existing modules allowing wider and more flexible access opportunities. Wider access to Duty Desk, School Health and PCT Teams will help to better inform practitioners. .

### **Synergy Connect - Children Centre Management of Information System**

Synergy Connect is a flexible, web based database allowing development of its components depending on the service provider's engagement or to tie in with local or national requirements. Together with the CYP Database, once in place it will enable the exchange of information on the regular basis. The system has been used to record data from health personnel to enable integrated reporting of performance

### **Schools Information Management System/Virtual Learning Environment Support Service**

The Directorate provides a support service to schools for the Virtual Learning Platform and the Schools Information Management System (SIMS). A new centralised server is now in place and the project is being developed to centralise the SIMS software / data within the Local Authority data centre. Schools will link into the database through the appropriate security settings.

### **Halton and Perspective Lite - Distribution of Performance Data Reports to Halton Schools - Primary and Special Schools**

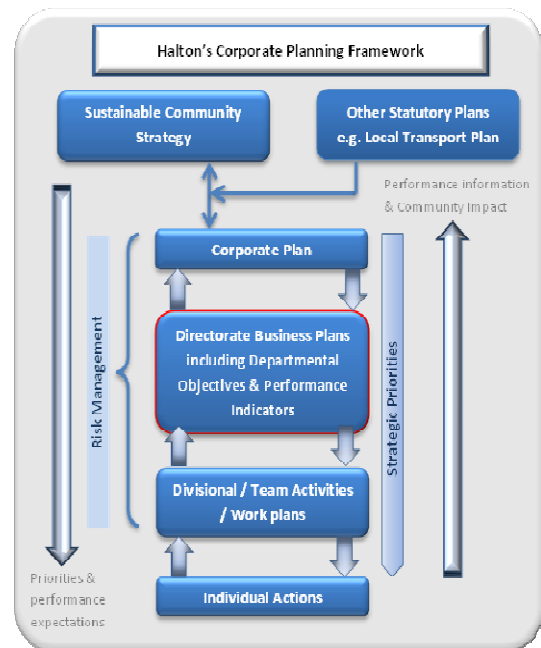
The Council has moved to a new web based system to improve the management process of circulating and reviewing school performance data reports. This system is called Perspective Lite and is developed by Angel Solutions in partnership with the NCER cic - National Consortium for Examination Results. Previously Council used the Intranet to communicate school performance data reports to schools. The Intranet can only be accessed by Headteachers from their school PC whereas Perspective Lite can be accessed from any PC - using the appropriate Headteacher login details.

## 8.0 Business Planning

Directorate Plans form an integral part of the authority's corporate planning framework, as illustrated within the diagram opposite.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Such plans, and the Quarterly Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.



### Performance Monitoring and Reporting

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly progress reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly monitoring reports on the Council's intranet site.**

In demonstrating its commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and its associated quarterly monitoring reports, are available via the Council's website at <http://www3.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

## Appendix A: Departmental Service Objectives & Performance Indicators

### 1. ECONOMY, ENTERPRISE & PROPERTY

<b>Corporate Priority:</b>	Effectiveness and Efficiency					
<b>Area of Focus:</b>	23 – Operational Land and Property					
<b>Service Objective:</b>	<b>EEP1: Strategically manage and maintain the Council’s assets in order to provide a sustainable flow of income and capital receipts as well as ensure that they are safe and fit for purpose</b>					
Key Milestones (13-14)	• Review accommodation in light of budget decisions by July 2013					
	• Identify further property to be considered for sales and implement asset disposals by March 2014					
	• Continue to market the Lakeside and Canalside development sites					
	• Continue the development of Mossbank Park					
	• Commence development of SciTech Phase 1 by June 2013					
	• Develop criteria for community assets and monitor					
Key Milestones (14-15)	• Review accommodation in light of budget decisions by July 2014					
	• Identify further property to be considered for sales and implement asset disposals by March 2015					
	• Support the development of Business Rates Policy					
Key Milestones (15-16)	•					
Risk Assessment:	Initial	High	Responsible Officer	Operational Director, Employment, Enterprise & Property	Linked Indicators	NI185/ NI194 replacement
	Residual	Medium				



<b>Corporate Priority:</b>	Halton's Urban Renewal						
<b>Area of Focus:</b>	7 – Increased Local Employment						
<b>Service Objective:</b>	<b>EEP2: Deliver a comprehensive development and investment service</b>						
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Facilitate the Mersey Gateway acquisition and business relocation programme by March 2014</li> </ul>						
	<ul style="list-style-type: none"> <li>Deliver the BID Year 1 action plan by March 2014</li> </ul>						
	<ul style="list-style-type: none"> <li>Commence the implementation of Runcorn Town Centre Action Plan phase 2 by March 2014</li> </ul>						
	<ul style="list-style-type: none"> <li>Finalise the 'Bridge Tourism' Action Plan by September 2013</li> </ul>						
	<ul style="list-style-type: none"> <li>Prepare European Action Plan (ESF and ERDF) for Halton by September 2013</li> </ul>						
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Maintain a comprehensive database of all commercial land and property by March 2015</li> </ul>						
	<ul style="list-style-type: none"> <li>Deliver the BID Year 2 action plan by March 2015</li> </ul>						
	<ul style="list-style-type: none"> <li>Actions from Mersey Gateway Regeneration Strategy to be identified</li> </ul>						
Key Milestones (15-16)							
Risk Assessment:	Initial	High	Responsible Officer	Divisional Investment Development	Manager &	Linked Indicators	DIS LI05, DIS LI06, SCS ELS01, SCS ELS02, SCS ELS09
	Residual	Medium					

<b>Corporate Priority:</b>	Employment, Learning & Skills					
<b>Area of Focus:</b>	6 – Skilled Local Workforce					
<b>Service Objective:</b>	<b>EEP3: Deliver a comprehensive employment, learning and skills service</b>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Deliver Work Programme via sub contract arrangements to Prime Contractors A4E and Ingeus Deloitte in line with the contract</li> </ul>					
	<ul style="list-style-type: none"> <li>Add Skills Strategy for SciTech, milestone on Apprenticeships, City Strategy implementation, Mersey Gateway – work with preferred bidder on supporting employment &amp; skills plan, monitoring the support of local people into jobs</li> </ul>					
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Deliver Work Programme via sub contract arrangements to Prime Contractors A4E and Ingeus Deloitte in line with the contract</li> </ul>					
Key Milestones (15-16)	<ul style="list-style-type: none"> <li></li> </ul>					
Risk Assessment:	Initial	High	Responsible Officer	Divisional Manager, Adult Learning & Skills Development	Linked Indicators	ELS LI05, ELS LI01, ELS LI02, ELS LI03, ELS LI04, ELS LI15, ELS LI16, ELS LI17, SCS ELS03, SCS ELS04, SCS ELS05, SCS ELS07, SCS ELS08
	Residual	Medium				

## Key indicators

Ref	Description	Actual 2011/12	Target 2012/13	Actual 2012/13	Targets		
					13/14	14/15	15/16
DIS LI01	Occupancy of HBC industrial units	72%	85%		85%	85%	90%
DIS LI02	Occupancy of Widnes Market Hall	85%	90%		90%	95%	95%
	<b>Empty Halton BC Properties ( new indicator)</b>						
DIS LI05	Number of investment enquiries per annum	180	180		180	200	250
DIS LI06	Inward investment enquiry conversion rate percentage	12.2%	10%		10%	10%	10%
DIS LI07	Contribution to jobs created as a result of the services being provided (departmental)	287	350		350	400	500
ELS LI05	The number of new apprenticeship starts in the borough (16-18)		470		470	490	500
ELS LI01	Number of enrolments on Employment and Learning Courses (for the academic year)	4632	2850		2850	2850	2850
ELS LI02	Number of adults accessing HBC services achieving a Skills for Life qualification in numeracy/literacy	476	250		250	150	150
ELS LI03	Number of starts on DWP Work Programme	373	454 (A4E) 1118 (Ingeus)		454 (A4E) 1118 (Ingeus)	454 (A4E) 1118 (Ingeus)	454 (A4E) 1118 (Ingeus)
ELS LI04	Number of new starts into permitted/paid work for local people with disabilities (over 12 month period)	1	20		20	25	30
ELS LI15	Number of new business start-ups in the borough	96	45		45	55	65
ELS LI16	Deliver the appropriate Skills for Life courses across the three terms		New measure		170	170	170
ELS LI17	Ensure that all monthly reviews of performance of the Work Programme contract are undertaken		New measure		100%	100%	100%

Ref	Description	Actual 2011/12	Target 2012/13	Actual 2012/13	Targets		
					13/14	14/15	15/16
NI185 /NI194 replace ment	New Greenhouse gas (GHG) emissions indicator	25,817 tonnes CO <sub>2</sub> e	25,175 tonnes CO <sub>2</sub> e		24,797 tonnes CO <sub>2</sub> e	24,425 tonnes CO <sub>2</sub> e	24,425 tonnes CO <sub>2</sub> e
PYS LI01	The percentage of Authority buildings open to the public in which all public areas are suitable for and accessible to Disabled people		86%		86%	86%	86%
SCS ELS01	Increase the number of active enterprises within the Borough	2660 (2011)	2675		2715	2750	2800
SCS ELS02	Increase the proportion of business diversity in the following sectors: Knowledge Economy, Superport, Low carbon/green, Visitor economy	25.94% (2011)	24%		26%	27%	28.5%
SCS ELS03	Increase the number of people classed as self-employed	5.7% (Sept – Oct 2011)	6.5%		6.5%	7.0%	7.25%
SCS ELS04	Reduce the proportion of people with no qualifications	12.8% (Jan – Dec 2010)	12%		11.25%	11.0%	11%
SCS ELS05 Revised NI165	Increase the percentage of people achieving NVQ Level 4 and above	21.3% (Jan – Dec 2010)	23.5%		24.25%	24.5%	24.75%
SCS ELS07 NI152	Reduce the percentage of people registered unemployed and seeking employment (JSA Claimants)	5.8% (March 2012)	5.2%		5.2% Under review with JC Plus	4.8%	4.4%
SCS ELS08	Reduce the percentage of the working age population claiming out of work benefits	18.9% (August 2011)	18%		17% Under review with JC Plus	16.5%	16%

Ref	Description	Actual 2011/12	Target 2012/13	Actual 2012/13	Targets		
					13/14	14/15	15/16
SCS ELS09 NI166	Increase the gross weekly earnings by residents	£432.30 (Dec 2011)	To close the gap with NW average		To close the gap to the CIPFA Nearest Statistical Neighbours		

## 2. CHILDREN AND FAMILIES SERVICES

<b>Corporate Priority:</b>	Children and Young People						
<b>Area of Focus:</b>	14 – Effective Family Services						
<b>Service Objective:</b>	<b>CFS1: Recruit and retain Children’s Social Care Managers to deliver the necessary level of scrutiny and management oversight to ensure effective care planning</b>						
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Evaluate the impact of the management trainee programme for aspiring managers, with the aim of increasing candidates by September 2012</li> </ul>						
Risk Assessment:	Initial	High	Responsible Officer	Operational Children & Families	Director,	Linked Indicators	N/A
	Residual	High					

<b>Corporate Priority:</b>	Children and Young People						
<b>Area of Focus:</b>	16 – Safeguarding Children						
<b>Service Objective:</b>	<b>CFS2: Improve outcomes for children and families through embedding integrated processes to deliver Early Help and Support</b>						
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Further develop opportunities to integrate and co-locate teams by partner agencies by March 2014</li> </ul>						
	<ul style="list-style-type: none"> <li>Embed integrated services further within Department, Directorate and Halton Children’s Trust by March 2014</li> </ul>						
	<ul style="list-style-type: none"> <li>Statement on new Levels of Need Framework and family assessment programme to be implemented after the launch April 2012</li> </ul>						
Risk Assessment:	Initial	High	Responsible Officer	Divisional Around the Family	Manager, Team	Linked Indicators	CFS LI03 SCS CYP08
	Residual	Medium					

<b>Corporate Priority:</b>	Children and Young People					
<b>Area of Focus:</b>	16 – Safeguarding Children					
<b>Service Objective:</b>	<b>CFS3: Ensure that the changes required by the Munro Review of Child Protection to practice improves outcomes for children and families</b>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Implement the new social work assessment and planning model in line with the deadline required (date to be advised once published)</li> <li>Effectively implement the new Framework for the Assessment of Children in Need and the changes to Working Together to Safeguard Children (date to be advised once published)</li> </ul>					
	Risk Assessment:	Initial	Low	Responsible Officer	Divisional Manager, Children in Need and Child Protection	Linked Indicators
	Residual	Low				

