Adults of Working Age

SERVICE PLAN

April 2008 to March 2011

Advanced Draft - 21.02.2008

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1.0   INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities, and a number of associated key Areas of Focus,** which, as detailed within the Council's Corporate Plan, are: -

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

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

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

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.
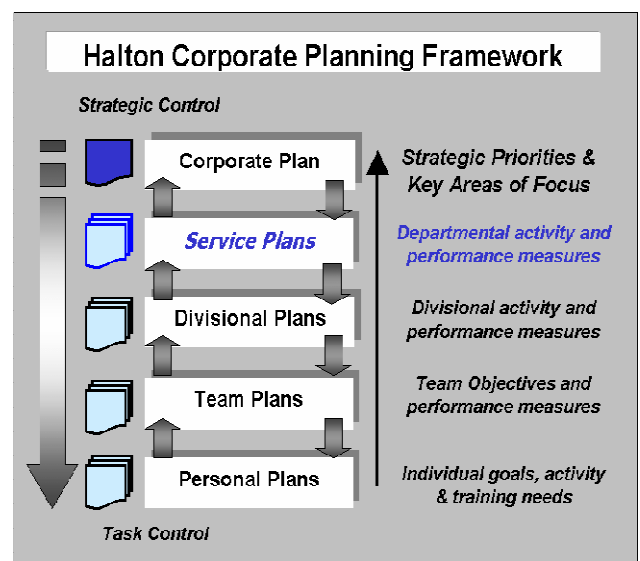
Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

The Strategic Priorities and those Areas of Focus that have been most significant in the development of this plan are detailed below:-

Strategic Priority 1:

A Healthy Halton

Area of Focus 2

Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.

Area of Focus 6

Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.

Area of Focus 7

Providing services and facilities to maintain existing good health and well-being.

2.0 SERVICE PROFILE

2.1 Purpose

The Adults of a Working Age Department provides an assessment and care management service for people with mental health problems, physical and sensory disabilities and learning disabilities. It also provides a range of services for these groups of people, including day services, accommodation services and outreach support.

In addition, the Department commissions an even wider range of residential, day and support services from the voluntary and independent sectors. All these services are specifically designed to enable rehabilitation, encouraging people to retain or regain independence or to offer supported environments for them to live within Halton, whenever possible.

A number of our services also contribute to the work of other Departments, including children, older people and people with substance misuse problems. In addition, the Department supports the delivery of the new Emergency Duty Out of Hours Service, which covers Children's Services and all Adult areas.

The Department promotes active partnerships with the health services and the private, voluntary and independent sectors, to deliver high quality care to the local community. In planning, delivering and monitoring our services, there is a strong commitment to consulting with and involving the people who use the services, their carers and local communities.

The service provides an assessment and care management function for vulnerable adults and offers a range of services to enable rehabilitation, encouraging people to retain or regain independence or to offer supported environments for them to live within Halton, whenever possible.

All this is delivered within the context of a strong national framework of statute and guidance, which includes:

- NHS and Community Care Act 1990
- Mental Health Act 1983 and 2007
- Carers (Equal Opportunities) Act 2004
- Disability Discrimination Act 1995 and 2005
- Valuing People White Paper
- National Service Framework for Mental Health
- Care Standards Act 2000
- Mental Capacity Act 2005
- Our Health, Our Care, Our Say White Paper 2006
- Disability Equality Scheme 2006

2.1.1 Service Activities

Assessment and Care Management Services

Each service area within the Department has at least one team to assess people's needs, and identify and arrange the level of support to meet those needs. This is then regularly reviewed and updated if there are any changes. This is known as assessment and care management.

For the Adult Learning Disability and Mental Health Services, assessment and care management is delivered in teams which are integrated with health care staff (in Mental health services, this process is known as Effective Care Co-ordination), to make sure that the widest possible range of needs are considered. For Physical and Sensory Disability Services, assessment and care management is done only by social services staff, but they work very closely with their colleagues in the health services.

Assessment and Care Management Services have a lot in common. All these services aim work to the following principles:

- Real empowerment of people, so that they are able to live as independently as possible and achieve their hopes and aspirations
- Preventive, promotional and enabling services which are responsive to individual needs and which support people to engage fully in their own communities, including faith and cultural communities
- Full engagement where possible by individuals in employment, education, training and vocational opportunities
- A voice for all individuals in the choice, design and delivery of their own services, supported as needed by effective advocacy services
- Accessing a variety of support and accommodation services which can be tailored to individual needs

As well as assessment and care management for service users, the teams are involved in other activities, including:

- Accessing a range of services and supports for carers
- Effective and seamless transition arrangements from childhood into adulthood for people with disabilities of all kinds
- Effective use of the Council's Adult Protection and Vulnerable Adults procedures
- High quality practice placements to student social workers

In addition, the Department also provides Approved Social Workers, who fulfil the Council's duties under the Mental Health Act 1983 for all service groups, and supports the delivery of the Halton and St Helens Emergency Duty Team.

Provider Services

The Department provides a number of services which support people to live independently in the community. These services also work to the principles described above.

The services are accessed through the assessment and care management services, and are tailored to each individual's needs. They include:

- The delivery of modernised day services which support those with the greatest levels of individual need, whilst promoting independence and full social inclusion in line with Government guidance
- Delivery of safe and supportive living arrangements through the Halton Supported Housing Network
- An Outreach Service for people with severe mental health problems
- A Bridge Building service which works intensively with individuals to support them to engage fully with their communities

In addition a wide range of other services are commissioned from the private, voluntary and independent sectors.

Mental Health Services

- Assessment and care management functions
- Community Mental Health Services
- Care Programme Approach and Effective Care Co-ordination – an integrated approach to planning the care given to each person
- Approved Social Work (for all adults service groups)
- Outreach Service
- Out of Hours Emergency Services
- Delivery of day care services
- Delivery and develop of carer support services
- Development of a wider range of work opportunities for people with severe mental health problems
- Development of more vocational training and educational options for people with severe mental health problems
- Development of a greater range of supported accommodation
- Ensuring increased financial independence for users of the service and reducing the numbers of people who are subject to appointeeship.
- Promoting and enabling empowerment of people who use services
- Delivery of high quality practice placements for student social workers.
- Development of a greater range of advocacy services.

