

# Public Document Pack



## Executive Board

Thursday, 17 October 2019 2.00 p.m.  
The Boardroom, Municipal Building

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

**Chief Executive**

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

#### PART 1

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<b>1. MINUTES</b>	
<b>2. DECLARATION OF INTEREST</b>	
Members are reminded of their responsibility to declare any Disclosable Pecuniary Interest or Other Disclosable Interest which they have in any item of business on the agenda, no later than when that item is reached or as soon as the interest becomes apparent and, with Disclosable Pecuniary interests, to leave the meeting during any discussion or voting on the item.	
<b>3. PHYSICAL ENVIRONMENT PORTFOLIO</b>	
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*Please contact Angela Scott on 0151 511 8670 or  
Angela.scott@halton.gov.uk for further information.  
The next meeting of the Committee is on Thursday, 14 November 2019*

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

**REPORT TO:** Executive Board

**DATE:** 17 October 2019

**REPORTING OFFICER:** Strategic Director, People

**PORTFOLIO:** Physical Environment

**SUBJECT:** Halton Housing Trust Progress Report

**WARD(S):** Borough wide

## **1.0 PURPOSE OF REPORT**

1.1 In accordance with the monitoring framework agreed prior to housing stock transfer, this report provides a further update on Halton Housing Trust's progress since the last report to Executive Board on the 17 January 2019.

**2.0 RECOMMENDATION: That Executive Board Members note the progress set out in the report.**

## **3.0 SUPPORTING INFORMATION**

Neil McGrath, Deputy Group Chief Executive and Chief Financial Officer of Halton Housing Trust will attend the meeting to present the attached report that sets out progress to date. He will be accompanied by Liz Haworth, Chief Executive and Clive Deadman, Chair of Halton Housing.

## **4.0 POLICY IMPLICATIONS**

4.1 There are no policy implications arising from this report.

## **5.0 FINANCIAL IMPLICATIONS**

5.1 None identified.

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

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

None identified.

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

Halton Housing Trust is a major employer in the Borough and a range of employment and skills opportunities are available.

**6.3 A Healthy Halton**

Housing plays a key part in the health of individuals and grants to support community living are provided by the Council.

**6.4 A Safer Halton**

None identified.

**6.5 Halton's Urban Renewal**

Housing is an important contributing factor to some parts of the areas renaissance.

**7.0 RISK ANALYSIS**

7.1 Regular meetings between the Chief Executive of Halton Housing Trust, the Strategic Director, People and officers of Halton Borough Council take place to discuss a range of issues and to explore risks.

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 A range of joint partnerships are being considered, for example, joint training and work with migrants.

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

None identified.





# **Annual Report to HBC Executive Board**

**October 2019**

## 1. Executive Summary

1.1 The operating environment in which HH is working is becoming increasingly challenging. Rather than just respond to changes in our operating environment we have worked hard to try to influence policy as it is being developed. This has been at both a regional and national level.

1.2 Over the past 12 months we have delivered several significant achievements and outcomes including:

- The completion of the construction of an additional 32 new homes. This has taken the number of new homes built and acquired since stock transfer to almost 1,200.
- Embarked on and completed the discovery phase of our transformational project, “Customeyes”, which will transform our services from a reactive to pre-emptive way of working.

1.3 We enjoy a strong strategic relationship with HBC, and we continue to be represented and play an active role in contributing towards the Council’s five strategic priorities.

1.4 OD3 is a framework for how we run the organisation. There are six Priorities. Each Priority has a clear Strategy which sets out the why, how, actions to March 2020, financial implications and the associated KPI’s:

1. Customer Focus
2. Places to be proud of
3. Growth and diversification
4. Financially viable and well governed
5. Healthy organisation
6. Brand and reputation

- 1.5 The Regulator of Social Housing has recently confirmed our assessment as a top performing housing association with the continuation of our V1/G1 regulatory rating.
- 1.6 We aim to provide good services that are both affordable for ourselves and our customers. 87% of our customers think that their rent is good value for money.
- 1.7 Following on from the tragic events at Grenfell, health, safety and compliance has been an enhanced area of focus and resources over the last 12-18 months.
- 1.8 One of our most significant risks is Welfare Reform – particularly UC. We anticipate that our rent arrears and bad debts will increase. We continue to review the provision within our financial forecasts.
- 1.9 During 2019/20 we will undertake a review of how our services are delivered to customers. Our Customeyes programme will transform the way in which our services are provided. We will have implemented a new structure and will be well on the way to more streamlined ways of working that have been co-created with our customers. We will also have a plan of what needs to change going forward.
- 1.10 We will continue to invest in our neighbourhoods and build new homes. We will build 700 new rented and shared ownership homes over the next five years.
- 1.11 We have appointed a new Group Chief Executive, Liz Haworth, and a new Group Board Chair, Clive Deadman.

## 2. Introduction

### *Operating Environment*

- 2.1 The operating environment in which HH is working is becoming increasingly challenging. In July 2015 the Budget included a 1% reduction in rents for four years to March 2020, a benefit freeze and change to the benefits caps. These together with the roll out of Universal Credit (UC), is having a significant impact.
- 2.2 Halton was one of the first areas in the country to implement the rollout of the full digital service for UC. Like most other RP's, this has had an adverse impact on our rental income collection performance.
- 2.3 Rather than just respond to changes in our operating environment we have worked hard to try to influence policy as it is being developed. This has been at both a regional and national level. Examples include our five submissions to the Work and Pensions Select Committee Inquiry on UC and our lead role across the Liverpool City Region (LCR) on a range of housing, health and wellbeing policy initiatives.

### *Key achievements*

- 2.4 Over the past 12 months we have delivered several significant achievements and outcomes. We are a leading player in several areas because of our innovative approach and solutions to the challenges we face.
- 2.5 Some of our key organisational achievements include:
  - Continued investment in our homes and neighbourhoods: In 2018/19 we have invested an additional £6.4m in improving our customers' homes and neighbourhoods. This represents £156m investment in the 13 years since transfer and has significantly improved the quality of our homes and neighbourhoods.