<b>Corporate Priority:</b>	Children and Young People					
<b>Area of Focus:</b>	14 – Effective Family Services					
<b>Service Objective:</b>	<b>CFS4: Improve outcomes for Children in Care and Care Leavers</b>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Continue to implement the appropriate action plan from the multi-agency Children in Care strategy (2011-14) by March 2014</li> </ul>					
	Risk Assessment:	Initial	High	Responsible Officer	Divisional Manager, Children in Care	Linked Indicators
	Residual	Medium				

## Key indicators

Ref	Description	Actual 2011/12	Target 2012/13	Actual 2012/13	Targets		
					2013/14	2014/15	2015/16
CFS LI01	Number of Children in Need plans independently reviewed	320	140		140	140	140
CFS LI02	Social Work Assessment – measure to be defined once guidance published	This measure will be defined once the Assessment Framework has been published					
CFS LI03	Number of multi-agency interventions (e.g. CAF) which are in place and operating	233	250		250	250	250
SCS CYP08	Percentage of referrals to social care where there is evidence of multi-agency planning in the previous 12 months	N/A	N/A	N/A	Measure currently being re-developed and targets set once baseline established		
LPI01 CYP	Percentage gap between Children in Care attainment at KS2 and their peers	37% 2011 results	N/A	42.9% Provisional 2012 results	<p><i>Due to small cohorts and statistical variation, targets are not stated. . Instead, an analysis of the small cohort is conducted on an individual basis for these children to underpin resulting performance.</i></p>		
LPI02 CYP	Percentage gap between Children in Care attainment at 5+ GCSE's grades A*-C including English and Maths and their peers	39% 2011 results	N/A	7.2% Provisional 2012 results			
SCS CYP16	Percentage of Children in Care achieving expected outcomes at KS2 and KS4	83% KS2 2011 results	N/A	100% English 100% Maths 60% English 80% Maths			
NI 058	Emotional and behavioural health of Children in Care: average SDQ score	12.8	14		14	14	14
NI 061	Timeliness of placements for Children in Care for adoption following an agency decision that the child should be placed for adoption	70%	N/A		<p><i>Due to small cohorts and statistical variation, targets are not stated. Instead, an analysis of the small cohort is conducted on an individual basis for these children to underpin resulting performance.</i></p>		
NI 062	Stability of placements of Children in Care: number of moves	9.7%	7.6%		7.5%	7.4%	7.4%

Ref	Description	Actual 2011/12	Target 2012/13	Actual 2012/13	Targets		
					2013/14	2014/15	2015/16
NI 063	Stability of placements of Children in Care: length of placement	78%	80%		80%	80%	80%
NI 064	Child Protection Plans lasting 2 years or more	0%	0%		0%	0%	0%
NI 065	Children subject to a child protection plan for a second or subsequent time	10%	10%		10%	10%	10%
NI 066	Children in Care cases are reviewed within timescale	100%	100%		100%	100%	100%
NI 067	Child Protection cases are reviewed within timescale	100%	100%		100%	100%	100%
NI 147	Care Leavers in suitable accommodation at 19	95.5%	90%		90%	90%	90%
NI 148	Care Leavers in Employment, Education or Training at 19	81.8%	75%		75%	75%	75%



### 3. LEARNING AND ACHIEVEMENT SERVICES

<b>Corporate Priority:</b>	Children and Young People					
<b>Area of Focus:</b>	13 - Educational Attainment					
<b>Service Objective:</b>	<b>LAS1: To increase the percentage of schools and Early Years settings where Ofsted judge overall effectiveness to be good or better</b>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Review the performance of all schools and Early Years settings with a specific focus on those currently graded as satisfactory / requiring improvement by October 2013</li> </ul>					
	<ul style="list-style-type: none"> <li>Undertake categorisation process for all schools and identify actions, including levels of support and intervention, required to improve inspection outcomes by October 2013</li> </ul>					
	<ul style="list-style-type: none"> <li>Evaluate the outcomes of school inspections through the School Development Panel, and summarised within the Ofsted summary reports, to ensure that learning resulting from the inspection process is effectively shared with schools on an ongoing basis</li> </ul>					
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Review the performance of all schools and Early Years settings with a specific focus on those currently graded as satisfactory / requiring improvement by October 2014</li> </ul>					
	<ul style="list-style-type: none"> <li>Undertake categorisation process for all schools and identify actions, including levels of support and intervention, required to improve inspection outcomes by October 2014</li> </ul>					
	<ul style="list-style-type: none"> <li>Evaluate the outcomes of school inspections through the School Development Panel, and summarised within the Ofsted summary reports, to ensure that learning resulting from the inspection process is effectively shared with schools</li> </ul>					
Key Milestones (15-16)	<ul style="list-style-type: none"> <li></li> </ul>					
Risk Assessment:	Initial	High	Responsible Officer	Divisional Manager, 0-19	Linked Indicators	SCS CYP09 CPCYP01, CPCYP02, LPI 06 LAS, LPI 07 LAS
	Residual	Medium				

<b>Corporate Priority:</b>	Children and Young People					
<b>Area of Focus:</b>	13 - Educational Attainment					
<b>Service Objective:</b>	<b>LAS2: Attainment at all phases, including EYFS, to meet or exceed national thresholds</b>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Conduct the annual analysis of school performance data for all primary, secondary and special schools during September to December 2013</li> <li>Ensure appropriate deployment of School Improvement support for identified schools and settings, including school to school support as appropriate</li> </ul>					
	<ul style="list-style-type: none"> <li>Conduct the annual analysis of school performance data for all primary, secondary and special schools during September to December 2014</li> <li>Ensure appropriate deployment of School Improvement support for identified schools and settings, including school to school support as appropriate</li> </ul>					
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Conduct the annual analysis of school performance data for all primary, secondary and special schools during September to December 2014</li> <li>Ensure appropriate deployment of School Improvement support for identified schools and settings, including school to school support as appropriate</li> </ul>					
	<ul style="list-style-type: none"> <li></li> </ul>					
Key Milestones (15-16)	<ul style="list-style-type: none"> <li></li> </ul>					
	<ul style="list-style-type: none"> <li></li> </ul>					
Risk Assessment:	Initial	High	Responsible Officer	Divisional Manager, 0-19	Linked Indicators	SCS CYP01, SCS CYP02, SCS CYP03, NI093, NI094, CPCYP08, CPCYP09
	Residual	Medium				

<b>Corporate Priority:</b>	Children and Young People						
<b>Area of Focus:</b>	13 - Educational Attainment						
<b>Service Objective:</b>	<b>LAS3: Narrow the gap in attainment and achievement between vulnerable groups and their peers through early identification of need</b>						
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Analyse, evaluate and report end of Key Stage attainment outcomes for Children in Care by December 2013</li> </ul>						
	<ul style="list-style-type: none"> <li>Through data analysis RAG rate with schools end of Key Stage attainment gaps between Free School Meals pupils (FSM) and non-FSM pupils and identify areas of need and support required by December 2013</li> </ul>						
	<ul style="list-style-type: none"> <li>Analyse, evaluate and report on attainment and achievement outcomes for pupils identified as part of the Virtual School for Vulnerable Groups by December 2013</li> </ul>						
	<ul style="list-style-type: none"> <li>Ensure the support for the growing population of vulnerable two year olds is appropriate within Early Years Foundation Stage settings by March 2014</li> </ul>						
	<ul style="list-style-type: none"> <li>Analyse the levels of absence, including persistent absence, across all phases on a termly basis</li> </ul>						
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Analyse, evaluate and report end of Key Stage attainment outcomes for Children in Care by December 2014</li> </ul>						
	<ul style="list-style-type: none"> <li>Through data analysis RAG rate with schools end of Key Stage attainment gaps between FSM and non-FSM pupils and identify areas of need and support required by December 2014</li> </ul>						
	<ul style="list-style-type: none"> <li>Analyse, evaluate and report on attainment and achievement outcomes for pupils identified as part of the Virtual School for Vulnerable Groups by December 2014</li> </ul>						
	<ul style="list-style-type: none"> <li>Ensure the support for the growing population of vulnerable two year olds is appropriate within Early Years Foundation Stage settings by March 2015</li> </ul>						
	<ul style="list-style-type: none"> <li>Analyse the levels of absence, including persistent absence, across all phases on a termly basis</li> </ul>						
Key Milestones (15-16)							
Risk Assessment:	Initial	High	Responsible Officer	Divisional Inclusion	Manager,	Linked Indicators	SCS CYP10, SCS CYP11, NI104, NI105, SCS CYP16, LPI01CYP, LPI02CYP, SCS CYP12, SCS CYP14, NI103A, NI103B, NI087, NI114
	Residual	High					

## Key indicators

Ref	Description	Actual 11/12	Target 12/13	Actual 12/13	Targets		
					13/14	14/15	15/16
SCS CYP03 (NI075)	Proportion achieving 5+ GCSE A*-C including English and Maths	56%	54%	59% Provisional	56%	56.5%	57%
SCS CYP09	Percentage of educational settings with overall effectiveness Good or Outstanding	81.5%	84.0%		84.5%	85%	86%
LAS LI101	Percentage of primary schools inspected in the period graded good or better	100%	100%		100%	100%	100%
LAS LI102	Percentage of secondary schools inspected in the period graded good or better	None inspected	100%		100%	100%	100%
CPCYP 01	Percentage of primary schools in Halton with latest inspection graded good or better	76%	85%		85%	85%	85%
CPCYP 02	Percentage of secondary schools in Halton with latest inspection graded good or better	60%	83%		83%	85%	85%
LPI06 LAS	Percentage of primary schools below the floor standard (60% achieving L4+ English and Maths at KS2)	18%	3%		3%	0%	0%
LPI07 LAS	Percentage of secondary schools below the floor standard (40% achieving 5+ GCSE's A*-C including English and Maths)	0%	0%		0%	0%	0%
SCS CYP10 (NI102 a)	Achievement gap at Key Stage 2 English and Maths FSM and peers	20.6%	12.0%	12.9% Provisional	12%	11.5%	11.5%
SCS CYP11 (NI102 b)	Achievement gap at Key Stage 4 FSM and peers	28.3%	24.0%	26.8% Provisional	24%	23%	22%

Ref	Description	Actual 11/12	Target 12/13	Actual 12/13	Targets		
					13/14	14/15	15/16
NI104	SEN/Non-SEN achievement gap at KS2 English and Maths	53.3% 2010 results	33%		33%	33%	33%
NI105	SEN/Non-SEN achievement gap at GCSE 5+ A*-C including English and Maths	46.2% 2010 results	27%		27%	27%	27%
LPI LI01 CYP	Percentage gap between Children in Care attainment at Key Stage 2 and their peers	37% 2011 results	N/A	42.9% Provisional 2012 results	<p><i>Due to small cohorts and statistical variation targets are not stated. Performance direction is to reduce the gap, however analysis of the small cohort is to be conducted on an individual basis for these children to underpin resulting performance.</i></p>		
LPI LI02 CYP	Percentage gap between Children in Care attainment for 5+ GCSE's grades A*-C including English and Maths and their peers	39% 2011 results	N/A	7.2% Provisional 2012 results			
SCS CYP16	Percentage of Children in Care achieving expected outcomes at KS2 and KS4	83% KS2 2011 results	N/A	100% English 100% Maths 60% English 80% Maths			
SCS CYP01 (NI072)	Early Years Foundation Stage Attainment	48.3% 2011 results	56%	54.1% Provisional 2012 results			
NI092	Early Years Foundation Stage Gap in achievement	29.9% 2011 results	26.5%	29.7% 2012 results	<p><i>Framework will be changing and therefore future targets will be set once framework released.</i></p>		
SCS CYP12	Over identification of Special Educational Needs at School Action and School Action Plus	19.7%	20.2%		20.2%	19.0%	18.0%
SCS CYP14	The percentage of children with Statements of Special Educational Needs or receiving enhanced provision achieving levels or sub-levels of progress	New indicator	N/A		<p><i>New measure awaiting baseline figure to set target</i></p>		
SCS CYP02 (NI073)	Proportion achieving level 4 Key Stage 2 English and Maths	77%	81%	83% Provisional	81%	81.5%	82%
CPCYP 08	Increase the percentage of pupils making at least expected progress in English from KS2 to KS4	69%	68.5%	70% Provisional	70.0%	70.0%	70.0%