Adults with Learning Disabilities & Physical/Sensory Disabilities Assessment and Care Management

- Integrated health and social care assessment and care management function for adults with learning disabilities through an agreement with Halton and St Helen's PCT.

- Social care assessment and care management function for adults with a physical disability or sensory impairment.
- Development of preventive, promotional and enabling services which are responsive to individual needs and ensure that people live as independently as possible in the community
- Ensuring that transitional arrangements from Children's Services to Adults Services are seamless.
- The delivery of effective financial management through the ALD pooled budget between Halton Borough Council and Halton and St Helen's PCT
- The development of lead commissioning arrangements across the Borough Council and Primary Care Trust
- The promotion of Self Advocacy for people with a learning disability through a contract with Halton Speak Out
- Effective use of the Council's Adult Protection and Vulnerable adults procedures
- Provision of practice placements for student social workers

Adults with Learning Disabilities – Provider Services

- The delivery of modernised day services which support those with the greatest levels of individual need, whilst promoting independence and full social inclusion in line with the Governments 'Valuing People' White Paper.
- Extend the levels of choice for people who access day services
- Delivery of safe and supportive living arrangements through the Halton Supported Housing Network
- Increase the level of service user autonomy and independence within the supported living network.
- Development of a range of employment opportunities for people with learning disabilities.
- Broadening the level of service user involvement in the management of services
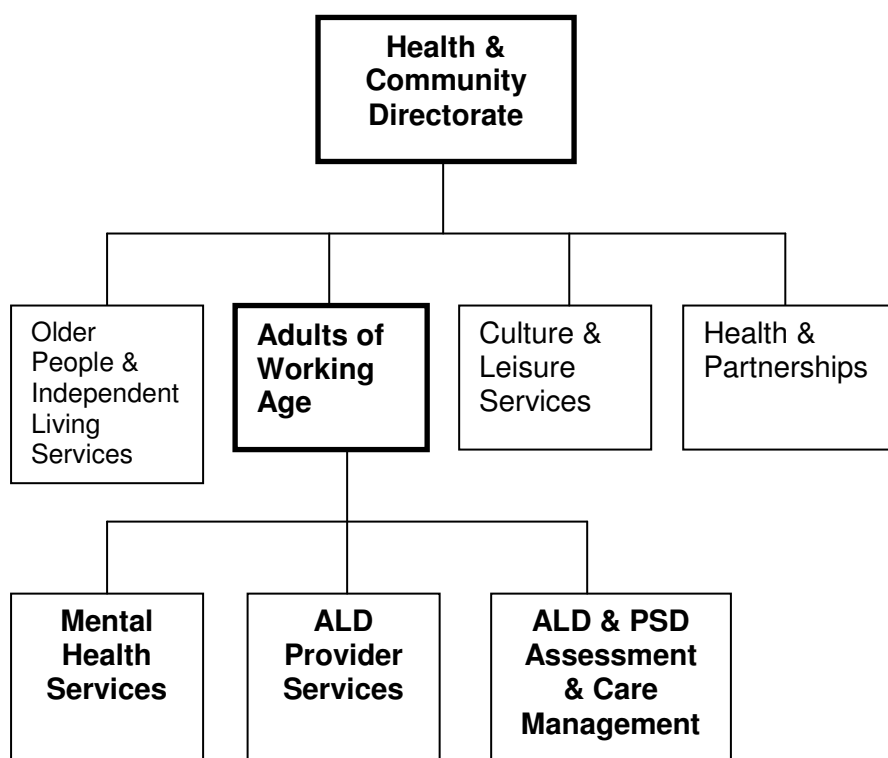
2.2 Key Messages

Given the breadth of service activities delivered, we are working within the key strategic priorities to support and deliver high quality services to improve health, independence and wellbeing of the residents of Halton. Key messages include:

- The development of the Joint Strategic Needs Assessment, which covers the health and social care needs of Adults and Children (in conjunction with key stakeholders and the community)

- The requirement to contribute to the Local Strategic Partnership's agenda, and the update of the Local Area Agreement (LAA) and delivery of LAA targets

- To need to maintain, develop and improve the level of service when the Directorate and Authority as a whole are faced with increasing budgetary pressures e.g. the Comprehensive Spending Review and the potential loss of some Grants.

- The need to develop partnerships which may include joint provision or commissioning with other Local Authorities, key statutory partners and in some circumstances with providers within the independent or voluntary sector;

- The need to refocus the Directorate's activity towards neighbourhood delivery of services

- The need to ensure that there are appropriate and effective infrastructures in place to be able to deliver the Directorate's aims and objectives

- The increase in self directed care and self-assessment linked to the In-Control pilot and development of individualised budgets.

- The important need to ensure that vulnerable adults are properly safeguarded. The Directorate continues to invest heavily in strengthening reporting, recording and training processes associated with the safeguarding of vulnerable adults. Extensive work continues with our partner agencies (inc. Police) to ensure that appropriate polices and procedures are in place.

- The need to ensure that the potential barriers to the taking up of services through lack of awareness about what is available and how to access it by Halton's Black and Minority Ethnic community are overcome, thus ensuring that services are accessible to all.

- To make sure we work and consult with people who use our services so that they deliver the outcomes people want

- To ensure that people who use our services experience positive outcomes that deliver: -
    - Improved health & emotional wellbeing
    - An improved quality of life
    - A positive contribution
    - Increased choice and control
    - Freedom from discrimination & harassment
    - Economic well being
    - Personal dignity & respect

- Integration continues to be key to improving overall effectiveness and performance in service delivery.

- More daytime opportunities for adults with learning disabilities are provided in community-based settings and in partnership with community centres, thereby enhancing their inclusion into the community. A considerable amount of staff time and effort has gone into achieving this and managing the associated changes.