- Completed the construction of an additional 32 new homes. This has taken the number of new homes built and acquired since stock transfer to almost 1,200.
- Collected 96.3% of income collectable against a target of 95.9% even though there have been issues with the roll out of the full digital service of UC.
- Reassessed and evolved our approach to how we manage and report on health and safety compliance as changes to legislation are introduced.
- Delivered 86% of all customer generated transactions through online self-serve routes.
- Embarked on and completed the discovery phase of our transformational project, “Customeyes”, which will transform our services from a reactive to pre-emptive way of working.
- 91% of our customers said that they would recommend us as a landlord to a friend or family member.
- 89% of our customers rate the condition of their home as good or very good
- At 19.7 days, our voids re-let time remained in the top quartile. This equates to only 0.5% of turnover.
- Retained highest possible regulatory rating (V1 G1).
- Successful lobbying campaign as one of UC pilot areas.
- An average of 71% of our colleagues completed our colleague satisfaction surveys over the year.

### ***Key Partnerships***

- 2.6 We have continued to actively support and contribute to a wide range of local strategic partnerships and groups across Halton and the wider LCR. We value the opportunity this involvement offers to influence and contribute to key local and regional strategic decision and policy making.
- 2.7 We enjoy a strong strategic relationship with HBC, and we continue to be represented and play an active role in contributing towards the Council’s five strategic priorities.

### 3. Our Direction (OD3)

3.1 OD3 is a framework for how we run the organisation. There are six Priorities. Each Priority has a clear Strategy which sets out the why, how, actions to March 2020, financial implications and the associated KPI's:

1. **Customer Focus** - By knowing our customers better and listening to their feedback we will deliver easy, intuitive and personalised services.
2. **Places to be proud of** - We will work with customers to create thriving communities where people choose to live.
3. **Growth and diversification** - We will focus on providing homes and new housing products for a wider group of customers covering a range of tenures, and work with our Local Authority partners to support them with the delivery of their homelessness strategies.
4. **Financially viable and well governed** - We need to satisfy all our financial requirements and maintain compliance with the Regulatory Framework and our chosen codes of Governance.
5. **Healthy organisation** - We need the right people in the right jobs with the right skills. We want to develop talent and support our people to be the best they can be.
6. **Brand and reputation** - We will use our strong brand and reputation to build relationships and strengthen partnerships, so we can maximise opportunities for our customers, communities and colleagues.

### 4. Cross cutting themes

#### *Governance*

4.1 We have a strong, challenging Board who drive the business forward and have been fundamental in setting the strategic direction of the organisation. We operate under the NHF Excellence in Governance Code and expectations and performance are monitored. Our recent assessment of Board effectiveness identified that the Board is operating effectively. A revised Board Skills and

Behaviour Framework was implemented in July 2018. It demonstrates that the skills and behaviour requirements are being met.

- 4.2 We have adopted the NHF Merger Code and we have developed our own Merger, Acquisition and Partnership Policy. Within this context HH continues to explore opportunities for enhanced collaboration and where appropriate, acquisitions.
- 4.3 The Regulator of Social Housing has recently confirmed our assessment as a top performing housing association with the continuation of our V1/G1 regulatory rating.

### *Value for Money (VfM)*

- 4.4 Achieving and demonstrating VfM is integrated into the way we work at HH. It is part of our values. We aim to deliver the best we can by making the best use of the resources available to us. We want to ensure we deliver VfM for our customers, our communities and neighbourhoods.
- 4.5 We aim to provide good services that are both affordable for ourselves and our customers. 87% of our customers think that their rent is good value for money.
- 4.6 There is no doubt that Digital First has been a huge success. However, the further rollout of UC and the Social Housing Green Paper will require additional resources to be deployed to income collection and customer services.
- 4.7 This is one of the drivers for our “Customeyes” approach. This approach will transform the customer service offer from one based on failure to an approach that pre-empts issues before they arise and deals with them in a cost effective, efficient and convenient way that also enhances the customer experience. “Customeyes” will deliver significant efficiency savings that can be reallocated to enable our continued response to ensure the overall net impact of UC on our Business Plan is nil. Through “Customeyes” our aim is to do things better, faster and cheaper.

- 4.8 We have plans to build a further 700 new homes over the next five years at a total cost of £105m.
- 4.9 Our rents remain amongst the lowest in Halton when compared to the other housing associations with homes in the area.

#### *Health & Safety*

- 4.10 As a landlord and employer, we have a duty of care to ensure all employees and customers are safe in the environments we provide, whether that is their place of work or their home. The profile of our homes is relatively low risk. Board has assessed its risk appetite in relation to Health and Safety as 'cautious'.
- 4.11 Following on from the tragic events at Grenfell, health, safety and compliance has been an enhanced area of focus and resources over the last 12-18 months. Our approach to how we manage and report upon health, safety and compliance issues continues to evolve as changes to legislation are introduced. Such examples include the Review of Building Regulations and Fire Safety; the Social Housing Green paper and the new Electrical Code of Practice.

#### *Diversity*

- 4.12 We are committed to achieving a working environment, which provides equality of opportunity and freedom from unlawful discrimination on the grounds of race, sex, pregnancy and maternity, marital or civil partnership status, gender reassignment, disability, religion or beliefs, age or sexual orientation. We also aim to provide a service that does not discriminate against its customers in how they can access the services provided by HH.
- 4.13 The Single Equality Scheme takes account of the requirements within the Equality Act 2010 and the Public-Sector Equality Duty (PSED). The framework describes in a single document how HH will fulfil its statutory and regulatory requirements to promote equality of opportunity, avoid discrimination,



demonstrating its commitment to placing the promotion of equality and diversity at the centre of every aspect of its work.

### *Environmental*

- 4.14 We aim to reduce the environmental impact of our activities. We acknowledge that sustained change at HH will be best achieved by the provision of facilities, information and guidelines to promote encourage and embed permanent behavioural change in all aspects of the business.
- 4.15 We have achieved an average SAP1 score of 72.8. This is well above the UK average, and is relatively high for a Registered Provider.