Ref	Description	Actual 11/12	Target 12/13	Actual 12/13	Targets		
					13/14	14/15	15/16
CPCYP 09	Increase the percentage of pupils making at least expected progress in Maths from KS2 to KS4	62%	64.0%	68% Provisional	64.0%	64.0%	64.0%
NI093	Progress by 2 levels at KS2 English	86%	88%	86% Provisional	88%	88%	88%
NI094	Progress by 2 levels at KS2 Maths	86%	89%	86% Provisional	89%	89%	89%
NI103 (a)	Statements of SEN issued within 6 weeks (including/excluding exceptions)	80%	100%		100%	100%	100%
NI103 (b)	All Statements issued within 26 Weeks including Exceptions	100%	100%		100%	100%	100%
NI087	Secondary School persistent absence rate	4.7%	7%		6%	5%	5%
NI114	Rate of permanent exclusions from school	0.02%	0.35%		0.35%	0.35%	0.35%

#### 4. CHILDREN'S ORGANISATION & PROVISION

<b>Corporate Priority:</b>	Children and Young People					
<b>Area of Focus:</b>	14 – Effective Family Services					
<b>Service Objective:</b>	<b>COPS1: Ensure Early Years provision for children is sufficient, sustainable and of appropriate quality</b>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Complete the Childcare Sufficiency Assessment (CSA) which provides a comprehensive review of Early Years provision in Halton by April 2013, and implement the action plan to ensure sufficient provision in all areas and age groups</li> </ul>					
	<ul style="list-style-type: none"> <li>Review and improve the quality of childcare provision, in particular childminders through targeted training and support by August 2014</li> </ul>					
	<ul style="list-style-type: none"> <li>Ensure that priorities in capital spend are in line with the Government guidance and agreed by all representative bodies</li> </ul>					
	<ul style="list-style-type: none"> <li><b>Milestone around two year entitlement to be agreed</b></li> </ul>					
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Complete the Childcare Sufficiency Assessment (CSA) which provides a comprehensive review of Early Years provision in Halton by April 2014, and implement the action plan to ensure sufficient provision in all areas and age groups</li> </ul>					
	<ul style="list-style-type: none"> <li>Review and improve the quality of childcare provision, in particular childminders through targeted training and support by August 2014</li> </ul>					
	<ul style="list-style-type: none"> <li>Ensure that priorities in capital spend are in line with the Government guidance and agreed by all representative bodies</li> </ul>					
Key Milestones (15-16)	<ul style="list-style-type: none"> <li></li> </ul>					
Risk Assessment:	Initial	High	Responsible Officer	Place Planning & Provision Lead Officer & Transforming Children's Environment	Linked Indicators	COP LI04
	Residual	Medium				

<b>Corporate Priority:</b>	Children and Young People						
<b>Area of Focus:</b>	15 – 11-19 Commissioning						
<b>Service Objective:</b>	<b>COPS2: Ensure school and post-16 provision is sufficient, sustainable and of appropriate quality</b>						
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Evaluate and monitor the sustainability on current school provision following the transfer of maintained schools to academies and the introduction of Free Schools, working in partnership with all schools to ensure diversity for parents by March 2014.</li> </ul>						
	<ul style="list-style-type: none"> <li>Ensure that priorities in capital spend are in line with the Government guidance and agreed by all representative bodies</li> </ul>						
	<ul style="list-style-type: none"> <li>Evaluate and monitor the impact on current post-16 provision sufficiency and sustainability through the development of Academies and Free Schools by March 2014</li> </ul>						
	<ul style="list-style-type: none"> <li>Review and restructure the alternative provision in line with school funding reform and Charlie Taylor report by September 2013</li> </ul>						
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Evaluate and monitor the sustainability on current school provision following the transfer of maintained schools to academies and the introduction of Free Schools, working in partnership with all schools to ensure diversity for parents by March 2015.</li> </ul>						
	<ul style="list-style-type: none"> <li>Ensure that priorities in capital spend are in line with the Government guidance and agreed by all representative bodies</li> </ul>						
	<ul style="list-style-type: none"> <li>Evaluate and monitor the impact on current post-16 provision sufficiency and sustainability through the development of Academies and Free Schools by March 2015</li> </ul>						
Key Milestones (15-16)	<ul style="list-style-type: none"> <li></li> </ul>						
Risk Assessment:	Initial	High	Responsible Officer	Divisional Managers, 14-19 & Transforming Children's Environment	Linked Indicators	SCS NI079, CYP13, NI082	CYP05, SCS NI081,
	Residual	High					



<b>Corporate Priority:</b>	Children and Young People					
<b>Area of Focus:</b>	14 – Effective Family Services					
<b>Service Objective:</b>	<b>COPS3: Improve outcomes for children and young people through effective joint commissioning, with emphasis on our most vulnerable children and young people</b>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Strengthen the understanding and links with colleagues in Health and Adult Services to ensure effective commissioning by March 2014</li> <li>Review all commissioned services contract in line with the Community Impact and Review Assessments undertaken by March 2014</li> </ul>					
Key Milestones (14-15)	<ul style="list-style-type: none"> <li>Strengthen the understanding and links with colleagues in Health and Adult Services to ensure effective commissioning by March 2015</li> </ul>					
Key Milestones (15-16)						
Risk Assessment:	Initial	High	Responsible Officer	Divisional Manager, 14-19	Linked Indicators	COP LI05, SCS CYP15, SCS CYP07, SCS SH04
	Residual	Medium				

<b>Corporate Priority:</b>	Children and Young People					
<b>Area of Focus:</b>	14 – Effective Family Services					
<b>Service Objective:</b>	<b>COPS4: Specific outcome in relation to Inspiring Families</b>					
Key Milestones (13-14)	<ul style="list-style-type: none"> <li>Milestones to be agreed</li> </ul>					
	•					
	•					
Key Milestones (14-15)	•					
Key Milestones (15-16)	•					
Risk Assessment:	Initial	Medium	Responsible Officer	Divisional Manager, IYSS & Commissioning	Linked Indicators	<b>TO BE AGREED</b>
	Residual	Low				

## Key indicators

Ref	Description	Actual 11/12	Target 12/13	Actual 12/13	Targets		
					2013/14	2014/15	2015/16
COP LI01	Percentage of Childminders graded as good or better of those inspected	New indicator	65%		65%	65%	65%
COP LI02	Percentage of non-domestic childcare graded as good or better of those inspected	New indicator	85%		85%	85%	85%
COP LI03	Percentage of Sixth Form Schools graded as good or better of those inspected in the period	New indicator	100%		100%	100%	100%
COP LI04	Take up of Early Years Entitlement for vulnerable 2 year olds	70		70	350	700	70
SCS CYP05	Percentage of 16-18 year olds not in education, employment or training	10.3%	9.5%		9.5%	8.5%	8%
NI 079	Achievement of Level 2 qualification at 19	82.8% 2011 results	75%		75%	77%	79%
SCS CYP04 (NI080)	Achievement of Level 3 qualification at 19	51.2% 2011 results	54%		55%	56%	57%
SCS CYP 13	Percentage of young people progressing to Higher Education	27% 2010/11	24%		24%	25%	25%
NI 081	Inequality gap in achievement at Level 3 by the age of 19	23% 2011 results	11%		11%	11%	10%
NI 082	Inequality gap in achievement at Level 2 by the age of 19	16% 2011 results	20%		20%	19%	18%
COP LI05	Under 18 conception rate, reduction in conceptions from 2009 baseline (140 conceptions)	4.4% increase	Reduction of 3%		Reduction of 3%	Reduction of 3%	Reduction of 3%
SCS CYP15 (NI112 adjusted )	Under 18 conception rate, percentage change from 2009 baseline (58.9 rolling quarterly average)	63.3 Rolling quarterly average	56.3 Rolling quarterly average		56.3 Rolling quarterly average	54.7 Rolling quarterly average	53.0 Rolling quarterly average

Ref	Description	Actual 11/12	Target 12/13	Actual 12/13	Targets		
					2013/14	2014/15	2015/16
SCS CYP07	Rate of CYP admitted to hospital for substance misuse from 2010/11 (22.7 rate per 10,000 baseline) (5% reduction each year)	23.4	27.3		26.2	24.6	23.1
SCS SH 04	Reduce the number of Young People who repeatedly run away in Halton				Update from Safer Halton SCS target setting document		
	Measure for Inspiring Families to be agreed						

## Appendix B: Detail of Major Activities (see 3.2)

### Implementation of findings of Munro Review of Child Protection

This independent review to improve child protection in 2010-11, led by Prof. Eileen Munro, looked at the problems in the child protection system, with an analysis of how they had arisen and the characteristics of an effective system, with an outline of the reforms needed to create a system that keeps a focus on the child's journey from needing help to receiving it.

The findings of the Review are informing the new Ofsted Inspection Frameworks that Halton will be inspected again (see Appendix C for detail on these Frameworks).

The focus on the child's journey is informing all work of Halton Children's Trust and Halton Safeguarding Children Board and is a key part of the priorities and areas of focus of both. In undertaking an annual review of the Halton Children & Young People's Plan in 2012 an attempt was made to make services for children and young people at each age range set against the existing Levels of Need Framework.

### Development of a new Halton Levels of Need Framework

The Halton Levels of Need Framework maps a continuum for professionals in Halton to meet the needs of all children and young people, from those with no additional needs through to our most vulnerable with the most significant needs.

From 2013, a new Framework has been developed through a multi-agency working group and following extensive consultation that is fit for purpose for all agencies across Halton Children's Trust and Halton Safeguarding Children Board. The previous Framework had been in place since 2007.

The new Framework from April 2013 is as follows:

<b>UNIVERSAL SERVICES</b>	
<i>What?</i> - Initial assessments undertaken by any agency involved within Universal Services.	
<i>Why?</i> – Ensure right support and entitlement for all children and young people.	
<b>Level</b>	<b>Definition</b>
<b>1 – Universal Plus</b>	<i>What?</i> – To provide first level of early additional support. <i>Why?</i> – Ensure appropriate support such as brief intervention or longer term single agency input at the earliest stage, subject to ongoing review.
<b>2 – Multi-agency Planning</b>	<i>What?</i> – Enhanced multi-agency support and planning. <i>Why?</i> – address identified, more complex needs.
<b>3 – Multi-agency plan to protect from harm</b>	<i>What?</i> – Statutory multi-agency planning and support. <i>Why?</i> – Child has serious, high level needs and/or child has suffered from harm or is at risk of harm and there is no option but to intervene.

The new Framework is a two-level reduction to a three-level model with Universal Services sitting outside the framework itself to reflect that Universal Services are a given entitlement for all. Once additional needs present themselves the child and their family would then enter the framework. Although distinct from the Framework

itself, Universal Services are closely linked and present throughout and so appear around the framework on the diagram depicting the new framework.

### **Developing further Early Help & Support resource across Halton Children's Trust**

Team around the Family was established in 2010 as the new Halton Children's Trust approach to early help and support, the local term for the national early intervention and prevention agenda. This became a key strategic priority of the Trust from 2011. By intervening early, the aim is to prevent issues escalating to the point where they require higher level interventions. This contributes to keeping children safe and helps families to develop the resources needed to ensure that the outcomes for their children are positive.

The Integrated Working Support Teams for Runcorn and Widnes are a major element of Team around the Family. These are the 'front door' to early help services and the teams provide support to professionals working with families where additional needs have been identified.

Over the last twelve months, the Directorate has played a key role in supporting a number of achievements in the development of Early Help & Support, which is driven by the Early Help & Support strategic sub group of the Children's Trust. These achievements have included:

- Developing common principles of Early Help and Support that have been adopted by all Halton Children's Trust agencies
- Early Help/CAF procedures reviewed and updated.
- Early Help event held and attended by over 120 multi-agency frontline practitioners
- Co-location of multi-agency staff at Warrington Road Children's Centre working within Early Help & Support model.
- A new package of Early Help training provision for all Halton Children's Trust agencies has been launched.
- Early Help Panel launched to add additional capacity and link to other multi-agency panels in Halton.

Further work is ongoing to further embed early help & support and to add more resources. Examples of work streams being progressed include:

- Further integration of multi-agency staff in Children's Centre locations.
- Integrate CAF Plus into wider CAF processes
- Develop and launch an integrated Early Help Strategy
- Develop a multi-agency approach to family assessments
- Further integration with the priorities of the Halton Health & Well Being Board, in particular the focus on child development.