- A Community Bridge Building Service has been successfully implemented over the past 12 months, which aims to promote social inclusion for all adults and older people by helping them access mainstream services. Adequate resources will need to be secured to ensure this Service continues during 2008/9. This is linked to redesign of a range of community day services such as Adult Placement, community day services, Bridgewater and Surestart for Older People.

- We continue to recognise and value the essential role that carers play in supporting some of the most vulnerable people in our community. We will continue to identify hidden carers, recognise and respond to carers needs, and improve information and access to support services. Working in partnership with voluntary agencies and the Primary Care Trust we intend to build on numerous improvements made and to continue to provide real support to carers.

- Halton Health and Community Directorate is participating in the national Care Services Efficiency Delivery (CSED) programme to improve the efficiency of adult social care services and has set up a Project Steering Group to take the process forward. The group has a number of workstreams including Front End services (information, screening and FACS), Empowering Customers / Self-Directed Care / Individual Budgets and Financial Assessment, which will report on a programme of modernisation Spring 2008.

2.3 Organisation Structure

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                    ┌──────────────────┐
                    │   Health &       │
                    │   Community      │
                    │   Directorate    │
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        ┌──────────────┬──────────┴──────┬──────────────┐
 ┌─────────────┐ ┌────────────┐ ┌────────────┐ ┌──────────────┐
 │ Older       │ │ Adults of  │ │ Culture &  │ │ Health &     │
 │ People &    │ │ Working    │ │ Leisure    │ │ Partnerships │
 │ Independent │ │ Age        │ │ Services   │ │              │
 │ Living      │ │            │ │            │ │              │
 │ Services    │ │            │ │            │ │              │
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 │ Mental     │ │ ALD        │ │ ALD & PSD    │
 │ Health     │ │ Provider   │ │ Assessment   │
 │ Services   │ │ Services   │ │ & Care       │
 │            │ │            │ │ Management   │
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Staffing

	FTE Posts
Mental Health Services	29.0
ALD Provider Services	135.6
ALD &PSD Assessment & Care Management	33.0
Operational Director & Secretaries	3.0
TOTAL	**200.6**

NB. Information regarding posts completed as at 30.9.07 (includes vacancies)

Staffing

3.0   FACTORS AFFECTING THE SERVICE

3.1   External Factors

The following factors have been identified as having a potential impact on the delivery of services during the period 2008-2011:

3.1.1 Political

- The development of the Joint Strategic Needs Assessment (JSNA), will form the basis of a new duty for the PCT and Local Authorities to co-operate in order to develop a whole health & social care response to the health, care and well-being needs of local populations and the strategic direction of service delivery to meet those needs, over 3-5 years.

- Halton's current Local Area Agreement (LAA), which provides an outcome based approach to tackling the major challenges facing Halton, is due for review and update in 2008. Many of the objectives outlined in the Service Plans are designed to support the achievement of the LAA Targets.

- The new model of care for mental health services 'Change for the Better' will be implemented from April 2008. The full impact will not be clear until implementation is complete.

- The reconfiguration of PCTs resulting in the merger of Halton and St Helen's PCTs has led to the requirement to form a new relationship. Partnerships across service areas have been strengthened as a result, eg, Mental Services and ALD. Further integration of the ALD Team will take place during 2008/9, which will lead to the development of a new Section 31 partnership agreement.

- During the next 3 years there will be a need to further strengthen relationships with the voluntary sector. One particular area which is a priority is Carers. It is anticipated that the Cares Centres will transfer to the voluntary sector from April 2008 and there will be a need to ensure that there is an effective infrastructure in place to secure funding in the future.

- To help make care fairer, the Secretary of State for Health has announced a comprehensive strategy for reducing health inequalities, challenging the NHS as a key player, to live up to its founding and enduring values. Local Authorities will therefore have a key role in influencing this agenda at a local level.

3.1.2 Economic Climate

- There continues to be significant budgetary pressures within the Department. Gershon efficiency gains, the implications of the Comprehensive Spending Review and Supporting People's retraction plan, has resulted in reduced

funding in adults with learning disabilities, which continues to have an impact on service areas. Services need to ensure that they are designed to deliver greater efficiency and value for money without having a detrimental impact on those people who use them.

- The need to have a robust LAA which is aligned to priorities will be essential as a number of specific grants and LAA ring-fenced grants will be delivered in the form of an Area Based Grant which will not be ring-fenced, the aim of which is to give Council's greater flexibility to manage financial pressures and focus funding on the priorities of their communities.

- A financial recovery plan, agreed with the PCT, is in place, which aims to reduce the pressures on the adults with learning disabilities budget. It is expected that this will lead to more efficient services targeted to meet the most complex needs

- Pressure on the Community Care Budget has meant a strict application of Fair Access to Care services, resulting in care packages being re-assessed and in some cases re-designed for some people. Re-assessments will continue over the next 12 months.

- Continued pressure on the transport budget means strict application of eligibility criteria for the provision of local authority transport. Transport will continue to be an area of increased focus this coming year.

3.1.3 Social Factors

- The new 24-hour access/out of hours emergency service came into force on 1.10.07. The Service, provided in partnership with St Helen's Borough Council, provides a new locally based service. The effectiveness of this service will be monitored over the next 12 months

- Population projection is not an exact science, but forecasts suggest that Halton's population is ageing at a faster rate than in England as a whole, which reflects a long-term demographic trend of an aging population. This shift to an older population, particularly those with complex needs and learning disabilities will have a large effect on demand for social care, local government and health services, adding to the already increasing pressures on resources within adult services.

- There is not only an increase in the ageing population but also an increase in the number of young people with more complex needs, adding again to pressures on resources.

- A number of Government initiatives and legislative requirements have put social inclusion higher on the social care agenda. The Directorate's Community Bridge Building service, which has been in operation for over 12 months, aims to promote social inclusion for all adults and older people by helping them access mainstream services.