### *Health & Wellbeing*

- 4.16 HH welcomes the opportunity to contribute to improving the health outcomes for all those living in the borough through its role on the Health & Wellbeing Board.
- 4.17 In conjunction with the CCG, we have developed a jointly funded role to practically deliver health related initiatives across the neighbourhoods in which we operate. This builds upon the foundations laid in 2016/17 when the focus on developing a strategic approach was developed through a joint Director of Housing & Wellbeing role.

## **5. Key performance indicators**

### *Actual performance for 2018/19 (Appendix 1)*

- 5.1 In 2018/19 we had seven key performance indicators. A summary of performance is included as Appendix 1.

### *NROSH data submission (Appendix 2)*

5.2 Each year HH must submit data to the Regulator of Social Housing. The submission for 2018/19 reflects our strong performance across a range of key measures.

5.3 Some of the highlights of the data submission include:

- The number of homes owned and managed has reduced from 7,048 to 7,035 because of more RTB/RTA sales than new additions.
- The average social rent for a general-needs property is £82.16 (52 weeks). This reflects a decrease of 1.0% compared to the previous year following the rent reduction.
- HH had just 38 empty homes at the end of the year. This represents 0.5% of the total number of homes.
- HH let 579 homes during the year. This represents a turnover rate of 8%.
- HH evicted 72 customers during the year. 70 of these evictions were for rent arrears and two for Anti-Social Behaviour (ASB). This is a reduction of three from the previous year.
- HH sold 50 homes during the year through the RTB and RTA initiatives.

### *Targets for 2019/20 (Appendix 3)*

5.4 There are 15 KPI's that will be calculated and reported to Board from the start of the 2019/20 Financial Year. These KPI's will replace the current Lifeblood Measures (Appendix 3).

5.5 Our key priorities for 2019/20 include:

- We will undertake a review of how our services are delivered to customers. Our Customeyes programme will transform the way in which our services are provided. We will have implemented a new structure and will be well on the way to more streamlined ways of working that have been co-created with our customers. We will also have a plan of what needs to change going forward.

- We will review our customer insight model to ensure real time feedback is gathered, drivers for satisfaction/complaints are understood and learning is used to improve service delivery.
- Strengthening our approach to health and safety and compliance. We believe all our customers deserve to live in places that are safe and secure. We have made significant improvements this year on our approach to health, safety and compliance. However, there is always room for improvement, and we will continue to develop our approach.
- Based on our intelligence, we have several places that need to be improved. During the next year we will undertake appraisals and feasibility studies on these places. We want to make improvements and provide high quality places for all our customers to live.
- As part of our Customeyes Programme we will review the way in which we deliver our responsive repair service. We want to improve our 'right first time' approach and reduce the number of reactive repairs in favour of planned repairs. These changes will deliver a better service and experience for customers as well as being more efficient and effective.
- We will review our approach to Asset Management and continue to invest in innovative solutions and smart technology to improve the energy efficiency and performance of our home.
- We will evaluate our community investment work so we can better understand social value and measure the outcomes.
- We will invest in our neighbourhoods by building new homes – we will build 700 new rented and shared ownership homes over the next five years.
- We will adopt a pragmatic approach to opportunities to build homes with or without grant and/or acquire other social housing.
- OSUK will acquire or build an additional 300 homes over the next five years so that it can achieve a greater profit that can be reinvested into Halton Housing.
- We will ensure that the constitution of our Board remains 'fit for purpose' and is led by an appropriately skilled Chair.

- We will continue to use our experience, as one of the first areas to see the roll out of the full digital service, to inform and influence the wider debate about Universal Credit.
- We will ensure that we have access to secured funding facilities that meet the requirements of our Business Plan.
- We will develop our leaders so that they can provide strong leadership and clear direction.
- We will develop our people to make them more resilient and so that they are able to adapt to meet the changing need of the business.
- We will ensure that colleagues continue to feel valued and part of a community whilst working flexibly.
- We will launch Our Direction (OD3) and embed the new priorities throughout HH.
- We will keep our promises to customers by doing what we say we will.
- We will generate positive external interest by promoting our successes via various social media platforms.
- We will review existing/potential relationships with partners and stakeholders to maximise opportunities and minimise risks.
- We will engage with individuals, network with influences and attend key strategic meetings on a local, regional and national basis.

### **6. Welfare Reform**

- 6.1 One of our most significant risks is Welfare Reform – particularly UC. We anticipate that our rent arrears and bad debts will increase. We continue to review the provision within our financial forecasts.
- 6.2 Our Housing Services Team focuses on those customers who need our help and support the most. It is based around the three key areas of debt recovery, tenancy support and tenancy enforcement.
- 6.3 Through increased levels of automation and our renewed focus, we can mitigate some of the increased costs from UC. Our Digital First Programme

has freed up resources to focus on debt recovery and support those customers who are most vulnerable. We have prudently provided additional costs in our financial plans to cover additional staffing, mobile technology and collection costs.

- 6.4 We have reviewed our policies and procedures to ensure that they are all fit for the future and where applicable have placed a greater emphasis on customers taking responsibility for the choices they make. Underpinning the review is the adoption of our two Principles: choice and responsibility.
- 6.5 Since August 2016 we began to experience the impact of the full digital roll out of UC at around 20 cases per week. The roll out of the service has been difficult to manage and resulted in significant increases in the arrears of those who have transferred to this service. Nonetheless, because of the investments that we have made in our systems and structures, we are achieving our targets. We recognise and appreciate the significant investment made by the Council in providing £177k in Discretionary Housing Payments (DHP) in 2018/19
- 6.6 We are working hard with our customers to keep them informed and to help them to make changes and plan. During 2018/19 our four Welfare Benefits Money Advisors have generated £2.2m potential annual gains for customers including c£400k in back pay and lump sum payments in benefits.
- 6.7 We continue to develop partnerships and we have a place on the Board of our local Credit Union, into which we have invested £100k.
- 6.8 We continue to use our evidence base as an early rollout area to lobby for the changes needed if UC is going to operate successfully. This has included our five separate submissions to the Work and Pensions Select Committee Inquiry into UC. Our latest infographic about UC is attached as Appendix 4.