### **Embedding Integrated Commissioning**

With diminishing resources, a greater focus has developed on commissioning to ensure best use is made of the available resources. This focus is reflected in the Halton Children's Trust priorities within the Children & Young People's Plan. The Commissioning Partnership sub group of Halton Children's Trust has broadened the integrated commissioning arrangements to include all relevant partners from across the Children's Trust. The Children & Enterprise Directorate plays a major role in these arrangements, which bring together all aspects of commissioning and decommissioning for children and young people in Halton, and monitors the impact of

commissioning and decommissioning decisions. Areas of focus for commissioning include:

- Maternity
- Urgent Care
- Child & Family Poverty
- 14-19 Strategy
- Special Educational Needs
- Inspiring Families

A particular priority is taking forward the Children's Trust's Joint Commissioning Framework. This includes five commissioning priorities that closely relate to the Children's Trust's overall priorities. For these five commissioning priorities, resources within the Children's Trust are being brought together to tackle these issues. These are:

- Behaviour
- Breastfeeding
- Alcohol
- Team around the Family
- Transition of Care Leavers, Children in Care and Children with Complex Needs

#### **Review of commissioning arrangements at Cheshire West and Chester and development of training programme.**

Halton's Children's Commissioning team were invited to undertake a review of the commissioning arrangements in place in Cheshire West and Chester and suggest any areas for development. Following a detailed review a report was produced summarising the key findings. Cheshire West and Cheshire subsequently commissioned Halton to provide a range of training and development sessions for their staff. Agreement has now been reached to jointly commission a number of pieces of work together in order to achieve efficiencies for both boroughs.

#### **Ensuring close integration with developing Health & Well Being Board**

In preparation for the full launch of the Halton Health & Well Being Board from 2013 a Shadow Board has been operating since late 2011. The Directorate has played a full part in the development of the Board and is fully linked in with the priorities of the Board, in particular around Child Development. These priorities are detailed in the new Joint Health & Well Being Strategy that has strong links to the existing Children & Young People's Plan and Children's Trust strategic framework.

A major element of the integration agenda has been the return of responsibility for public health to the local authority. This, together with the co-location of the Halton Clinical Commissioning Group within Runcorn Town Hall will support the development of full integration within the appropriate agendas during the year ahead.

**Improved Child Development** - A Child Development Board is being established. A strategy and action plan for Child Development at 2.5 years and 5 years is being developed. This is based on the Department of Health - *Health Visitor Call to Action and Family Nurse Partnership Plans*. It covers meeting a core set of universal requirements including breastfeeding, healthy weight, immunisation and speech and language. We will work with Children's Centres, private nurseries and key service providers to ensure a joined up approach and the best possible outcomes.

### **Development of New Anti-Bullying Strategy, Action Plan and Policy**

The multi-agency Anti-Bullying Operational Group has now developed a full Strategy and an Action Plan. The Action Plan will need to be implemented by members of the group, which now includes a parent representative. Following the development of a Strategy and Action Plan, a new model policy has been drafted within the Group and approved within Halton Children's Trust for schools, which includes the latest legislation and good practice. This policy will be tweaked to ensure all agencies can utilise it. In line with this, three-level accreditation on anti-bullying has been developed for schools to work towards meeting.

The Operational Group also now links to work being undertaken in relation to Hate Crime. This year's focus for the Annual Conference held during Anti-Bullying week in November was around the effects of bullying on achievement in school.

### **Development of further Transition activities for children & young people 0-25**

The Transition team, within the Division of Inclusive Learning, continues to expand the provision of transition projects to children & young people across settings, schools and College in Halton. Building on the successful "Halton Photo voices", work has now started in partnership with the internationally renowned "Photo Voice International", to devise and run a project around knife crime and drug/gang culture. This project will further develop aspects of participatory photography, art and drama, culminating in a major conference in Liverpool in May 2013.

Other developing projects also include an Early Years Transition Project with reception/nursery children, focussing on how children with additional needs can begin to access person-centred planning from the very start of their school careers.

### **Implementing Special Educational Needs & Disability Green Paper in Halton**

Major activities around SEND include the review of SEN provision nationally through the SEND Green Paper. This encompasses changing to the funding formula, assessment of need, parental choice and equality of opportunity across boroughs. In Halton, the implications of the Green Paper are being taken forward in the following ways:

- *School Choice*

If proposals to re-designate Ashley School are approved this would ensure greater special school choice within the Halton Borough and a continuum of provision for higher functioning children and young people with Social Communication difficulties and Autism 11-19.

- *Family Support*

Integrated working through the Early Help Strategy, linking the work of Educational Child Psychology, Behaviour and Attendance Team, including community support workers.

- *Early Identification*

Developing the pathway model of early identification of need, for the most complex children. Educational Child Psychologists operating from the Child Development Centre and supporting into early years settings, including private and voluntary settings.

- *Early diagnostic pathway ASC/D*
- *School aged diagnostic pathway ASC/D*

### **Implications of new Categorisation of schools**

Given that Ofsted are again raising the bar as a result of the revised Ofsted framework (see Appendix C) there is a possibility that some schools will 'drop' a category. Should this be the case for schools currently judged to be good or better this will have implications for the School Improvement Service.

As we work with schools to refresh our school improvement strategy we will be looking at where the additional school improvement capacity will come from including consideration of:

- more school to school support
- the role of the Learning Teaching and Leadership Alliance (Teaching School)
- the work of Aspire (traded School Improvement Service)

### **Attainment and Achievement at all Key Stages**

Services across Learning and Achievement have continued to provide support, and as appropriate intervention, for schools and settings that have been identified through the categorisation process. Improving rates of attainment and progress in underachieving schools and settings remains a priority.

There have been some very positive outcomes but there remain issues around attainment at the end of reception, despite the support that has been provided for settings and schools, particularly around language development and moderation and assessment practice.

Despite the increases in attainment in both Personal Social and Emotional Development (PSED) and Communication. Language and Literacy (CLLD) outlined below, this continues to be an area of significant challenge.

In 2012, 77% of the cohort achieved 6+ points in PSED. This is 4% increase on last year's performance.

- In 2012, 58% of the cohort achieved 6+ points in CLL. This is 6% increase on last year's performance.

Given levels of attainment on entry it is vital that children continue to access a high quality offer in settings and schools. Support will continue to be provided to settings and schools, through training and advice including around Child Development, and developing children's literacy skills, through the implementation of a range of programmes to ensure 'school readiness'. This includes joint working with colleagues in the Speech and Language Therapy Service (SALT).

Attainment at the end of Key Stage 2 continued to rise in 2012 with Halton's attainment in combined English and maths at level 4+ rising from 77% in 2011 to 83% in 2012 - a 6% increase and 3% higher than national.

There was also an increase in the higher level 5s.

- 3% increase in level 5s in English and maths combined
- 8% increase in level 5s in English
- 2% increase in maths



The national attainment floor standard is 60% combined English and maths level 4+. There has been a significant reduction in the number of Halton schools attaining below this attainment floor. In 2011 there were 9 schools attaining below 60%, in 2012 this has fallen to 3 schools.

Halton has continued to achieve significant improvements in attainment at Level 2 (5 A\*-C GCSE grades or equivalent). In 2012, Halton's GCSE results were once again the best ever recorded for the Borough. Overall, 87% achieved 5 A\*-C's, with 59% achieving 5 A\*-C's including English and Maths.

There has been a significant increase in Halton's "English Baccalaureate" (EB) attainment in 2012, rising from 4.7% in 2011 to 12.9% in 2012 – an increase of 8.2%.

In 2012 there was a further rise in the DfE attainment floor standard from 35% 5 A\* - C including English and maths in 2011 to 40% in 2012. The expectation is that all schools should have at least 50 per cent of pupils getting five good GCSEs including English and Maths by 2015. Despite the 5% increase in the attainment floor standard, all schools in Halton have again exceeded this threshold.

At Level 3, 51.2% of Halton learners in 2011 achieved a qualification by age 19, a 9% increase compared to 2010, which is the highest level of increase recorded nationally. When the 2012 data is released, it is expected that there will be a further increase in the rate of Level 3 achievement.

#### **Narrowing the Gap, Peer Challenge and Virtual School for Vulnerable Pupils**

Narrowing the Gap for all groups of vulnerable pupils in Halton was identified as a key priority for the Learning and Achievement service and the end of key stage data demonstrates progress in this area.

**Children in Care KS2** - Unfortunately against last year's performance there has been a dip and the gap has widened in all indicators for those children who have been in care for more than 12 months. There were 2 boys within this year's cohort who were not predicted to achieve L4 and this has impacted on the English, Maths and combined results. However, when you look at 2 levels of progress and in line with expectations data the performance is much better – this means that all children in care did well according to their own abilities and expected levels of progress.

**Children in Care KS4** - The 2012 results this year are much better than last year and the gap between Halton CIC and their peers has closed in all indicators. It was particularly pleasing to see that in 5A\* - C including English and Maths, the English Baccalaureate and 3 levels of progress in Maths, Halton CIC have out-performed the Halton population.

However, as always there is a health warning that this is a volatile cohort and the numbers are small so the trend does go up and down a lot. Nonetheless, there are positive signs that the direct educational support we are providing to our children in care is enabling them to achieve at the least in line with their own potential and in some cases better than that and their peers

**FSM Gap KS2** - In 2012 the gap between the attainment of FSM and non-FSM at level 4+ English and maths combined was 13%. This is a significant reduction compared to 2011 when the gap in this indicator was 21%.

**FSM Gap KS4** - The performance of pupils eligible for FSM at 5+ A\* - C including English and maths has increased by 5.1% from 34.2% in 2011 to 39.3% in 2012. As a result the gap between free school meals pupils (39.3%) and non-free school meals pupils (66.1%) has narrowed by 2.5% from a gap of 29.3% to 26.8%.

There is clearly much more work to be done. Our objective remains to eliminate the gap completely by raising the performance of the FSM cohort to that of their non FSM peers. However we are pleased with the progress we have made this year.

Halton was involved in a sector led, peer challenge improvement programme earlier in the year, where the focus was upon the gap in attainment between FSM and non-FSM pupils at the end of key stage 2. Much was learned from our schools that have been successful in narrowing, and in some cases eliminating, the gap in attainment. We intend to work with a number of identified schools over the next 12 months as part of a Narrowing the Gap project. The Strategy for School Improvement is to be re-written with the support of head teacher colleagues and narrowing the gap will be integral to the revised Strategy.

In addition to this we have also established a Virtual School that extends the current approach adopted for Children in Care. This will focus on multiple flags of vulnerability with FSM as the initial indicator flag. The Virtual School approach will encompass both discussions of provision and support around individual vulnerable young people and strategic challenge and support across the LA and schools.

There has been an increased focus upon the way that schools are using their Pupil Premium and we will continue to work with our link schools to support the monitoring and evaluation of the impact of this funding upon outcomes for vulnerable groups. We have recently informed all schools that Ofsted is now undertaking surveys of a sample of schools, focusing upon the impact of the Pupil premium upon standards, including how the attainment gap is narrowing. It is for schools to determine how this additional funding is spent but the expectation is that it will have a positive impact upon raising rates of progress for example teachers' development of strategies to support meta-cognition, effective feedback, peer assisted learning, early intervention (seen as having most impact) and through the purchase of one to one or small group targeted support. Schools continue to be encouraged to track and monitor the attainment and progress of all groups as part of their school self-evaluation process.

SEN provision continues to be monitored and evaluated in response to the NAS review of autism, the Green Paper and local needs and preference.

The application of additional Support through Enhanced funding at School Action Plus continues to have a beneficial Impact upon outcomes for Children & Young people and is demonstrated through improvements in Narrowing the Gap outcomes. This is reflected in the reduction in the number of requests for statutory assessment. This provides a mechanism for applying additional support earlier and without the use of demanding bureaucratic systems enabling the process to be more targeted and streamlined.

#### **Understanding and ensuring all schools meet requirements of new Ofsted School Inspection Framework**

Support has been provided to schools, including Governors, to enhance their understanding of the changes to and implications of the new Ofsted inspection framework for schools that was implemented in September 2012. Once again the bar has been raised. To be judged as outstanding overall, schools need to have teaching

judged as outstanding. A school's standard of education will only be defined as acceptable if it is good or better. Schools that are not at least 'good' will be judged in one of 3 categories:

- **Requires improvement** - School has demonstrated the capacity to improve and has *not* been designated in the category of a school causing concern (SCC). School will be monitored and re-inspected within 2 years.
- **Serious weaknesses** - School has demonstrated the capacity to improve but has been designated as a SCC (replaces current notice to improve). School will be re-inspected within 18 months.
- **Special Measures** - School is not demonstrating the capacity to improve and is designated as a SCC. As now there will be regular monitoring visits prior to re-inspection.

LA colleagues continue to provide support for those schools where overall effectiveness is not yet judged to be good or better.

### **NEET (Not in Employment, Education or Training) and September Guarantee**

The Government in November 2011 announced a new £150m programme to provide support to some of our most vulnerable 16-17 year olds NEET from 2012. This will provide vital support to help them to get back into education, an apprenticeship or a job with training.

The way in which NEET figures are calculated nationally has been changed. Calculations now cover all 16-19 year olds and are residency based. This new method is positive for Halton. Previously, Halton figures have appeared higher as we were unable to count young people from Halton receiving their education outside of the borough. It can however, give misleading figures during summer holidays.