3.1.4 Technological Developments

- A pilot of assistive technology, which aims to promote and encourage independent living, has resulted in one supported housing property successfully having the technology installed, with a view to rolling out this technology in a number of other suitable properties over the next 12 months.

- Work is still ongoing to develop an integrated health and social care mental Health system across the 5 Boroughs Partnership. Once completed this should allow for integrated case files and much simpler recording processes, but the Department will need to ensure that all relevant performance information continues to be captured.

- Work is still ongoing to roll out Single Assessment. The need to develop and implement an electronic solution to SAP to ensure that data currently written in assessments can be effectively loaded into Carefirst, Health and other agency services information systems is essential

3.1.5 Legislative

- The Mental Capacity Act 2005 implemented during 2007 continues to impact on the way in which the Department operates and delivers it services.

- The implications of the 2 White Papers published in 2006, Our Health Our Care Our Say and Strong and Prosperous Communities, and the new Outcomes Framework for Adults Social Care continues to be managed by the Department.   These documents place a stronger emphasis on the involvement of people who access social care services and their carers being involved in service planning and delivery to ensure services are needs-led and outcome focussed. The increase in self directed care and self-assessment linked to the 'In control' pilot and development of individualised budgets continues to support the personalisation agenda.

- The Carers (Equal Opportunities) Act 2004 came into force in England on 1st April 2005. The Act gives carers new rights to information, ensures that work, life-long learning and leisure are considered when a carer is assessed and gives Local Authorities new powers to enlist the help of housing, health, education and other Local Authorities in providing support to carers.

- The Statutory Code of Practice on the Duty to Promote Disability Equality, which was introduced in the Disability Discrimination Act 2005, came into force in December 2006. The Duty required that a Disability Equality Scheme be in place by public sector organisations by December 2006. The action plan developed as part of the Scheme continues to be implemented corporately and departmentally.

- The New Performance Framework for Local Authorities & Local Authority Partnerships published in October 2007, sets out a single set of 198 measures (developed as part of the Comprehensive Spending Review 2007) representing what Government believes should be the national priorities for

local government, working alone or in partnership, over the next three years. In each area, targets against the set of national indicators will be negotiated through new Local Area Agreements (LAAs). Each Agreement will include up to 35 targets from among the national indicators, complemented by 17 statutory targets on educational attainment and early years.

- The proposed development of a common complaints procedure, covering the NHS and Social Care (from 2009), was consulted on during 2007. It has the potential to enable complaints to be addressed more consistently and holistically, with lessons learned being shared with colleagues across the sector.

- The 2007 Mental Health Act, which significantly amends the 1983 Mental Health Act, is due for full implementation in the autumn of 2008. The definitions of people who will fall within the Act have been amended, new powers of community treatment have been established, and the range of professionals who are authorised to fulfill statutory duties under the Act has been extended. The delivery of this Act will require close working and co-operation across health and social care systems and with other localities.

- Care Services Reform - As announced as part of the Comprehensive Spending Review (CSR), care and support services are to be reformed to meet the challenges of the 21st century, and to direct state funding to where it will have the biggest impact on wellbeing. It begins with extensive public engagement at the beginning of 2008 and will ultimately lead to the publication of a Green Paper. Government requirements for reform include promoting independence, wellbeing and control for those in need, and affordability for taxpayers and individuals in need.

3.1.6 Environmental

The modernisation of day services across the Directorate continues to have an impact, with a steady shift of service provision from building based services to community based services. This will encourage more efficient use of buildings, increase variety in daytime opportunities available and increase social inclusion for those who access these services.

Protecting our environment

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council has signed up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council has developed a Carbon Management Strategy and Implementation Plan to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

The Council's waste management section is working to appoint volunteer 'Recycling Champions' across all services, to ensure that all employees, members and contractors are encouraged to use recycling facilities that exist within their working environment. The Council will continue to seek, and to take advantage of all opportunities to promote recycling and effective waste management within the community.

3.2   Service Developments

All of the service developments and efficiency improvements detailed below have included an element of consultation with staff, service users, carers and other stakeholders and an element of external performance comparison and internal performance analysis.

- The action plan arising out of the outcomes of the Mental Health Improvement Review, conducted jointly by the Healthcare Commission and CSCI in January 2007 continues to be implemented and monitored by CSCI.

- The outcomes of the internal review of mental health day services will lead to further integration of the Community Mental Health Team.

- The outcomes of the internal review of ALD supported living scheme and residential respite services are to be implemented. Respite services are subject to a tendering process, which will lead to the development of a "menu" of options and short breaks model service.

- The outcomes of a consultation exercise with Halton's Black and Minority Ethnic community, conducted in partnership with the Cheshire Halton and Warrington Racial Equality Council, to establish their views and experiences of statutory social care services are to be used to improve services to this community group. A new Equalities Officer, based within the Bridge Building Service will support the work within this challenging area.

- Work continues with the Children and Young People's Directorate to promote the safeguarding of children, with the development of a joint working policy between the two Directorates.

- A formal process is now in place to identify and record any unmet needs and service deficits identified through the assessment and care management process. This process feeds into the service planning and commissioning process to ensure future needs of service users and carers are met and gaps in services are closed.

- The new social care Emergency Duty Team, delivered in partnership with St Helens Borough Council, is now in place. This will continue to be developed, with further integration of electronic systems to take place. Quality measures are being developed and its effectiveness will be assessed through regular meetings of the Partnership Board.

- The Directorate monitors and reports to the Senior Management Team on comments, compliments and complaints received. They provide essential information to help shape and develop services, and complements the wide range of consultation exercises that the Directorate undertakes (including postal and telephone surveys, open forums, consultation days, participation in service developments and representation of users and carers on strategic boards). In addition to the consultation exercises undertaken, the Directorate also regularly undertakes Service User satisfaction and outcomes surveys, which help inform future delivery of services.