## 7. Organisational Changes

- 7.1 Nick Atkin left the organisation on 31<sup>st</sup> March 2019 and moved to Yorkshire Housing.
- 7.2 After a short interim period, during which Neil McGrath, Deputy Group Chief Executive, acted as Interim Group Chief Executive, Liz Haworth was appointed as Group Chief Executive and started on 1<sup>st</sup> July 2019.
- 7.3 Liz has previously worked at Torus and brings a wealth of experience in service transformation, people leadership & performance management from her roles within the financial sector, local government & housing organisations.
- 7.4 After 10 years as Group Board Chair, Ingrid Fife retired on 19<sup>th</sup> September 2019 and has been replaced by Clive Deadman. Clive has a wealth of relevant experience, with a professional career in corporate finance, asset management and regulation. He has served on boards in the housing sector, a hospital trust and consumer rights protection and brings to Halton Housing a range of valuable skills and experience. He also brings a passion for making a difference to people's lives and ensuring we provide excellent services to our customers.
- 7.5 Nicole Kershaw was appointed as Chief Operating Officer in December 2018 and Pauline Jones and Scott Murray have been appointed as Director of Customers and Director of Homes respectively.

## Appendix 1: KPI's 2018/19

Measure	Target	Performance	Comments
Income collected from current customers	Cash Collection: 95.93% Arrears: £1.1m	Cash Collection: 96.34% Arrears: £904k	The target has been achieved despite the impact that Universal Credit has had on our cash collection and arrears.
Void rent loss	£166,472	£140,589	547 properties were re-let this year with an average void period of 19.73 days.
Customer Feedback	80%	91.07%	4217 surveys were completed following day to day repairs and gas services. 91.07% of customers said they would recommend Halton Housing as a landlord to a friend or family member.
New Homes Completed	256	256	HH has built 256 new homes since April 2017. This includes 20 new shared ownership properties at Waterfront View and The Old Forge, 4 general needs bungalows at Barkla Fields and 8 houses at Heskin Court completed in 2018/19.
Number of Unsold Homes	0	3	2 properties at the Old Forge and 1 buy back property at Naughton Fields were unsold at the end of March 2019.
OSUK - Return on investment	2.92%	3.24%	The Return on Investment from OSUK to HH was 3.24% for the 12 months up to the end of March 2019. OSUK reported a profit (after interest) of £66K against a budgeted profit of £44.5K for 2018/19.
Employee Engagement	65%	71%	The average response rate of the six employee 'Pulse' Survey's carried out in 2018/19 was 71%.

## Appendix 2: Headline NROSH+ Statistical Data Return Information with Annual Comparison

Year as at 31 <sup>st</sup> March	2018	2019
Number of General Needs Properties <small>Excludes Affordable Rent Properties</small>	5594	5546
Number of General Needs Properties Managed by HHT for other organisations	3	3
Number of Supported Housing Properties	128	128
Number of Shared Ownership Properties	24	44
Number of Intermediate Rent Properties <small>Not included in the General Needs Number</small>	17	17
Number of Affordable Rent Properties <small>Not included in the General Needs Number</small>	1283	1294 <sup>1</sup>
Number of Properties Developed for sale but not yet sold as at year end.	2	3 <sup>2</sup>
Average rent for General Needs properties	£82.97	£82.16
Average service charge of general needs properties with service charges not eligible for housing benefit	£4.03 <sup>3</sup>	£3.92
Number of Leaseholders	134	136
Number of homes vacant as 31 <sup>st</sup> March of specific year	54	38
Number of lettings	754	579
Number of evictions	75	72 <sup>4</sup>
Number of Right to Buy and Right to Acquire Sales	56	50 <sup>5</sup>

<sup>1</sup> 1216 general needs, 39 supported housing and 39 temporary housing properties at Brennan Lodge.

<sup>2</sup> There are 2 Shared Ownership properties at the Old Forge and 1 buy back property at Naughton Fields that were unsold at 31<sup>st</sup> March 2019.

<sup>3</sup> The reduction is due to reduced energy bills where the savings have been passed on to the customer.

<sup>4</sup> 70 evictions for rent arrears and 2 for ASB

<sup>5</sup> 41 Right to Buy and 9 Right to Acquire.





## Appendix 3: KPI's 2019/20

Measure	Target	Comments
<b>Complaints and Compliments</b>	284	This target has been set with the aim to reduce the number of complaints compared to 2018/19 by 10%.
<b>Customer Satisfaction</b>	88%	This is target was set based improving satisfaction from the Customeyes survey conducted in December 2018.
<b>Tenancy Sustainability</b>	93%	This is based on around 500 tenancies ended during the year.
<b>Income Recovery</b>	Current Arrears at year end: £1.285m	To set this target, we have estimated the increase in the number and the potential impact of new UC cases on arrears in 2019/20. This has been based on our experience of the roll out throughout 2018/19.
<b>Liquidity</b>	>24 months	This target is from the Golden Rules.
<b>Loan Covenant Compliance</b>	Interest Cover: >115% Net Debt Per Unit: <£24k OSUK Investment <£31m	These targets are from the Golden Rules
<b>New Homes Delivered</b>	67	This is the number of properties due to be built in 2019/20
<b>Pipeline of New Homes Secured</b>	362	We expect to have 362 properties secured and in contract to be built by the end of 2019/20.
<b>Return on Investment in OSUK</b>	5.2%	HH's Investment in OSUK is expected to return 5.2% in the year. HH's investment in OSUK will increase throughout 2019/20 as OSUK acquires or builds new properties.


<b>Unsold Homes</b>	0	All properties built for sales are expected to be sold by the end of 2019/20.
<b>Colleague Retention</b>	90%	This target has been set based on previous performance and benchmarking information.
<b>Colleague Satisfaction</b>	85%	This is based on improving on colleague satisfaction from 2018/19.
<b>Colleague Sickness Absence</b>	6.5 days	This target has been set based on the 2018/19 performance and benchmarking information.
<b>Repairs right first time</b>	86%	This target has been set based on benchmarking information for this indicator.
<b>Compliance</b>	-	The Health and Safety/Compliance scorecard will be reported in its current form within the Finance and Performance report at each board meeting.