In June 2012, the NEET figure for Halton was 9.6%, a reduction from the figure 12 months previously. There is concern over the number of 'Not Knowns', which has hovered at around 10% and provide the bulk of the NEET population. Work is underway with Connexions to look at ways to tackle these relatively high figures.

To ensure continued progression from Year 11 into positive destinations and continue to support improvements in NEET figures, a significant amount of time has been invested in the September Guarantee. This includes monthly performance monitoring meetings. Currently the Guarantee is offered to 92% of Year 11 pupils and the focus is on the additional 8%

### **Key Stage 4 Gateway Thematic Inspection**

In November 2012, Key Stage 4 provision in Halton was subject to a successful thematic Ofsted inspection. The inspection highlighted the following areas as doing well:

- Monitoring provision
- Monitoring attendance and taking action to address low attendance
- Using IT system to monitor progress pupils making
- Monitoring by the LA
- Focusing on pupils making progress and studying a qualification within an appropriate timescale
- Key workers – not 'touchy feely' support, challenging pupils
- Providing an induction to the service as part of the multi-layered targeting of pupil support
- Development of personal and social skills to help pupils cope with situations

- Mixture of providers so able to meet different needs
- Good experience for pupils to attend more than one provider and have different experiences during the week
- Managers' meetings as a way of sharing good practice and strategies for dealing with individual pupils
- Supporting pupils to apply for post 16 courses and securing activities for engagement during the summer break
- Pupils spoke highly of their experience, have reengaged with learning and have future plans to continue post 16

Two areas for improvement were identified – ensuring same standards for all providers and ensuring further opportunities for reintegration back into mainstream school for those for which it would be appropriate. These areas will be the focus for improvements in the year ahead.

### **Integration of the council's physical activity programme with the council's new responsibility for Public Health**

In April 2013 the council takes responsibility for Public Health. This is a major responsibility that can be enhanced by a more integrated approach. The council has an extensive programme of physical activity initiatives designed to improve health and develop healthy life styles. The current physical activity initiatives in Public Health will need to be integrated with this programme.

### **Implementation of the Halton Sports Strategy**

The Halton Sports Strategy is set to run between 2012–2015. This sets out in detail the priorities up to 2016 and seeks to enhance work in the following areas: -

- Increasing participation and widening access to sport
- The further development and strengthening of sports clubs
- Coach education and volunteer development
- Sporting excellence
- Finance and funding for sport
- The enhancement of sports facilities and provision

### **Regional Growth Fund – £9.77million of investment secured for SciTech Daresbury**

In December 2011 the Deputy Prime Minister set out further details on the boost to the RGF that had been announced in the Chancellor of the Exchequer's Autumn Statement. He confirmed that there would be at least two further rounds of bidding, worth up to £1 billion. The fund has now reached £2.4 billion in total, with a target of providing support for around half a million jobs.

Locally, investment has been secured for SciTech Daresbury, to the tune of £9.77million towards funding its expansion plans around:

- Providing new high quality office and laboratory space.
- Improving transport links
- Upgrading the power supply to the site.
- Undertaking high quality environmental and landscaping works.

This grant will help the Sci-Tech Daresbury Enterprise Zone, already home to over 100 high-tech companies employing around 500 people, to proceed with its expansion plans.

### **Development of Asset Disposal Plan programme**

The Council has set aside resources to prepare a three to five year disposals programme. In order to achieve this, the Council is undertaking a root and branch review of all its land and property holdings. Assets are being categorised according to whether an asset will always need to remain in Council ownership; whether an asset is recommended for retention; whether an asset can be considered for disposal. This work will continue to be a priority in 2013/14 and beyond.

### **Localism – Property Implications**

The Assets of Community Value Regulations came into force on 21 September 2012. They were made under the Localism Act 2011. This legislation is designed to assist local community groups to preserve buildings or lands which they consider to be important to their community's social well-being. It aims to give those in the local community early warning of any intention to sell such assets and to enable them to delay sales by six months to provide time for them to put together a bid to buy the asset. The proposals do not require the landowner to dispose of the asset to a community group nor force any sale, but are intended to enable the transfer into community ownership of property assets felt to have local social value. The Council will have to make provision to administer the list of assets of community value. This is likely to be resource intensive, not least in working with partners to draw up a list of assets of community value and subsequently updating and maintaining the list.

### **Mersey Gateway Acquisitions/Disposals**

An announcement on the award of the contract will be made in spring 2013, with construction starting before the end of that year and ending 3 years later. However, work will need to be undertaken in 2013/14 to ensure that any land and property no longer required post-construction of the bridge is returned to the Council in a condition which does not present any risks or liabilities to the Council. Consequently, priority will be given to drawing up criteria for return of assets which adequately protect the Council land and property.

### **Energy Management – meeting reduced emissions targets**

The Council is committed to taking a lead and setting an example in tackling climate change and a Carbon Management Strategy has been developed. From a property perspective, the Council has set a target to reduce its emissions by 20% from 2008 – 09 levels over 4 years by 2013/14. Corporate buildings and schools are responsible for 68% of these emissions. There is particular focus on the CRC energy efficiency scheme and the implications for the Council. We will continue to work on:

- carbon management plan
- work with schools on the Eco schools programme
- energy efficiency works implemented to date
- awareness raising with officers/managers
- Sustainable Projects office focusing initially on working with managers re energy management,
- solar/PV panels to take advantage for the feed in tariffs.

### **Industrial and Commercial Properties**

From an income perspective, the recession has impacted on the Council as it has on the wider property markets - vacancies are up, rents impacted, land value down. A key priority for 2013/14 will be, therefore, to undertake an assessment of whether our Halton industrial and commercial properties are consistent with the needs of existing and future businesses in Halton. A Commercial Property Supply and demand study will be undertaken in house which will feed into the asset disposal plan.

### **(Investment in) Economic Regeneration**

The Council is currently developing a long-term regeneration delivery framework (2013-2028) which will help the organisation and its partners to make decisions on the borough's economic priorities and is also being used as a basis for agreeing the type and level of intervention needed by the Council and its partners to grow and sustain our economy. Within the framework described, there are a number of key projects which will require the Council's input. However, the following areas are highlighted as key priorities.

- Runcorn and Widnes Town Centres.
- Mersey Gateway
- Enterprise Zone status at Daresbury
- Widnes Waterfront
- The delivery of the HBC Field site as part of the Multi-Modal Gateway.

### **Museums**

Norton Priory Museum Trust has plans to redevelop the museum and site through a £3.6m Heritage Lottery grant. To date they have achieved stage one approval in the bidding process and have until July 2013 to submit the final application for a project with a total value of approximately £5M. The bid at stage two will be made jointly with the Council. If successful the council will also carry out the construction phase of the project.

The Catalyst Science and Discovery Centre has widened its range of activities and services. It continues to offer an excellent educational service and works closely with school and industry to promote science and technology. In the year ahead the Catalyst is looking to improve its financial security and become the main visitor centre and viewing platform for the Mersey Gateway once construction starts.

### **'Bigger, Better Business' – Bid for European Funding**

In January 2011, the Department for Business Innovation and Skills launched the "Bigger, Better Business – Helping small firms start, grow and prosper" prospectus. The prospectus sets out proposals on how Government ensures that business start-ups, and existing small and medium sized businesses can access the information and business advice they need. The 'Get Britain Working' initiative includes support for people who have been out of work for shorter periods and includes support for self-employment, volunteering, work placements and apprenticeships.

The six Liverpool city region districts have successfully applied for European Funding to support existing businesses in the area. Halton has been awarded a grant of £350,000, which will be managed by the Economy, Enterprise and Property Department. Coupled with other initiatives being forward with partners in Cheshire, and existing in-house schemes, we will see a better service to businesses being provided in 2013/14.

### **Portas Review and High Street Innovation Fund**

The Mary Portas Review made 28 specific recommendations about what could be done to breathe life back into British high streets included measures to help high streets 'reclaim their role at the heart of their communities'. It issued a challenge to local partners to refocus their town centres and high streets so they offer something new and different that neither out-of-town shopping centres nor the internet can, going further than just shopping, with creative use of public spaces and a vibrant evening economy.

Halton made an unsuccessful bid for funding through the Portas Pilot but the work that went into putting together the bid has provided a base for the development of the town centre partnership along with the £100,000 High Street Innovation Fund grant from Government. The purpose of the grant is to help Council's address the issues of last summer's riots and/ the high levels of empty shops in their area. Councils are urged to use their full range of tools and powers in collaboration with landlords to bring empty shops back into use. The grant is to be paid directly to local authorities, with little prescription about where or how it should be spent.

### **Consultation on future direction of Business Improvement Districts (BIDs)**

We have two in Halton - Astmoor and Halebank. Formal consultation, which is a prelude to a ballot for a further five years of the BID programme, was concluded on 7th September 2012. The BIDs Team, together with consultants Groundwork Cheshire, are continuing the process of contacting every business to seek their views about the future direction of the BID programme. The vote will take place later this year to take effect from April 2013.

### **Sector Development – Science, Construction, Logistics**

The Construction Halton acknowledges that the forecast scale of development and other construction related activity in the borough offers significant potential for moving people from benefits into work. The Mersey Gateway Project, Building Schools for the Future programme and 3MG highway infrastructure works have been identified as offering significant training, employment and supply chain opportunities.

Research undertaken by **Amion Consulting** shows that some 3300 STAM jobs in Halton will be created over the next 20 years, although there will be a real decline in chemical related businesses. In addition, it shows that of the net demand for skills recruits, 55% will need level 4 skills or above, 70% will require a level 3 or above and 15% will require level 2 or below.

The Ports, Logistics and Maritime sector has over 1,700 firms and employs approximately 28,000 people. Through initiatives such as the Superport and Atlantic Gateway, Halton's strategic position and proximity to a wide range of water, as well as other infrastructure assets needs to be further exploited. We would, therefore, regard maintaining our presence through, for example, the Superport Panel as a way of protecting and further developing Halton's interests.

### **Developing Apprenticeship Opportunities**

Last year, Halton Borough Council and its partners within Halton Employment Partnership ran a successful campaign which secured 100 new apprenticeship opportunities across the borough by the end of this year. "The Big 100" involved working with local businesses to consider any new job vacancies being advertised as an apprenticeship job opportunity for local people. More than 300 young people and adults across Halton signed up to the National Apprenticeship Service to help secure future employment and training.

In the next financial year Halton People into Jobs will be continuing its Apprentice Business Grant of up to £3000 to support employers in recruiting a new or additional apprentice. To qualify for the grant, employers must pay at least the national minimum wage depending on the age of the candidate and recruit someone who is currently unemployed.

The Council itself has undertaken apprenticeship pilot in the Waste and Environmental Improvement Division which proposes that opportunities be presented to 18-24 year olds with pay rates at national minimum wage or slightly above. These

apprenticeships would enrol onto an Intermediate Apprenticeship Framework, which typically would take 2 years to complete.

Similarly The Learning & Development team and the Employment, Learning and Skills division have worked together and identified the need to offer Halton Borough Council staff the opportunity to increase their skills levels through nationally recognised qualifications by accessing the National Apprenticeship Scheme.

On the back of the work progressed by the Learning and Development Team, the Waste Management Pilot and the recent Workforce Profile, we would want to implement a Talent Strategy, of which a key element of this will be an Apprenticeship Scheme. The over-arching driver of this will be the Corporate People Plan, 2012-2015.



## Appendix C: Detail of External Factors (see 4.2)

### POLITICAL FACTORS

#### **Marmot Review of Health Inequalities**

The Review argues that traditionally government policies to reduce health inequalities have focused resources only on some segments of society. To improve health for all of us action is needed to build on the past ten years work to continue to improve everyone's health and reduce differences that are both unfair and unjust.

From a Directorate perspective, the Review recommends:

- Giving every child the best start in life - increasing the proportion of overall expenditure allocated to the early years and ensure expenditure on early years development is focused progressively across the social gradient
- Enabling all children, young people and adults to maximize their capabilities and have control over their lives - reducing social inequalities in pupils' educational outcomes;
- Creating fair employment and good work for all
- Ensuring a healthy standard of living for all minimum income for healthy living
- Creating and developing sustainable places and communities

#### **Family Justice Review**

The family justice system is a network of organisations and individuals from many different professions all working co-operatively and collaboratively so that the system achieves its aims. A Family Justice Review Panel was appointed in 2010 to review the effectiveness of the whole of the family justice system, looking at all aspects, from court decisions on taking children into care, to disputes over contact with children when parents' divorce. The Panel aimed to improve the system so that it is quicker, simpler, more cost-effective and fairer, whilst continuing to protect children and vulnerable adults from risk of harm.