3.3   Efficiency Improvements

Summary of planned efficiency improvements during 2007/8, taken from the mid year review of Gershon Savings (Nov'07): - (Subject to Review)

- Reconfiguration of Mental Health Services - £30,000 non cashable. Estimated savings from improved performance of the Bridge Building Service
- Transport - £12,000 cashable & £8,000 non cashable. Estimated savings from the promotion of accessible transport and through the re-tendering of services and increased fleet utilisation.

Summary of planned efficiencies in 2008/9 :-

- Engagement in the national CSED process will improve front-end service access thus reducing assessments for care. This and a number of other CSED initiatives will be pursued.
- Implementation of electronic assessment services that enable individuals to assess themselves and access the services they are sign posted to.

3.4 National, Regional & Sub-Regional Focus

- The Department is making significant contributions to the Care Services Efficiency Delivery (CSED) programme, whose work is to support Council's to develop sustainable efficiency improvements in adult social care. The programme has increased in siginficance due to the outcome of the Comprehensive Spending Review 2007.

- Work continues with St Helen's Local Authority to ensure that the new 24-hour access/out of hours emergency service operates effectively.

- Work with St Helen's Local Authority continues around high cost care packages for adults with learning disabilities.

- Work taking place sub regionally with Knowsley, Warrington and St Helens to improve capacity to commission mental health services across the 4 Boroughs.

- Collaborative work with the four Boroughs of Halton, Warrington, St Helens and Knowsley, has taken place on implementing the Mental Capacity Act 2005, and in particular in the delivery of the Independent Mental Capacity Advocacy service. This process is to be repeated for the delivery of the Mental Health Act 2007, including the delivery of the Deprivation of Liberty Safeguards introduced into the Mental Capacity Act. The Care Services Improvement Partnership is supporting this process regionally.

- Halton has subscribed to the In Control organisation. A project plan has been developed and a steering group is in place. An event is organised to agree the next phase of this project, involving external speakers and collaborative support regionally.

- Women's Centre – A women's centre has been developed in Castlefields to provide a range of services and support to women in Halton. It is planned to open the centre by the beginning of next year in partnership with the voluntary sector

3.5 Equality & Diversity

Halton Council is committed to ensuring equality of opportunity within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services that it delivers.

This commitment is encapsulated in the equal opportunities policy that the Council has adopted. The policy sets out the Council's approach to promoting equal opportunities; valuing diversity and encouraging fairness and justice; and providing equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation. The Council will

combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help to identify and overcome discriminatory barriers that may exist.

Each year Departments undertake Equality Impact Assessments to examine the equality implications of all of their policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

As a result of such assessments any high priority actions that have been identified, that fall within the life of this plan, are detailed in section 5 -.

The Directorate commissioned a Black and Minority Ethnic Community Research Study in 2007 to determine the current and potential needs of Halton's Black and Minority Ethnic community. The results highlighted that there was a barrier to the taking-up of services as there was a lack of awareness about what was available and who to contact for information. The report also found that the BME community in Halton was less inclined or less well educated to defining their ethnic origin.

As a result of this research, work is currently underway to improve access and signpost members of the BME communities to support services that: -

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

3.6   Unforeseen Developments

Whilst every effort has been made to identify those significant developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is

required due to the pressing nature of any unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

All reports to the Policy and Performance Boards, with the exception of Part II items, are publicly available documents and can be accessed through the Council's website at http://www2.halton.gov.uk/

4.0   RESOURCES

4.1   Budget Summary and Service Costs

Information to follow

4.2   Human Resource Requirements

Year	Mental Health Services	ALD Provider Services	ALD & PSD Assessment & Care Management Services	Operational Director & Secretaries
2007/08	29.0	135.6	33.0	3.0
2008/09	29.0	135.6	33.0	3.0

4.3   Future ICT Requirements

A number of high priority areas relating to IT have been identified through the IT Capital bid for 2008/9. The capital bid made, makes the assumption that Corporate IT maintain the network that the Directorate's software runs on and that they make appropriate finances available to replace it and that Corporate IT replace hardware that fails within the Directorate.

High priority areas identified within the bid include: -

- Carefirst 6 & Business Objects support costs
- Licences for use of Internet
- RSA token running costs
- Liquid logic SAP Easy care
- Electronic Monitoring of Care System
- Digital pen pilot for use with Easy Care
- Changing software, support and training

4.4   Future Accommodation/Property Requirements

An Accommodation Strategy has been prepared for the Health and Community Directorate. It is the intention that during 2008/9 all Runcorn based staff will relocate to Runcorn Town Hall. This will ensure increased co-location, efficient communication and effective working practices. The Health and Partnerships Department of the Directorate will work in conjunction with Property Services to ensure the smooth transfer of all staff to their new locations.

5.0 SERVICE PERFORMANCE

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or it's statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.

- National Performance Indicators. This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.

- Local Performance Indicators. These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.

- Local Area Agreement. The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1st April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

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

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

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.

5.1   Key Service Objectives

Corporate Priority:	A Healthy Halton
Key Area (s) Of Focus:	**AOF 6** Providing services and facilities to maintain the independence and well-being of vulnerable people within our community. **AOF 7** Providing services and facilities to maintain existing good health and well-being.

Service Objective:	**AWA 1 – Evaluate, plan, commission and redesign services to ensure they meet the need of vulnerable people within the local population, including those from hard to reach groups (including the black and minority ethnic community)**

Key Milestones		Responsible Officer
2008 - 09	• Development of Person Centred reviews with particular focus for adults with Profound and Multiple Learning Disabilities to enhance service delivery **Mar 2009.** (AOF7)	DM (ALD)
	• Establish strategy to improve performance and service delivery to the Black & Minority Ethnic community, to ensure services are meeting the needs of the community **Jun 2008.** (AOF7)	DM (Mental Health)
	• *Contribute to the safeguarding of children in need where a parent is receiving Adult services by ensuring staff are familiar with and follow safeguarding processes **Mar 2009. (AOF6)***	Operational Director (Adults)
	• Evaluate "In Control/Individualised Budgets" pilot and extend to other service user groups as appropriate, thus enabling people needing social care and associated services to design that support **Mar 2009.** (AOF6)	DM (ALD)
	• Agree and implement the reconfiguration of ALD health and care management services to enhance service delivery **Mar 2009.** (AOF6)	DM (ALD)
	• Review services and supports for younger adults with dementias and establish a strategy to improve services to this group **Mar 2009** (AOF 6)	DM (Mental Health)
	• Review Care Management Services for Physical and Sensory Disabilities to enhance service delivery **Sep 2008.** (AOF6 & 7)	Operational Director (Adults)
2009 - 10	• Contribute to the safeguarding of children in need where a parent is receiving Adults services by ensuring that staff are familiar with and follow safeguarding processes **Mar 2010.** (AOF6)	Operational Director (Adults)