Appendix 4: Universal Credit



## The Impact of Universal Credit



**24.9%** (1,741 tenancies) of Halton Housing's customers are in receipt of Universal Credit, but owe **63.7%** of all our arrears



The **increase** in arrears attributable to UC has risen by **£210K** in the last year

Errors in the processing of UC are adding to delays and costs. Some of these errors include: **10%** of rent verifications being duplicated and **5%** of forms not received on time leading to delays in payment.


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Average arrears of customers in receipt of UC have increased by **76%**

Prior to claiming UC, our average arrears balance was **£207**


Post UC, the average arrears balance is now **£365**

Our Debt Recovery and Benefit Support teams have doubled in size to enable us to support those customers impacted by the roll out of UC.




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Even after **two years** of Full Service UC in Halton, our customers still have higher arrears than before switching to UC.




Customers in this group were the first to go on the live service




Months on UC	Average Arrears
0-3	£195
3-6	£250
6-9	£198
9-12	£176
12-15	£273
15-18	£175
18-21	£178
21+	£24

The UC Full Service is still unable to identify those who are exempt from non-dependent deductions, leading to incorrect housing costs being paid.



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UC is fuelling **personal debt, food bank use, rent arrears and mental distress**



<b>REPORT TO:</b>	Executive Board
<b>DATE:</b>	17 October 2019
<b>REPORTING OFFICER:</b>	Strategic Director – Enterprise, Community and Resources
<b>PORTFOLIO:</b>	Physical Environment
<b>SUBJECT:</b>	Practicalities of the implementation of the Community Infrastructure Levy (CIL).
<b>WARDS:</b>	All

## **1. PURPOSE OF THE REPORT**

- 1.1. The report responds to a request made by Executive Board at its meeting on 22<sup>nd</sup> March 2019 (minute EXB 112 refers) and explains the practicalities of implementing the Community Infrastructure Levy (CIL).

## **2. RECOMMENDATION: That given the information provided a Community Infrastructure Levy be not introduced at this time but that the matter be reviewed if changes in Section 106 arrangements or other economic circumstances change.**

## **3. INTRODUCTION**

- 3.1. The Community Infrastructure Levy (CIL) was introduced by the Government in 2010. It was intended to generate additional funds to pay for the infrastructure required to support new development and to show communities tangible community benefits from accepting new development.
- 3.2. Government intended that CIL would largely replace the system of individually negotiated planning obligations under Section 106 (S.106) of the Town and Country Planning Act 1990. To bolster the move to the new CIL system, Government introduced a restriction on the ‘pooling’ of S.106 monies in April 2015, restricting local authorities from using more than five separate planning obligations for a specific project or item of infrastructure, this restriction was lifted in the updated CIL Regulations which came into force on 1<sup>st</sup> September 2019.
- 3.3. CIL permits planning authorities to impose a charge (effectively a tax) on new development in their area to raise funds for the local infrastructure required to support the level of development proposed for their area. The items of infrastructure to be funded are set out in a pre-determined list originally known as the Schedule 123 list, and from September 2019 as an “infrastructure funding statement”.

- 3.4. A local authority which wishes to introduce CIL must set out in a Charging Schedule the types of development to which the levy will apply (and any exceptions) and the rates of charge to be applied. CIL, once introduced, is then mandatory on all qualifying developments. Unlike Section 106 Agreements (including affordable housing) which were considered on a site by site basis, CIL is non-negotiable.
- 3.5. CIL must be set at a level that does not prejudice the viability of most sites. Both the Charging Schedule and Schedule 123 lists are subject to independent examination.
- 3.6. While it remains discretionary whether planning authorities implement CIL, it is the Government's preferred mechanism to secure funding from new development for infrastructure provision. Many authorities that have implemented CIL have appointed dedicated CIL officers to administer the system. The costs of this can be recovered, however this 'eats into' the monies generated for infrastructure and can be significant where viability is marginal and the levy is set at a low rate.

#### **4. OPERATION OF THE COMMUNITY INFRASTRUCTURE LEVY**

- 4.1. The Government's intention was that S.106 agreements would continue to be used for affordable housing and any significant site specific requirements. CIL was intended to be a generally straight forward 'tariff' style approach (based on the development of additional floor space) to collecting contributions towards the provision of infrastructure needed to support growth, which would largely replace existing S.106 agreements. Since the introduction of CIL in 2010, there have been a number of regulation changes (including on the 1<sup>st</sup> September 2019), these need to be adhered to in the initial scoping of CIL as this follows a statutory process.
- 4.2. Alongside the publication of the Housing White Paper in 2017, the Government Published, '*A New Approach to Developer Contributions*' by the CIL Review Group. This group was set up by the Government in 2015, to assess the extent CIL is providing an effective mechanism for funding infrastructure, and to recommend changes to improve its operation in support of wider housing and growth objectives.
- 4.3. Many issues with CIL were identified by the Review Group. These included the fact that the potential amount of CIL which can be raised has been adversely impacted by a number of exceptions introduced by the Government through amendments to the CIL regulations; where CIL has been adopted, it has raised only a fraction of the receipts anticipated at inception of the regime and has affected the level of affordable housing that can be delivered. Furthermore the report concluded that CIL has not resulted in infrastructure being provided when needed to support development (or affordable housing) and is particularly unsuited to larger developments.