The panel's final report was published in November 2011. This took into account the views expressed during the consultation on the interim report and the call for evidence. A useful young person's guide to the review has also been published.

The key recommendations are a new six month time limit in care cases; enabling people to make their own arrangements for their children when they separate, using the courts only when necessary; and a range of proposals to ensure that agencies and professionals work together to make the system simpler and far more effective, improving the experience and outcomes for children and families. One element of particular interest for the Directorate is the review of the Guardian/IRO role.

#### **European Social Fund and families with multiple problems**

The Department of Work & Pensions is commissioning employment focused provision for families with multiple problems, supported through its European Social Fund co-financing arrangements. The intention is that local authorities will be the primary route to identify families who would benefit from the provision.

The DWP has invited tenders from the private sector to work with the families to deliver a wraparound service, supporting families over a 12 month period. The targets are that 22% will go into work and 78% will be on their way into work.

Halton is working within a partnership of 10 local authorities in the North West CPA (Contract Package Area) that will work with the private provider Reed and their “The Families Programme” to deliver the service from 2012.

### **School Capital and Funding**

For the 2012-13 academic year, over £2 billion of capital funding was allocated nationally to schools and local authorities. This included:

- £800 million of basic need funding to local authorities to provide school places where needed in their area, in all categories of publically-funded schools;
- £686 million of maintenance capital to local authorities to support the needs of the schools that they maintain and for the Sure Start children’s centres in their area;
- £276 million of maintenance capital for Academies;
- £174 million of locally-coordinated VA programme capital to support the maintenance capital needs of voluntary-aided schools;
- £200 million of devolved formula capital for schools; and
- a total of £107 million for 16-19 maintenance, devolved formula capital and basic need funding.

### **School Funding Reform, including High Needs**

The Government believes that funding arrangements for pupils and students with high needs require urgent reform. There are two principal reasons for this:

- To ensure funding arrangements fit with and support Government policy; and
- To address the short comings of current funding arrangements

The Government wishes to promote a simple new system that will:

- Define “ High Needs”- requiring provision costing more than £10k (not linked to statutory assessment);
- Bring into line the level up to which mainstream providers will contribute to pupils and students with high needs (local offer);
- Introduce an equivalent level of base funding for specialist settings( address potential perverse incentives and provide some stability);
- Bring together all national high needs funding-provide local authorities with a High Needs Block ( covering 0-25); and
- Bring educational commissioning and funding together-pupil or student-led funding, direct funding relationships.

Local Authorities will need to:

- Construct a new mainstream formula and decide upon the maximum level of funding to be provided by mainstream schools and academies from their notional SEN budget. There is a strong recommendation of the first £6k additional educational support per high needs pupil-likely to be a mixture of prior attainment, deprivation and AWPU
- Define the local offer of provision working with Schools, Academies and Post-16 providers- including what mainstream settings will make available from their notional SEN budget
- Local Authorities can consider and if necessary, define local circumstances in which Schools and Academies would receive additional funding - where the formula does not adequately reflect the number of needs of pupils with SEN.

### **Taylor Report on Alternative Provision**

Charlie Taylor, the Government's expert adviser on behaviour, reported his review on Alternative Provision in March 2012. The Review was initiated in 2011 following an Ofsted survey that found serious concerns with alternative provision. The review focused on pupil referral units and schools and found concerns within its review of provision, but also areas of good practice. The Review found that the focus of pupil referral units and alternative provision, just as it is in schools, should be about getting high quality education for all pupils and the best value for public money. All decisions around provision should take this as the starting point.

The Report was accepted by the Government and a consultation exercise undertaken to seek views on proposals to implement some of the recommendations found within the Report. These views have been taken forward and new statutory guidance comes into effect from 1 January 2013.

### **Inspiring Families (Troubled Families Initiative)**

In 2011 the Government announced that almost £450 million has been made available in a cross-government drive to turn around the lives of 120,000 troubled families. The money is being made available to local authorities to fund a national network of Troubled Family 'Trouble-Shooters' and family intervention projects. The trouble-shooters will oversee the programme of action in their area.

It is estimated that troubled families cost the taxpayer an estimated £9 billion per year, equivalent to £75,000 per family. The initiative is intended to cut the costs of this to the state.

In Halton, the initiative is to be known as Inspiring Families. It will be part of a collective approach using services already in place. This means augmenting the 'Team Around The Family' approach in Widnes and Runcorn. It should enable us to scale up and broaden this work; particularly multiagency working 'Team Around the Family' services provide early help for families. All agencies, central and local, will need to work closely together to get over some of the hurdles in delivering more co-ordinated and effective services, for example, in information sharing.

Halton has been set a target of 375 families to support, chosen by filtering local and national indicators, by 2015 and success will depend on all public services in Halton and Government departments working closely together. Fees are based on a payment by results process, with Halton eligible for payment around successful outcomes for 313 of the 375 families

Local partners, such as health and the police are contributing to a multi-agency approach. Multi-agency groups have been established in Halton and branding in place around the 'Inspiring Families' banner.

### **The DWP Work Programme**

The Work Programme provides tailored support for claimants who need more help to undertake active and effective jobseeking. Participants receive support to overcome barriers that prevent them from finding and staying in work. It is delivered by Department of Work & Pensions contracted service providers who have been given complete autonomy to decide how best to support participants while meeting their minimum service delivery standards. The Work Programme is part funded by the European Social Fund.

The Programme is a key part of the Government's commitment to fighting poverty; supporting the most vulnerable and helping people break the cycle of benefit

dependency. This has been the basis for the significant reforms to the welfare-to-work programmes.

The Work Programme aims to create a structure that treats people as individuals and allows providers greater freedom to tailor the right support to the individual needs of each claimant. The Work Programme also looks for value for money for the taxpayer by basing payments largely on results, and paying service providers from the benefits saved from getting people into work. The Programme is a partnership between Government and providers from across the public, private and third sectors.

## **ECONOMIC CLIMATE**

### **Deprivation**

The Index of Multiple Deprivation (IMD) for 2010 is the most comprehensive sources of deprivation indicators and shows that overall, Halton is ranked 27th nationally (a ranking of 1 indicates that an area is the most deprived), which is third highest on Merseyside, behind Knowsley and Liverpool, and 9th highest in the North West. Deprivation has stayed relatively level in the borough from since 2007. The Index shows that 25% of Halton's population live in the most deprived areas (i.e. the top 10% of Lower Super Output Areas) nationally. Much has been done but clearly there is still much to do to narrow the gap between the least and most deprived parts of the Borough while at the same time improving prosperity for all.

### **National Careers Service**

The National Careers Service (in England) was launched on 5th April 2012, with the aim of providing telephone and online advice to 370,000 young people and face-to-face advice to 700,000 adults. Halton People into Jobs has been commissioned to deliver elements of the services locally.

From September 2012, high schools, academies and colleges are required to directly commission their own information advice and guidance provision for pupils and students, but not necessarily to provide advice on a face-to-face basis.

### **Apprenticeships**

Statutory standards for apprenticeships were introduced in Autumn 2011. Following this, the National Apprenticeship Service (NAS) were asked to develop an action plan to ensure every apprenticeship meets these standards on behalf of apprentices and employers;

- From August 2012, all apprenticeships for 16-18 year olds will be for a minimum of 12 months
- A review by NAS and the Skills Funding Agency of all short duration programmes has resulted in improvements to many apprenticeships and the withdrawal of inadequate sub-contracted provision
- New safeguards are being put in place to strengthen monitoring, reporting and subcontracting arrangements, including making public a list of all sub contracted provision over £100,000
- New contracts will ensure that training providers not only act according to regulations, but also within the spirit of the apprenticeship programme
- A new 'enquiry panel' has been established, reporting directly to the Minister, to manage poor quality providers as soon as they are reported.

Additionally:

- Further action over the coming months will deliver new measures to ensure all adult apprenticeships are of sufficient length to deliver the training employers need
- NAS will undertake a review into apprenticeship frameworks that have been deemed a cause for concern
- New guidance on the implementation of quality standards will be published
- The Government will take forward measures to ensure all apprentices are given the opportunity to get Level 2 English and Maths.

Following consultation and feedback received on proposals to amend the AGE criteria for 16 to 24 year-olds which provides up to 40,000 grants of £1500 to encourage and support employers taking on a young apprentice aged 16 to 24, the following changes were approved by Government for implementation from the start of the 2012/3 academic year.

- Training providers will now pay employers the full amount of £1,500 at 13 week stage after the apprentice starts, rather than previously in two £750 payments.
- Employers will be able to claim grants for up to 10 apprentices (previously 3), and the scheme will be opened to employers who have not hired an apprentice in the last 12 months (previously 3 years).
- The Grant will be available to businesses with up to 1,000 employees.

The NAS re-launched AGE to employers and businesses to coincide with the publication of the Holt Review on 30<sup>th</sup> August 2012.

### **Holt Review; Support for small businesses to take on apprentices**

Businessman and social entrepreneur Jason Holt was commissioned by the Government to review ways to make apprenticeships simpler and more accessible for small and medium businesses ('SME's'). His research highlighted widespread lack of awareness about the benefits of taking apprentices on, and how to recruit and train them amongst SME's. The three key recommendations were to:

- Improve communications with business to raise awareness of the benefits of apprenticeships.
- Empower SME's to participate and develop their own training provision so they can get the right type of training for their apprentices.
- Simplify the ownership and responsibility for apprenticeships by removing unnecessary administrative and bureaucratic barriers.

### **Talent Match**

In June 2012 Big Lottery Fund (BIG) launched 'Talent Match', an ambitious £100 million investment aimed at tackling youth unemployment. This programme targets the 21 Local Enterprise Partnerships ('LEPs') where those aged 18-24 are finding it hardest to secure jobs or training opportunities because of the economic downturn. The Liverpool City Region LEP is included on the list.

Talent Match aims to put charities at the heart of local partnerships established between local councils, charities, employers, and colleges to develop proposals on how to make best use of the funding to help match the talents of local young people with skills and opportunities of the future.

Grants ranging from £1 million to £10 million in each of the targeted areas, to create a portfolio of activities lasting up to five years is proposed.

### **Universal Jobmatch**

This Department of Work and Pensions web-based job posting and matching service, is due to be launched in late autumn 2012. The aim of Universal Jobmatch is to be one of the UK's largest jobsites and to help make job searching easier for users by automatically matching a jobseeker's CV and skills to the jobs that suit their needs.

To take advantage of the new service jobseekers have to register with the online service and provide an email address. Therefore, efforts are underway to increase access to the internet for jobseekers and also that they have an appropriate email address registered.

Whilst the provision of such a website is not innovative in itself, the fact that it will have access to JobCentrePlus' job vacancy database should make it a powerful tool. Local partners are working hard to help Halton's jobseekers get access to the internet via public portals, and to gain confidence in navigating and using it as a job search tool.

### **'Building Engagement, Building Futures'**

This is the Government's strategy to increase participation of 16-24 year olds in education, training and work through five priorities for action:

- Raising attainment in school and beyond so young people have the skills they need to compete in a global economy.
- Help for local partners to provide effective and coordinated services that support all young people, including the most vulnerable, with a target of full participation by 16-17 year olds by 2015.
- Encouragement and incentives to employers to recruit more young people by offering more high quality apprenticeships and work experience places.
- Ensuring that work pays and giving young people the personalised support they need to find it, through Universal Credit, the Work Programme and our Get Britain Working measures.
- Implementing the Youth Contract to help young people get into 'learning or earning'.

### **Youth Contract**

This was announced as part of the Chancellors Spending Review in Autumn 2011 in response to concerns about how to help the most disengaged 16 and 17 year olds by getting them back to school or college, onto an apprenticeship or into a job with training. Several elements commenced in April 2012, including:

- Provision of 410,000 new work places for 18 to 24 year olds between 2012 and 2015.
- Wage incentives worth up to £2,275 per person, available for employers who offer an 18 to 24 year-old from the Government's Work Programme, a job lasting at least 26 weeks.
- Extra voluntary work experience places to ensure an offer of a place for every 18 to 24 year-old who wants one, before they enter the Work Programme.
- 40,000 Apprenticeship grants for employers of 16 to 24 year olds. Aimed at helping small (under 50) & medium (50 to 250) sized employers offer young people employment by providing wage grants to assist employers in recruiting their first apprentice. Has a value of £1,500 in addition to the training costs of the Apprenticeship framework which are met in full for young people aged 16 to 18 and 50% for those aged 19-24.

- Support for disengaged 16-17 year olds in England. £126 million over three years to support NEET 16-17's in England. organisations to lead this programme on a regional/sub-regional basis in process of recruitment. Payment by results on how success in progression into sustainable positive outcome.