	• Person Centred reviews for adults with PMLD, to be implemented in ALD Care Management and influencing strategic commissioning to enhance service delivery **Mar 2010.** (AOF7)	DM (ALD)
	• Continue to support and promote " In Control/Individualised Budgets " model for people with learning disabilities and physical/sensory disabilities, thus enabling people needing social care and associated services to design that support Mar **2010.** (AOF6)	DM (ALD)
	• Implement the Black and Minority Ethnic strategy developed to ensure services are meeting the needs of the community **Mar 2010.** (AOF7)	DM (Mental Health)
	• Redesign the Supported Housing Network to meet the needs of those with the most complex needs **Mar 2010.** (AOF6 & 7)	DM (Provider Services)
	• Implement strategy to deliver improved services to younger adults with dementias **Mar 2010** (AOF 6)	DM (Mental Health)
	• Implement the recommendations for the care management review of Physical & Sensory Disabilities in order to ensure that service delivery is fit for purpose **Mar 2010.** (AOF6 & 7)	Operational Director (Adults)
2010 -11	• Implement the redesign of the Supported Housing Network to ensure that it is meeting the needs of those with the most complex needs **Mar 2011.** (AOF6 & 7)	DM (Provider Services)
	• Monitor and review the implementation of the Care Management Review of Physical & Sensory Disabilities Mar **2011.** (AOF6 & 7)	Operational Director (Adults)
	• Monitor and review the effectiveness of services and supports for younger adults with dementias **Mar 2011** (AOF 6)	DM (Mental Health)
	• Monitor and review all AWA 1 milestones in line with three year planning cycle **Mar 2011.** (AOF6 & 7)	Operational Director (Adults)

Risk Assessment	**Initial**	Medium	**Linked Indicators**	No indicators linked
	Residual	Low		

Corporate Priority:	A Healthy Halton Employment, Learning & Skills in Halton Corporate Effectiveness & Efficient Service Delivery
Key Area (s) Of Focus:	AOF 2 Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles. AOF 6 Providing services and facilities to maintain the independence and well-being of vulnerable people within our community. AOF 7 Providing services and facilities to maintain existing good health and well-being.

Service Objective:	AWA 2 - Work in partnership to enhance joint working arrangement and delivery of services to vulnerable people

	Key Milestones	Responsible Officer
2008 - 09	• Mainstream review of Bridge Building Day Services Model to ensure that it supports the priorities of the modernisation agenda Sep **2008.** (AOF6)	DM (Mental Health)
	• Review the Payments and Expenses Policy and Procedure to ensure payment levels are appropriate and procedures are adequate **Jun 2008.** (AOF7)	Operational Director (Adults)
	• *Expand the involvement of service users in the direction and quality of day and supported living services* **Sep 2008.** *(AOF7)*	DM (Provider Services)
	• *Continue to contribute to the implementation of Change For The Better, the 5BP's new model of care for mental health services, thus ensuring that services are based on recovery and social inclusion* **Mar 2009.** *(AOF6)*	DM (Mental Health)
	• Develop and implement, in partnership with key stakeholders, all policies, processes and procedures necessary to fully implement the Mental Health Act 2007 **Oct 2008** (AOF6)	DM (Mental Health)
	• To agree and implement a joint process for implementation of new national guidance on Continuing Health Care **Mar 2009.** (AOF6)	DM (ALD)
	• Continue to implement the modernisation of Day Services to enhance service delivery **Jun 2008.** (AOF6)	DM (Provider Services)
	• *Implement action plan for the National Service Framework for Long Term Condition to ensure services are meeting the needs of the community* **Mar 2009.** *(AOF2)*	DM (ALD)

	• Review services and supports for children and adults with an Autistic Spectrum Disorder **Mar 2009**	Operational Director (Adults)
	• Implement a behaviour solutions approach to develop quality services for adults with challenging behaviour **Mar 2009.** (AOF7)	DM (ALD)
2009 - 10	• Continue to implement the Bridge Building Day Services Model to ensure that it continues to support the priorities of the modernisation agenda **Mar 2010.** (AOF6)	DM (Adults)
	• Review all partnership working arrangements and associated structures to ensure that they are fulfilling service delivery requirements **Mar 2010** (AOF 7)	Operational Director (Adults)
	• Review implementation of Mental Health Act 2007 to ensure all policies, procedures and processes are fit for purpose **Oct 2009** (AOF 6)	DM (Mental Health)
	• Implement recommendations of review of services and supports to children and adults with Autistic Spectrum Disorder **Mar 2010** (AOF 6)	Operational Director (Adults)
	• Continue to implement a behaviour solutions approach to develop quality services for adults with challenging behaviour - Models of good practice to be developed **Mar 2010.** (AOF7)	DM (ALD)
2010 -11	• Monitor effectiveness of changes arising from review of services and supports to children and adults with Autistic Spectrum Disorder **Mar 2011** (AOF 6)	Operational Director (Adults)
	• Monitor and review all AWA 2 milestones in line with three year planning cycle **Mar 2011.** (AOF6 & 7)	Operational Director (Adults)

Risk Assessment	**Initial**	Medium	**Linked Indicators**	No indicators linked
	Residual	Low		

Corporate Priority:	A Healthy Halton
Key Area (s) Of Focus:	AOF 7 Providing services and facilities to maintain existing good health and well-being.