- 4.4. The Review Group found that S.106 contributions were still being used to a greater extent than had been anticipated – particularly where they are required to ensure infrastructure is delivered on-site. As a result CIL is not appropriate for many strategic developments which need to deliver significant onsite infrastructure.
- 4.5. CIL monies can be used to support development by funding a wide range of infrastructure improvements, education provision, greenspace enhancements and habitat mitigation measures. Differential charging rates can be set for geographical areas; particular types of development, and at different scales of development.
- 4.6. Should CIL be implemented a CIL charge would become due from the date that a chargeable development is commenced. As a Charging Authority, the Authority can decide how much of the Levy it wishes to retain for its own projects and what proportion of CIL monies can be passed onto other bodies (such as the education authority) to deliver infrastructure to support development of the area. Planning authorities have flexibility to choose what infrastructure they prioritise based on consultation with the infrastructure providers.
- 4.7. Unlike funding that is secured through Section 106 legal agreements, CIL is payments from individual sites are not ring fenced for specific forms of infrastructure or tied to the locality of the particular development. Local authorities are also required to allocate between 15% and 25% (where a Neighbourhood Plan is in place) of the CIL funding raised directly to the parish council where the development takes place. This ensures the local communities that accommodate new development receive funding to support local infrastructure.
- 4.8. The introduction of a levy is expected to have a positive economic effect on development across a whole local plan area. When deciding the levy rates, an appropriate balance must be struck between additional investment to support development and the potential effect on the viability of developments. This balance is at the centre of the charge-setting process. In meeting the regulatory requirements (Regulation 14(1) as amended by the 2014 and 2019 Regulations), charging authorities should be able to show and explain how their proposed levy rate (or rates) will contribute towards the implementation of their relevant plan and support development across their area. In doing so, charging authorities should use evidence in accordance with planning practice guidance and take account of national planning policy on development contributions.

## **5. REVIEW OF THE POTENTIAL INTRODUCTION OF CIL FOR HALTON**

- 5.1. In March 2019 Halton Council commissioned HDH Planning to undertake a Whole Plan Viability Study and in addition to this a review to establish if there was any additional capacity for Community Infrastructure Levy (CIL) and identify potential ways to make capacity for CIL.

- 5.2. The Study, with appendices runs to over 400 pages in total so is not being attached as an appendix to this report but is available online at;

<https://www3.halton.gov.uk/Pages/planning/policyguidance/pdf/evidencebase/viabilitystudy.pdf>

Chapter 12 acts as the Executive Summary.

- 5.3. The study highlights that an important principle of CIL is that the Levy is set on the assumption that all other policy requirements (such as affordable housing, and environmental standards) are “paid” first. That is to say that any CIL should be set on the assumption that the affordable housing requirement is achieved.

- 5.4. CIL Regulation 14 (as amended) sets out the core principle for setting CIL:

*“In setting rates(including differential rates) in a charging schedule, a charging authority must strike an appropriate balance between (a) the desirability of funding from CIL (in whole or in part) the actual and expected estimated total cost of infrastructure required to support the development of its area, taking into account other actual and expected sources of funding; and (b) the potential effects (taken as a whole) of the imposition of CIL on the economic viability of development across its area...”*

- 5.5. On preparing the evidence base on economic viability, the Guidance says:

*... A charging authority must use ‘appropriate available evidence’ (as defined in the section 211(7A) of the Planning Act 2008) to inform their draft charging schedule. The government recognises that the available data is unlikely to be fully comprehensive. Charging authorities need to demonstrate that their proposed levy rate or rates are informed by ‘appropriate available’ evidence and consistent with that evidence across their area as a whole.*

*A charging authority should draw on existing data wherever it is available. Sources of data can include (but are not limited to): land registry records of transactions; real estate licensed software packages; real estate market reports; real estate research; estate agent websites; property auction results; valuation office agency data; public sector estate/property teams’ locally held evidence. They may also want to build on work undertaken to inform their assessments of land availability.*

*In addition, a charging authority should directly sample an appropriate range of types of sites across its area, in line with planning practice guidance on viability. This will require support from local developers. ...*

*... A charging authority’s proposed rate or rates should be reasonable, given the available evidence, but there is no*

*requirement for a proposed rate to exactly mirror the evidence. For example, this might not be appropriate if the evidence pointed to setting a charge right at the margins of viability. There is room for some pragmatism. It would be appropriate to ensure that a 'buffer' or margin is included, so that the levy rate is able to support development when economic circumstances adjust. In all cases, the charging authority should be able to explain its approach clearly.*

*(PPG 25-019-20190315)*

5.6. The HDH Whole Plan Viability Study draws on the available existing evidence, including but not limited to the following which are all referenced in the Whole Local Plan Viability Study, (*HDH Planning 2019*):

- Review of CIL Potential Final Draft Report (*DTZ, November 2014*)
- Development Appraisals held by Halton Borough Council
- S.106 Historic evidence
- Price Maps
- Land Registry PPD and EPC Data
- Residential New build Asking Prices (March 2019)
- CoStar (Commercial Property Database) Non-Residential Data
- CoStar (Commercial Property Database) Industrial Land Data
- Older Peoples Data
- Stakeholder comments

5.7. Since April 2015, councils were restricted in relation to pooling S.106 contributions from more than five developments<sup>1</sup> (where the obligation in the S.106 agreement / undertaking is a reason for granting consent), this restriction has now been lifted through the amendment to the CIL Regulations which came into force on 1<sup>st</sup> September 2019. Additional S.106 funds for infrastructure can still be sought, provided this infrastructure can be directly linked to the site-specific needs associated with the scheme in question, and that it is not for infrastructure specifically identified to be funded by CIL, through the Regulation 123 List<sup>2</sup> Payments requested under the S.106 regime must be (as set out in CIL Regulation 122):

- Necessary to make the development acceptable in planning terms;
- Directly related to the development; and
- Fairly and reasonably related in scale and kind to the development

5.8. A local authority which wishes to introduce CIL must set out in a Charging Schedule the types of development to be charged (and any exceptions) and the rates of charge to be applied. CIL, once introduced, is then

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<sup>1</sup> CIL Regulations 123(3)

<sup>2</sup> This is the list of the items on which the Council will spend CIL



mandatory on all developments within the categories and areas where the levy applies, unlike other policy requirements to provide affordable housing or to build to a particular environmental standard over which there can be negotiations. This means that CIL must not prejudice the viability of most sites. This is unlike Section 106 Agreements (including affordable housing) which are negotiated with developers on a site by site basis.