## **SOCIAL FACTORS**

### **Child & Family Poverty**

The Child Poverty Act received Royal Assent and became an Act of Parliament in 2010. The Act imposes specific duties including:

- Local partners to co-operate to mitigate the effects of child poverty
- Local authorities to make arrangements to prepare a local child poverty needs assessment
- To demonstrate how Local Authorities and partners are working together to tackle child poverty. In Halton, this is achieved through the local joint child and family poverty strategy
- Child poverty to be considered within the Sustainable Community Strategy.

The new national Child Poverty Strategy was launched in April 2011. In Halton the needs assessment has been undertaken as part of an overall needs assessment for Greater Merseyside, with each local authority producing its own strategy. The Strategy in Halton is known as the 'Child & Family Poverty Strategy 2011-2013' to reflect the broad nature of the issue locally, where 7170 children and young people are currently living in poverty, more than a quarter of our children and young people.

In the development and roll out of the Strategy in Halton, consideration is being given to how we as a Directorate commission services and the implications of new initiatives such as the pupil premium. A new Strategy will be developed in 2013 to ensure work is fully focused on meeting the current agenda and latest developments.

### **Demographic Changes**

The population estimate of Halton from the 2011 Census is 125,700 with an estimated 53,300 households. This compares with the 2001 Census population estimate of 118,210. Of the 2011 population estimate, approximately 24,900 (20%) are children and young people and 82,300 people are of working age (65% of the population).

The Office for National Statistics have produced baseline population projections based on recent demographic trends. These show that for Halton:

- In the short term (2011 - 2014) Halton's population is projected to grow by 1% to 126,800
- In the medium term (2011 - 2017) Halton's population is projected to grow by 2% to 128,000
- In the long term (2011 - 2021) Halton's population is projected to grow by 3% to 129,300. This is lower than the North West region which is projected to grow by 4% and nationally, which is projected to grow by 9%
- Younger people (0 - 15 year olds) - population projected to grow by 10% (2011 - 2021)
- Working age (16 - 64 year olds) - population projected to decline by 5% (2011 - 2021)

Following national and regional trends, Halton's population continues to age with older people making up an increasing proportion of the population. The growth in the numbers of older people will increase the demands for both formal and informal support. Small decreases in the working age population mean there are fewer people to provide and pay for this additional support.

The Office for National Statistics estimates that each person counted in the census is worth up to £5,000 to a local authority over ten years. This means that an undercount of just 100 people could mean Halton misses out on around £500,000 worth of funding over the next decade.

The population increase is important, as the amount of money Halton has to spend on services over the next ten years is directly influenced by how many people are counted in the borough. Current financial settlements will be based on the 2010 population estimates. Therefore, there may be grounds to revisit financial settlements.

## **TECHNOLOGICAL DEVELOPMENTS**

### **Digital Accessibility**

New communications technologies not only help businesses trade and develop; they also create opportunities for businesses to develop new applications and services. These new applications and services increase demand for faster and better communications facilities, which in turn leads to more innovation in applications and services in a development spiral. Connecting people to ICT skills can connect them to new or better jobs, to new forms of communication and social interaction, to community infrastructures and government services, to information to help with homework, to consumer power and convenience. It can save people time and money, open new doors and new worlds. Digital inequality matters because those without the right combination of access, skill, motivation or knowledge to make digital decisions are missing out in all areas of life.

In Halton, a Corporate Digital Economy and Inclusion Strategy is delivering on these challenges. Within this Directorate, it is imperative that ICT form part of core curriculum in schools. Digital life skills offer a route to employment, with employers seeking employees who are computer literate and able to take advantage of technology. For the mobile 24/7 society service engagement is often through a web interface and the advent of smart phones and iPods and other mobile devices will continue to drive advances in community engagement and service delivery.

### **Universal Jobmatch**

Universal Jobmatch is the Department for Work Pension's new, free online job posting and matching service. This new online service will improve our recruitment service for both companies and jobseekers by speeding up the recruitment process, making it quicker and easier for companies to find suitable jobseekers. Universal Jobmatch replaces the current vacancy management services, Employer Direct and Employer Direct Online for companies, and it replaces the Jobcentre Plus jobs and skills search facility for jobseekers.

This new streamlined service will be accessed through [GOV.UK](http://GOV.UK) for companies and anyone looking for work.

- A 'How to use Universal Jobmatch' guide gives jobseekers simple step by step instructions on how to set up an account:



- [How to use Universal Jobmatch](#) (36KB) 

### **Jobseekers Allowance Online**

Under the Department for Work and Pensions (DWP) “Digital by Default” agenda we are now encouraging claimants to make new claims for Jobseekers Allowance online (JSA OL). Insight suggests that a large and growing number of claimants would prefer to access DWP services online.

From 9th November 2012 Merseyside Jobcentre Plus District is taking part in a Trailblazer Pilot to encourage all claims to JSA to be made digitally. If claimants from Merseyside post codes call the JSA claim helpline they will be diverted to a dedicated Contact Centre, who will explain that they will need to make their JSA claim online and explain how, when and where they can make their claim. Local Jobcentre Plus offices will advise claimants to apply online for JSA.

If the claimant requires support to access online channels they can be booked into their local Jobcentre Plus office to use an Internet Access Device.

## **LEGISLATIVE FACTORS**

### **Ofsted Framework for the Inspection of local authority arrangements for the protection of children**

The new Ofsted framework for the inspection of local authority arrangements for the protection of children was implemented from May 2012. This new framework will focus on the child’s journey from need to receiving help and look at the early identification and help for children, young people and their families/carers.

At every stage of the child’s journey, the inspection will evaluate the effectiveness of:

- The impact of the help given
- The focus on the interests of the child
- Inter-agency working
- Meaningful, consistent and direct contact with the child and their family
- The experiences of particularly vulnerable children (private fostering, those not in education, those in families with domestic violence, substance misuse, mental illness etc.);
- how well all partners take account of children’s wishes and feelings and the extent to which this informs their care; and
- Whether services are accessible to everyone and that there is equality of opportunity and outcomes.

This framework will be replaced by a new multi-agency framework from summer 2013. Although it is expected that Halton will not be inspected before the implementation of the new multi-agency framework, planning work is already underway through a core team, as well as strategic and operational groups to try to ensure that Halton again has a successful inspection.

### **New framework for Early Years Foundation Stage (EYFS)**

A new framework for the EYFS - *Setting the standards for learning, development and care for children from birth to five* - was published in March 2012. This framework is mandatory for all early years’ providers (from 1 September 2012), maintained schools, non-maintained schools, independent schools, and all providers on the Early Years Register. A series of briefings have been held throughout this term to reach all Early Years sectors and update re: new curriculum requirements. The curriculum will

focus on 3 prime areas (Communication and Language; Physical Development and Personal, Social and Emotional Development) and 4 Specific Areas (Literacy; Mathematics; Understanding of the World and Expressive Arts and Design). There is a new statutory requirement to report on progress and level of development in the 3 prime areas at age 24-36 months. Assessment at age 5 (final year of reception) will report on levels of development across all 7 areas of learning. The scale points 1-9 will no longer exist and will be replaced with statements “expected” “emerging” or “exceeding”. Future reporting on Foundation Stage Profile (FSP) data will be in terms of percentage of children reaching expected attainment or higher.

### **Ofsted Arrangements for the Inspection of Looked After Children (LAC) and Care Leaver Services**

New arrangements will be jointly implemented from April 2013 between Ofsted and the Care Quality Commission focusing on the effectiveness of local authorities as corporate parents; the provision of health services for children who are looked after; the quality of professional practice, including the protection of children who are looked after; the impact of the care on children and young people; and the effectiveness of shared professional responsibility for their outcomes.

Consultation was undertaken up to September 2012 and it is expected that the inspections will be delivered over a four year cycle. The outcome of a child protection inspection (see section 3.2) may influence the scheduling of children looked after inspection, and vice versa.

Inspections will be conducted jointly by Ofsted and the CQC, which will evaluate how effective health services for looked after children are in meeting their healthcare and emotional needs. It is proposed that the inspections will be unannounced, with a two-week period on site (which will provide sufficient time to meet and talk with looked after children and care leavers). This and other aspects of the proposed framework will be tested through pilot inspections before a final decision is made.

There will be five inspection judgements:

- overall effectiveness
- outcomes for children and young people looked after and care leavers
- quality of practice
- achieving permanence – including a sub-judgement on adoption performance
- leadership and governance.

This new framework is in line with the latest regulations and guidance for care planning and LAC that have aimed to streamline processes, bring more clarity and ensure increased and more consistent support throughout the childhood journey for LAC and Care Leavers.

### **New Ofsted Framework for Early Years Providers.**

A new Ofsted framework became statutory on 1 September 2012. Inspectors will judge overall effectiveness in terms of :

- how well the early years provision meets the needs of the range of children who attend
- the contribution of the early years provision to the wellbeing of children
- the leadership and management of the early years provision

Inspection judgements will be graded against 1 of 4 grades:

- grade 1 - outstanding

- grade 2 - good
- grade 3 - satisfactory
- grade 4 – inadequate

All providers will be inspected at least once by July 2016, although any provider judged as less than good will be re-inspected within 1 year. Any concerns reported to Ofsted will be risk assessed as to whether the item is routine (e.g. change of contact details); minor or need to re-inspect. Any minor matter will be noted and referred back to the provider, although once 2 minor matters have been recorded, this will trigger a full re-inspection. Re-inspections will take place within 30 working days or if identified as a priority within 5 working days. Inspections will continue to be no notice inspections, apart from childminders who will receive a couple of days' notice.

Any child minder must have Local Authority (LA) approved training prior to applying for a registration visit. If they are not deemed to be ready at this visit, then they will be refused registration and this would be classed as a lifetime disqualification. If this were to occur, the child minder could resign and withdraw their application, rather than be barred.

The new Ofsted framework has been published in response to the changes of the new EYFS and will have a much stronger emphasis on learning and development and whole care packages providing emotional security. Progress of different groups will be reported and partnership working with parents and multi-agency professionals will be a focus for inspection, linking into Early Help policies. There will be a stronger focus on direct observation of children and professional dialogue with all practitioners regarding a child's level of development; progress and how this compares to age related expected development. Ofsted will also be keen to observe the progress of babies and toddlers including tracking groups of children.

### **Academies Act 2010**

The Academies Act 2010 enables more schools in England to become academies. Since the Act was passed, the number of Academies nationally and locally has grown each year. Academies are funded at a comparable level to maintained schools but would also get their share of central funding that local authorities used to spend on their behalf. Schools that become academies are allowed to keep any surplus balances that they hold. The Act is not allowing for the expansion of selection but grammar schools and other schools which select or partially select pupils are able to continue to do so. Key areas of the Act include:

- enabling all maintained schools to apply to become academies, with schools rated 'outstanding' by Ofsted being pre-approved
- allowing maintained primary and special schools to apply to become academies in their own right
- giving the Secretary of State the power to issue an academy order requiring the local authority to cease to maintain the school
- removing the requirement to consult the local authority before opening an academy
- requiring the consent of any existing foundation (mainly churches) before a school applies to become an academy (and prohibits the religious character changing during the conversion to academy)
- deeming academy trusts to be exempt charities.

### **Education Act 2011**

The Education Act 2011 paves the way for implementing the Government's education reform programme that aims to create an education system that delivers ever higher standards for all children. Key changes for local authorities within the Act include:

- a new entitlement for disadvantaged two-year-olds to 15 hours' free early years education;
- replacing independent appeals panels for exclusions with independent review panels;
- removing the duty on local authorities to appoint a School Improvement Partner for every school;
- giving precedence to academy proposals, where a local authority identifies the need for a new school, and expands the academies programme to allow 16-19 and alternative provision academies;
- extending the Secretary of State's powers to intervene in underperforming schools;
- providing for the closure of the Local Government Ombudsman's school complaints service, and removes the duty to consider complaints about the curriculum from LAs. General complaints about schools will now be made to the Secretary of State;
- allowing for pilots of direct payments for SEN education services;
- making changes to LA powers over sixth form colleges; and
- providing for the abolition of five arm's length bodies (the TDA, the GTCE, the QCDA, the YPLA and the SSSNB).

The Act no longer makes changes to the section 10 Children Act duty to co-operate with the local authority to promote children's wellbeing.

### **School Admissions Code**

The Government has approved new Codes for School Admissions and for School Admission Appeals to be introduced for the admissions round for school entry in September 2013. The Codes are far shorter than the current Codes, and together contain only about half the number of requirements. The main changes that will need to be considered by the Directorate are the removal of the requirement for the Local Authority to co-ordinate In-Year Admissions (whilst maintaining their safeguarding role in ensuring that children continue to be admitted to a new school within a reasonable time), and the potential for popular schools to admit over their Published Admission Limit, which may impact upon neighbouring schools.