Service Objective:	AWA 3 – Provide facilities and support to carers, assisting them to maintain good health

	Key Milestones	Responsible Officer
2008 - 09	• *Increase the number of carers provided with assessments leading to provision of services, including black and minority ethnic carers, to ensure Carers needs are met **Mar 2009.***	DM (Mental Health)
	• *Maintain the number of carers receiving a carers break, to ensure that Carers needs are met **Mar 2009.***	Operational Director (Adults)
	• *Implement new model for Carers Centres to increase access to additional funding, thus ensuring the continued provision of quality services to the local community **Mar 2009.***	Operational Director (Adults)
	• Refresh the Carers Strategy in light of the new national Carers Strategy, thus ensuring Carers needs continue to be met **Jun 2008.**	Operational Director (Adults)
	• *Continue to work with Halton & St Helens PCT to improve the physical health of carers **Mar 2009.***	Operational Director (Adults)
2009 - 10	• Ensure Carers Centres are able to access additional funding when available from bodies such as the Lottery **Mar 2010.**	Operational Director (Adults)
	• Increase the numbers of carers provided with assessment leading to the provision of services, including black and minority ethnic carers, to ensure Carers needs are met **Mar 2010.**	DM (Mental Health)
	• Maintain the numbers of carers receiving a carers break, to ensure Carers needs are met **Mar 2010**	Operational Director (Adults)
2010 -11	• Review and revise the Carers Strategy, to ensure that Carers needs within Halton continue to be met **Mar 2011.**	Operational Director (Adults)
	• Monitor and review all AWA 3 milestones in line with three year planning cycle **Mar 2011.** •	Operational Director (Adults)

Risk Assessment	**Initial**	Low	**Linked**	No indicators linked
	Residual	Low	**Indicators**	

Corporate Priority:	Corporate Effectiveness and Business Efficiency
Key Area (s) Of Focus:	**AOF 35** Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.

Service Objective:	**AWA 4 - Ensure that service delivery, commissioning and procurement arrangements are efficient and offer value for money**

Key Milestones		Responsible Officer
2008 - 09	• Build on learning for Halton from CSED improving care management efficiency project, identifying further areas and priorities for redesign **Jun 2008.**	DM (ALD)
	• Continue to implement ALD's financial recovery plan to ensure that the service becomes increasingly efficient and effective **Mar 2009.**	Operational Director (Adults)
2009 - 10	• Review all partnership working arrangements and associated structures to ensure that they are fulfilling service delivery requirements and are being managed in a cost effective way **Mar 2010.**	Operational Director (Adults)
2010 -11	• Revise and develop all commissioning strategies and associated partnership structures to enhance service delivery and cost effectiveness **Mar 2011.**	Operational Director (Adults)
	• Monitor and review all AWA 4 milestones in line with three year planning cycle **Mar 2011.**	Operational Director (Adults)
Risk Assessment	**Initial** Medium **Linked Indicators** No indicators linked	
	Residual Low	

Corporate Priority:	Employment Learning & Skills
Key Area (s) Of Focus:	**AOF 21** To improve access to employment by providing opportunities to enhance employability skills and knowledge

Service Objective:	**AWA 5 – Support vulnerable adults and carers into employment opportunities where appropriate**

Key Milestones		Responsible Officer
2008 - 09	• *Develop Supported Employment Strategy for all adult age groups to ensure appropriate employment opportunities are available for service users and carers **Mar 2009.***	Operational Director (Adults)
2009 - 10	• Fully implement the Supported Employment Strategy to ensure appropriate employment opportunities are available for service users and carers **Mar 2010.**	Operational Director (Adults)
2010 - 11	• Monitor and review all AWA 5 milestones in line with three year planning cycle **Mar 2011.**	Operational Director (Adults)
Risk Assessment	**Initial** High	**Linked Indicators**	No indicators linked
	Residual Medium		

5.2 Performance Indicators and Targets (Statutory & Local Indicators):
Indicators and targets still to be confirmed following outcome of new performance framework consultation exercise and the publication of CSCI's guidance in February 2008.

Ref[1]	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
Corporate Health											
There are presently no indicators of this type identified for the service											
Cost & Efficiency											
AWA LI	Intensive home care as a percentage of intensive home care and residential care	CP6 AOF34	26	33	29	24	28	TBC	28	28	28
AWA LI	Cost of intensive social care for adults and older people	CP6 AOF34	471	612	538	484	410	TBC	TBC	TBC	TBC
AWA LI	Unit cost of home care for adults and older people.	CP6 AOF34	14.8	16.45	15.07	13.15	15.2	TBC	TBC	TBC	TBC
Fair Access											
AWA LI	Percentage of adults assessed in year where ethnicity is not stated Key threshold >10%	CP1 AOF6	0.5	N/A	N/A	N/A	0.5	TBC	0.5	0.5	TBC
AWA LI	Percentage of adults with one or more services in the year where ethnicity is not stated Key Threshold >10%	CP1 AOF6	0.6	N/A	N/A	N/A	0.2	TBC	0.2	0.2	0.2
AWA LI	Number of learning disabled people in paid work per 10,000 population 18-64	CP4 AOF21	4.3	N/A	N/A	N/A	2.7	TBC	TBC	TBC	TBC