- 5.9. Since the Councils' previous study (DTZ 2014) which proposed charging tariffs for the Borough there have been a number of changes at national level.
- 5.10. In November 2014, the Government introduced a national threshold for affordable housing and developer contributions of 10 units or fewer, and which have a maximum combined gross floor space of 1,000m<sup>2</sup>.
- 5.11. In August 2015, the changes were reversed (due to a legal challenge) and the PPG was amended. The Government appealed<sup>3</sup> and the threshold of 10 units was reintroduced in May 2016. Para 63 of the 2019 NPPF provides further clarity saying:

*“Provision of affordable housing should not be sought for residential developments that are not major developments, other than in designated rural areas (where policies may set out a lower threshold of 5 units or fewer). To support the re-use of brownfield land, where vacant buildings are being reused or redeveloped, any affordable housing contribution due should be reduced by a proportionate amount.”*

- 5.12. In the Whole Local Plan Viability Study the threshold of 10 dwellings was applied.
- 5.13. The Summer 2015 Budget announced a number of changes which impacted directly on the viability of development.
- 5.14. Prior to the Budget, Affordable Rents were set at up to 80% of open market rent and generally went up, annually, by inflation (CPI) plus 1%, and Social Rents were set through a formula, again with an annual CPI plus 1% increase. Under arrangements announced in 2013, these provisions were to prevail until 2023, and have formed the basis of many housing associations' and other providers' business plans. Housing associations knew their rents would go up and those people and organisations who invest in such properties (directly or indirectly) knew that the rents were going up year on year. This made them attractive as each year the rent would always be a little larger relative to inflation.
- 5.15. In the Budget, it was announced that Social Rents and Affordable Rents would be reduced by 1% per year for 4 years. This change reduced the value of affordable housing. In October 2017 the Government announced

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<sup>3</sup> Secretary of State for Communities and Local Government v (1) West Berkshire District Council & (2) Reading Borough Council. Court of Appeal 11th May 2016 [2016] EWCA Civ 441. Case No: C1/2015/2559.

that Rents will rise by CPI +1% for five years from 2020. There was no uplift to Part L of the Building Regulations during 2016 and both the 2016 zero carbon homes target and the 2019 target for non-domestic zero carbon buildings were to be dropped, including the Allowable Solutions programme.

5.16. The Government published the Housing White Paper<sup>4</sup> (February 2017) setting out the Government's plans, for consultation, to deal with some aspects of the housing market and planning system. At the same time as the publication of the Housing White Paper, A New Approach to Developer Contributions - a report by the CIL Review Team (Submitted October 2016)<sup>5</sup> was released suggesting some changes to the existing CIL process. It is likely that these two documents will lead to further changes in the planning system (beyond the 2018 NPPF), however what those changes may be is not yet certain.

5.17. In December 2018 the Government launched a further consultation Reforming Developer Contributions – Technical consultation on draft regulations (MHCLG, December 2018). The changes that are relevant to this study are:

Indexation of CIL

5.18. Following the consultation, the Government has amended the proposal on indexing the Levy. For residential development, the Government proposes indexing to a three-year smoothed average of the annual local House Price Index. For non-residential indexation the Government proposes indexing to the Consumer Price Index.

Regulation 123 Restrictions and S.106 Pooling

5.19. As mentioned above, the restrictions on S.106 planning obligations in Regulation 123 lists, preventing local authorities using more than five section 106 obligations to fund a single infrastructure project ('the pooling restriction') was removed through update CIL Regulations which came into force on 1<sup>st</sup> September 2019.

Starter Homes

5.20. The amended CIL Regulations include provisions which exempt Starter Homes from CIL where the dwelling is sold to individuals whose total household annual income is no more than £80,000 (£90,000 in Greater London).

5.21. The 2019 NPPF (paragraph 64) sets out a policy for a minimum of 10% affordable home ownership units on larger sites.

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<sup>4</sup> <https://www.gov.uk/government/collections/housing-white-paper>

<sup>5</sup> <https://www.gov.uk/government/publications/community-infrastructure-levy-review-report-to-government>

### Intermediate Housing

5.22. In this context it is important to note that the 2019 NPPF sets out a requirement for low-cost home ownership as part of the affordable housing mix:

*Where major development involving the provision of housing is proposed, planning policies and decisions should expect at least 10% of the homes to be available for affordable home ownership<sup>6</sup>, unless this would exceed the level of affordable housing required in the area, or significantly prejudice the ability to meet the identified affordable housing needs of specific groups. Exemptions to this 10% requirement should also be made where the site or proposed development:*

- a) provides solely for Build to Rent homes;*
- b) provides specialist accommodation for a group of people with specific needs (such as purpose-built accommodation for the elderly or students);*
- c) is proposed to be developed by people who wish to build or commission their own homes; or*
- d) is exclusively for affordable housing, an entry-level exception site or a rural exception site.*

*Paragraph 64, 2019 NPPF*

### Viability Guidance

5.23. There is no specific technical guidance on how to test the viability in the 2019 NPPF or the updated PPG, although the updated PPG includes guidance in a number of specific areas.

## **6. WHOLE LOCAL PLAN VIABILITY STUDY RECOMMENDATIONS FOR THE POTENTIAL OF CIL**

6.1. It is timely to note that an important principle of CIL is that the Levy is set on the assumption that all other policy requirements (such as affordable housing, and environmental standards) are 'paid' first. That is to say CIL should be set on the assumption that the full affordable housing requirement is achieved.

6.2. Viability testing in the context of CIL concerns the 'effects' on development viability of the imposition of CIL. The Viability Study recommends Halton sets the affordable housing level as;

- 25% for greenfield sites,
- 20% for strategic residential sites and

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<sup>6</sup> Footnote 29 of the 2018 NPPF clarifies as 'As part of the overall affordable housing contribution from the site'

- 0% for brownfield sites.

This is in line with the guidance referred to earlier where it is difficult to deliver affordable housing and CIL on strategic allocations.

- 6.3. In conclusion, CIL is not currently viable in Halton given assessed development values for policy compliant development, i.e. development meeting the policy requirements set out in the draft Local Plan concerning affordable housing, self-build housing, older peoples housing and environmental standards etc.