### **Revisions to Adoption and Fostering Legislation**

In April 2012, the Government published [An Action Plan for Adoption: Tackling Delay](#) which explains planned changes to speed up the adoption system in England.

Adoption is one of the Government's top priorities and ministers want to create a more effective and user-friendly adoption system which is fit for purpose. They aim to ensure that adoption is available for children where this is in their best interests, and for it to happen without undue delay. The action plan sets out a range of proposals to speed up the process for children; to overhaul the service for prospective adopters; and to strengthen local accountability for the timeliness of adoption services.

In December 2011, ministers set up a working group of key partners from across the adoption sector to help redesign and speed up the process from initial enquiry through to assessment, with a view to moving swiftly to a position where there is a pool of approved adoptive parents who are able to meet the needs of the children awaiting adoption. The working group developed a set of reform proposals which built on existing best practice, and a revised assessment form which the British Association for Adoption and Fostering (BAAF) is currently piloting.

In July 2012, the Prime Minister also announced [Proposals for the earlier placement of children with their potential adopters](#)

In the Adoption Action Plan, a range of measures were set out to reduce delay so that more children for whom adoption is the best option can be placed swiftly with adoptive families.

The measures include the wider use of concurrent planning, which should be considered by all local authorities for their youngest children in the care system. The Government would like to see wider application of concurrent planning principles through 'fostering for adoption', and propose to introduce a new legal duty on local authorities to consider placing a child with carers who are likely to become their permanent carers, where it is clear that a child is unlikely to return home.

The Government also plan to clarify the lawful use of concurrent planning and fostering for adoption, and to require local authorities to consider both, where appropriate.

It is proposed that the following measures be implemented to improve adoption and fostering:

- A new, shorter two-stage approval process for prospective adopters;
- A fast-track procedure for approved foster carers and previous adopters;
- Regulations to make it easier for prospective adopters to be approved as temporary foster carers – the 'fostering for adoption' proposal;
- Sharing of case records between fostering services and adoption agencies; and
- Restricting the size of adoption and fostering panels.

These changes are aimed at increasing the use of the Adoption Register by adoption agencies, and will change regulations to make it easier for prospective adopters to be approved as temporary foster carers – the 'fostering for adoption' proposal.

On fostering there is a package of changes to the foster carer assessment and approval process to make the process clearer, more proportionate and responsive to the needs of children coming into the care system; and to ensure foster carers are able to take everyday decisions about the children in their care (delegated authority).

For both adoption and fostering the DfE are consulting on proposals for the sharing of case records between fostering services and adoption agencies and are seeking views on whether the size of adoption and fostering panels should be restricted.

### **Public Services (Social Value) Act 2012**

The Act aims to strengthen the social enterprise business sector and make the concept of 'social value' more relevant and important in the placement and provision of public services. Key areas include:

- placing a duty on the Secretary of State to publish a 'national social enterprise strategy' to encourage engagement in social enterprise
- amending Section 4 of the Local Government Act 2000 so that local authorities are required to include in their sustainable community strategy proposals for promoting engagement with social enterprise in their area. They

- must also include a statement of the measures suggested to enable social enterprise to participate in implementing these proposals
- requiring local authorities, when entering into public procurement contracts, to give greater consideration to economic, social or environmental wellbeing during the pre-procurement stage.

### **Health and Social Care Act 2012**

The Health and Social Care Act 2012 gives effect to the policies that were set out in the White Paper Equity and Excellence: Liberating the NHS which was published in July 2010. It allows for a new public health service and the transfer of local health improvement services to local authorities.

The main aims of the Act are to change how NHS care is commissioned through the greater involvement of clinicians and a new NHS Commissioning Board; to improve accountability and patient voice; to give NHS providers new freedoms to improve quality of care; and to establish a provider regulator to promote economic, efficient and effective provision. In addition, the Act will underpin the creation of Public Health England, and take forward measures to reform health public bodies.

### **Welfare Reforms and the Single Programme**

The Single Programme was introduced in 2011 with the underlying principle of 'making work pay', but proposed further reforms will place demand on our services as more people on benefits are encouraged to find work and, therefore, seek training and development to support them.

The Work Programme provides an advice and employability service to long term unemployed people. Those eligible for the Work Programme are mandated to the provision offered through HPIJ for a period of 52 weeks. The traditional HPIJ service was available to any adult living in the borough and, in the main, individuals voluntarily referred them to the provision.

The Work Programme has required a very different type of model. Firstly, JCP mandatorily refers long term unemployed residents to the Work Programme. Secondly, income is generated per customer, so the more customers the Employment Officers see, the more income that can be generated. It is a performance oriented model that is driven by volume (quantity). The relationship that Employment Officers were able to build up with their customers in the past is not possible with a commercially driven contract such as the Work Programme, and we have had to redesign our structures to reflect this. The emphasis is on advising customers and supporting them into employment as quickly as possible. The potential income to be earned from getting customers into employment is significant and the longer the individual remains in employment, the more income that can be generated. The contract has demanded a complete change of culture to the existing HPIJ operation – no longer focusing on a holistic service for individuals who had volunteered to be supported into employment but focusing on getting people in the door, seen, and out of the door into employment in the shortest possible time.

### **Welfare Reforms – Universal Credit**

As part of preparations for the rollout of Universal Credit in 2013, pilots of the programme commenced in autumn 2012, focusing on delivering the face to face support some people may need to make claims for Universal Credit, including online support, help with budgeting and job searches, reducing fraud and error, and reducing homelessness.

Work has also started locally by partners to identify and contact benefit claimants whose current entitlement will be reduced in line with the 'cap' that is due to come into effect from next April; £500 per week (£26,000 per annum) for households with children or £350 per week for single claimants without children. It is currently estimated that between 120 and 150 claimants will be affected in Halton.

### **Special Educational Need and Disability (SEND) Green Paper**

The SEND Green Paper aims to improve the entire SEN system and covers issues including school choice, early identification and assessment, funding and family support. Options being considered include:

- a new approach to identifying SEN through a single Early Years setting-based category and school-based category of SEN;
- a new single assessment process and Education, Health and Care Plan;
- local authorities and other services setting out a local offer of all services;
- the option of a personal budget by 2014 for all families with children with a statement of SEN or a new Education, Health and Care Plan;
- giving parents a real choice of school, either a mainstream or special school;
- introducing greater independence to the assessment of children's needs.

Work is already underway on applying the principles of the Green Paper. Please see Appendix B for the detail.

### **Legal Aid, Sentencing and Punishment of Offenders Act 2012**

The Legal Aid, Sentencing and Punishment of Offenders Act 2012 received Royal Assent on 1 May 2012. The act contains a number of measures on reforming Legal Aid, as well as provisions on sentencing and reducing reoffending. These include:

#### **Legal Aid**

- retaining legal aid for cases where people's life or liberty is at stake, where they are at risk of serious physical harm, or immediate loss of their home, or where their children may be taken into care
- legal aid being made available for victims of domestic violence and child abuse
- abolishing legal aid for squatters resisting eviction and most immigration cases
- means testing all applicants including those on benefits
- retaining legal aid for Special Educational Needs cases
- abolition of the Legal Services Commission

#### **Sentencing**

- a new offence of threatening with an offensive weapon in public or on school premises
- life sentences for more serious offenders
- offenders committing serious sexual and violent offences spending two thirds of their sentence in prison rather than the half they spend under the current system
- all young people remanded in custody will have to be recognised as looked-after children by local authorities
- changes to powers to make suspended sentence orders

#### **Reducing reoffending**

- new rules on employment in prison
- deducting money from prisoners in employment while in prison to give to victims

- a crackdown on drugs in prison

## **ENVIRONMENTAL FACTORS**

### **Low Carbon Economy**

It is estimated that in the Liverpool City Region 12,000 additional low carbon jobs could be created over the next five years in offshore wind, micro-generation and in retrofitting business opportunities from developing the infrastructure needed to move towards a low carbon economy. Therefore, although climate change and carbon reduction is of paramount importance, the Council's focus needs to be on deriving economic advantage from sustainable technology and similarly the financial gains from acting in an environmentally friendly manner, not least in reducing costs.

### **Mersey Gateway**

The main objectives of the Mersey Gateway project to build a second crossing of the River Mersey are:

- to relieve the congested Silver Jubilee Bridge, thereby removing the constraint on local and regional development and better provide for local transport needs
- to apply minimum toll and road user charges to both the Mersey Gateway Bridge and the SJB consistent with the level required to satisfy the affordability constraints
- to improve accessibility in order to maximise local development and regional economic growth opportunities
- to improve local air quality and enhance the general urban environment
- to improve public transport links across the River Mersey
- to encourage the increased use of cycling and walking
- and to restore effective network resilience for road transport across the River Mersey.

The project will bring many economic benefits to Halton. These include:

- 470 permanent full-time equivalent jobs on site during the construction phase
- 4,640 permanent new jobs as a result of the operation of the Mersey Gateway, regeneration activity and inward investment
- £61.9 million a year in Gross Value Added from the new jobs by 2030, and
- it will also support sustained growth at Liverpool Ports and Liverpool John Lennon Airport and improve business productivity throughout the Mersey corridor (known as agglomeration impacts).

### **Minimising waste production, increasing recycling and reducing waste to landfill**

Given the ongoing financial climate, and the increasing costs associated with waste disposal to landfill, a key challenge over the medium term will be to concentrate efforts to improve recycling and reduce waste production within the borough.

Recycling facilities have been extended to all properties within the borough over the last 3 years and in some areas 70% of residents make use of kerbside services. However, there are areas where participation rates remain disappointingly low resulting in a borough average of 60%.



Further work will be needed in relation to community engagement and educational activities which will be supported by the review and development of strategies and action plans relating to environmental sustainability and climate change.

### **Tackling Environmental Crime and promoting positive behaviours**

Halton residents have consistently identified clean and safe streets as critical factors in making their neighbourhoods a good place to live. As a result, it is crucial that we continue to effectively tackle issues such as littering, fly-tipping and dog fouling.

This would involve a combination of both educational and enforcement activities at both an organisational level and through effective collaboration with key local agencies.

### **Liverpool City Region Transport Agenda/Local Transport Plan Block Funding**

Bus operators, including community transport, are facing significant challenges through a 20% reduction in Bus Services Operators Grant and increases in fuel and insurance costs. The outcome of such pressures is likely to be further reductions in both the commercial and subsidised networks with implications for access to employment, training and leisure opportunities.

This situation will need to be monitored and efforts will need to be made to mitigate, as far as possible, the adverse impact of such pressures, particularly amongst the most deprived groups and socially excluded groups within the borough.

We continue to work with private, public and voluntary sector partners to develop our 'Routes to Prosperity' application for the Local Sustainable Transport Fund. This is a programme of co-ordinated actions and interventions, costing in excess of £5m, aimed at removing transport obstacles to employment for local residents.

If successful tailored works will promote smarter travel choices to key employment sites, reduce carbon emissions, improve safety and tackle disadvantage whilst supporting economic growth.

### **Road Safety and Street Lighting**

The authority's success in reducing the number of people killed / seriously injured in road accidents by 70% over the past 15 years has largely been dependent upon central government grants which will no longer be available.

Additionally the LTP settlement, which helps fund Local Safety Schemes, has been reduced by 66% from almost £1.8 m to £680,000. As a consequence, future initiatives will need to be risk-based and focused upon target groups such as young drivers and motorcyclists and consequently the extent to which we can sustain our record of on-going accident reduction remains questionable.

We face a growing problem in relation to street lighting as a result of ageing stock and energy costs. A large proportion of our existing stock of over 19, 000 lighting columns are now more than 40 years old and have exceeded their 30 year design life. Additionally, with over 5,000 illuminated signs and bollards the current energy cost to the Council is approximately £1 m per year.

In order to reduce our consumption and emissions we will continue to explore savings opportunities, for example through energy efficient practices and reducing overall numbers. It has to be recognised however, that sustainable solutions will

require capital investment and may result in a risk based approach being adopted in terms of the ongoing illumination of roads and footpaths.

### **Flood Risk Management**

New statutory powers and duties will be introduced for Halton, as Lead Local Flood Authority for the area, as a result of the incremental implementation of the key provisions of the Flood and Water Management Act (2010).

In addition to the need to develop a Local Strategy, which will set out our objectives and associated timeframe, this legislation will also result in new and significant operational demands. These will include responsibility for developing and maintaining a register of assets, approval and adoption of sustainable drainage systems on developments, and undertaking consent and enforcement role in relation to watercourses.