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

Ref[1]	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
AWA LI	Number of learning disabled people in voluntary work per 10,000 population	CP4 AOF21	9.26	N/A	N/A	N/A	10.1	TBC	TBC	TBC	TBC
AWA LI	Number of physically disabled people in paid work per 10,000 population	CP4 AOF21	5.5	N/A	N/A	N/A	7.4	TBC	TBC	TBC	TBC
AWA LI	Number of physically disabled people in voluntary work per 10,000 population	CP4 AOF21	2.42	N/A	N/A	N/A	2	TBC	TBC	TBC	TBC
AWA LI	Number of adults with mental health problems in paid work per 10,000 population	CP4 AOF21	4.7	N/A	N/A	N/A	6.7	TBC	TBC	TBC	TBC
AWA LI	Number of adults with mental health problems in voluntary work per 10,000 population	CP4 AOF21	2.42	N/A	N/A	N/A	2	TBC	TBC	TBC	TBC
Quality											
AWA LI	Availability of Single Rooms	CP1 AOF6	100	100	98	96	100	TBC	100	100	TBC
AWA LI	Percentage of people receiving a statement of their needs and how they will be met	CP1 AOF6	99	98	97	96	99	TBC	99	99	TBC
AWA LI	Clients receiving a review as a % of adult clients receiving a service (cost effectiveness PSA Target)	CP1 AOF6	81	76	72	65	80	TBC	80	80	80
NI 132	Timeliness of Social Care Assessment	CP1 AOF4	83.5	TBC	TBC	TBC	83	TBC	85	85	85
NI 133	Timeliness of Social Care Packages	CP1 AOF4	92.6	TBC	TBC	TBC	93	TBC	94	95	95

Ref[1]	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
Service Delivery											
AWA LI	Admissions of Supported Residents aged 18-64 into residential/nursing care	CP1 AOF6	0.8	2.2	1.7	1.3	0.4	TBC	0.4	0.4	0.4
NI 136	People Supported to live independently through Social Care Services	CP1 AOF4	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC
AWA LI	Adults with physical disabilities helped to live at home	CP1 AOF4	7.6	5.2	4.4	3.6	7.4	TBC	7.4	7.4	7.4
AWA LI	Adults with learning disabilities helped to live at home	CP1 AOF4	4.3	3.2	2.8	2.4	4.3	TBC	4.3	4.3	TBC
AWA LI	Adults with mental health problems helped to live at home	CP1 AOF4	3	5.4	3.8	2.7	3.5	TBC	3.2	3.2	TBC
NI130	Social Care Clients receiving Self Directed support (DP's/Individual Budgets)	CP1 AOF6	189	TBC	TBC	TBC	193	TBC	197	205	TBC
NI 131	Delayed Transfers of Care	CP2 AOF11	N/A	37	27	16	N/A	N/A	TBC	TBC	TBC
NI 135	Carers receiving Needs Assessment or Review and a specific Carer's Service, or advice and information	CP1 AOF7	10.2	TBC	TBC	TBC	11.5	TBC	12	12	13
NI 141	Number of Vulnerable people achieving independent living	CP1 AOF4	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC
NI 142	Number of vulnerable people who are supported to maintain independent Living	CP1 AOF4	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC

Ref[1]	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
NI 145	Adults with Learning Disabilities in Settled accommodation	CP1 AOF4	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC
NI 146	Adults with Learning Disabilities in Employment	CP4 AOF21	N/A	N/A	N/A	N/A	N/A	N/A	TBC	TBC	TBC

5.3 Risk Management

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

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

Risk Score	Overall Level of Risk
1 – 4	LOW
5 – 10	MEDIUM
11 – 16	HIGH

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

5.4 Equality Action Plan

The Health & Community Directorate continues to carry out Equality Impact Assessments (EIAs) on all new/revised policies, procedures and strategies within the Directorate to ensure they eliminate unlawful discrimination and promote equality of opportunity and good relations between racial groups. Where specific actions are identified these are incorporated into an overall annual Directorate Equalities Action Plan and the Directorate Equal Opportunities Working Group monitors progress towards completion of these actions.

Those actions yet to be completed that are considered to be high priority are detailed in Appendix 2

Please note that these actions apply to all three adult social care services (Adults of Working Age, Older People's Services and Health & Partnerships), and are detailed in each of the three plans.

5.5 Local Area Agreement Targets

To follow

6.0 PERFORMANCE REPORTING

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.
As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**

- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**

- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**

- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website at http://www2.halton.gov.uk/content/councilanddemocracy/council/plansand strategies

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

The Health & Community Directorate continues to carry out Equality Impact Assessments (EIAs) on all new/revised policies, procedures and strategies within the Directorate to ensure they eliminate unlawful discrimination and promote equality of opportunity and good relations between racial groups. Where specific actions are identified these are incorporated into an overall annual Directorate Equalities Action Plan and the Directorate Equal Opportunities Working Group monitors progress towards completion of these actions.

Those actions yet to be completed that are considered to be high priority are detailed in Appendix 2

Please note that these actions apply to all three adult social care services (Adults of Working Age, Older People's Services and Health & Partnerships), and are detailed in each of the three plans.

7.0   STATUTORY & NON-STATUTORY PLANS

The following plans and strategy documents are relevant to this service plan:

- The Council's Corporate Plan 2006-11
- Halton's Community Strategy
- Comprehensive Performance Assessment
- Halton 's Best Value Performance Plan 2007/08
- Local Area Agreement
- Joint Strategy Needs Assessment
- Joint Commissioning Framework
- Mental Health Commissioning Strategy
- Adults with Learning Disabilities Commissioning Strategy
- Commissioning Strategy for Physically Disabled People
- Older People's Commissioning Strategy
- Carers Strategy
- Better Care, Higher Standards
- National Service Framework for Mental Health
- National Service Framework for Long Term Conditions
- Valuing People Strategy for Learning Disabilities
- CSCI's Performance Framework
- Health & Community Budget Book
- Older People, Health & Partnerships and Culture and Leisure Services Service Plans in the Health and Community Directorate
- White Paper "Our Health, Our Care, Our Say"
- White Paper "Strong and Prosperous Communities"
- Supporting People Strategy
- Three year Financial Strategy 2007/8 to 2009/10

High Risks and Associated Mitigation Measures

To Follow

Equality Impact Assessments – High Priority Actions

Strategy/Policy/Service	Impact Assessment (High/Low/ None)	Proposed Action(s)	Timetable			Officer Responsible
			2008/9	2009/10	2010/11	
To Follow						

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

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

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

Children & Young People in Halton

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

Employment, Learning & Skills in Halton

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

A Safer Halton

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

Corporate Effectiveness & Efficient Service Delivery

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