## **7. FINANCIAL IMPLICATIONS**

- 7.1. It should be noted that relevant S.106 monies will be still collected with the absence of a Community Infrastructure Levy.
- 7.2. Should the scope for CIL be reviewed again in the future there would be a financial expense of paying for another evidence based study.

## **8. POLICY IMPLICATIONS**

- 8.1. The scope for CIL has been reviewed and not found to be viable when all other policy requirements/asks have been met (which is a priority under Government guidance). The requirement for S.106 obligations will still be implemented and the Government are discussing removing the pooling restriction of S.106 as and when this happens this will assist in the delivery of future infrastructure.

## **9. IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

### **9.1. Healthy Halton**

No specific implications identified

### **9.2. Halton's Urban Renewal**

Whilst CIL would assist in bringing forward development onsite in the urban area by securing funding for necessary infrastructure, there are still S.106 agreements that can be used and the policies contained within the Delivery and Allocations Local Plan also contain policy asks such as affordable housing and environmental contributions to sites.

### **9.3. Children and Young People in Halton**

No specific implications identified.

### **9.4. Employment, Learning and Skills in Halton**

No specific implications identified.

**10. RISK ANALYSIS**

10.1. Risks include changes to Government policy, regulations and legislation and subsequently the need to update the evidence base.

**11. EQUALITY AND DIVERSITY ISSUES**

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

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

<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>
The Town and Country Planning (Local Planning) (England) Regulations 2012	Municipal Building, Widnes	Alasdair Cross
The Community Infrastructure Levy Regulations 2010 (as amended)	Municipal Building, Widnes	Alasdair Cross
National Planning Policy Framework (2019)	Municipal Building, Widnes	Alasdair Cross
Proposed Submission DALP (2019)	Municipal Building, Widnes	Alasdair Cross
Whole Plan Viability Study (HDH Planning, 2019)	Municipal Building, Widnes	Alasdair Cross

**REPORT TO:** Executive Board

**DATE:** 17 October 2019

**REPORTING OFFICER:** Strategic Director – Enterprise, Community and Resources

**PORTFOLIO:** Physical Environment

**SUBJECT:** Liverpool City Region Spatial Planning Statement of Common Ground.

**WARDS:** All

## **1. PURPOSE OF THE REPORT**

- 1.1. This report seeks Executive Board approval for the Liverpool City Region Spatial Planning Statement of Common Ground, the Cheshire East Statement of Common Ground and arrangements for future approval of such documents

## **2. RECOMMENDATION: That**

- 1) The Liverpool City Region Spatial Planning Statement of Common Ground is approved and agreement be given to sign the final document;**
- 2) Operational Director, Policy, Planning & Transportation be authorised, in consultation with the Portfolio Holder for the Physical Environment to agree minor wording changes to the LCR Statement of Common Ground if proposed by the other Liverpool City Region local authorities or the Combined Authority during the approval process; and**
- 3) Operational Director, Policy, Planning & Transportation, in consultation with the Portfolio Holder for Physical Environment, be authorised to approve further Statements of Common Ground, or revisions to those previously endorsed with appropriate bodies.**

## **3. SUPPORTING INFORMATION**

- 3.1. Statements of Common Ground (SoCG) were introduced in the 2018 update to the National Planning Policy Framework (NPPF). SoCG are to be produced and kept up to date by strategic policy making authorities, such as Local Planning Authorities, to set out an agreed record of 'strategic matters' between authorities together with details of how these matters have been / are to be addressed. SoCG's do not take away or diminish the planning powers of the local planning authority. They provide the primary evidence of compliance with the duty to co-operate. It documents where effective co-operation is and is not happening

throughout the plan-making process, and is a way of demonstrating at examination that plans are deliverable over the plan period, and based on effective joint working across local authority boundaries. In the case of local planning authorities, it also forms part of the evidence required to demonstrate that they have complied with the duty to co-operate.

- 3.2. As these are new documents requiring formal endorsement on behalf of the Council, they are not directly covered either by the constitution or by schemes of delegation. This report is seeking endorsement of the first two such documents prepared with / presented by neighbouring authorities together with approval for subsequent documents and updates to be authorised by the Operational Director Planning, Policy and Transport in consultation with the Portfolio Holder for Physical Environment

#### **4. Liverpool City Region (LCR) Combined Authority Spatial Development Strategy SoCG (2019)**

- 4.1. The LCR Statement (Appendix A) informs the forthcoming Spatial Development Strategy for the Liverpool City Region, which is a requirement of the City Region Devolution Deal (i.e. to be developed by the Combined Authority in collaboration with the six local authorities by 2020). It also forms a useful resource for local authorities progressing their Local Plans. The LCR SoCG has now been adopted by all of the other 5 LPA's within the Combined Authority (Liverpool, Sefton, St Helens, Knowsley and Wirral) and the associate member West Lancashire.
- 4.2. The Statement of Common Ground covers the six Liverpool City Region local authorities, together with West Lancashire. While West Lancashire is not a formal member of the Liverpool City Region Combined Authority, it joined as an Associate member in 2014. From a spatial planning perspective, its inclusion represents the most practical geography for the statement to cover, building on a range of existing evidence around functional housing and economic market areas, as well as established working arrangements in the City Region.
- 4.3. The practical work of preparing the final statement has been co-ordinated by the Liverpool City Region Combined Authorities Lead officer for Spatial Planning, involving relevant officers from each of the local authorities involved. It further builds upon a range of previous collaborated activities across the City Region, including the 2016 Statement of Co-operation on Local Planning and the 2018 PAS Pilot Statement of Common Ground.
- 4.4. The seven local authorities, along with the Liverpool City Region Combined Authority will be the principal signatories of the Statement of Common Ground and hence are required to approve the Statement. The draft Statement of Common Ground requires formal approval from each authority. At the City Region level, it is scheduled to be considered for approval at the Housing and Spatial Planning Advisory Board (26/09/19) and the Liverpool City Region Combined Authority (04/10/19).

- 4.5. The Statement of Common Ground will be a live document, meaning that it is intended that the document should be reviewed and updated regularly.

#### CONTENT

- 4.6. The Statement of Common Ground covers a wide range of strategic planning matters including housing, employment, green belt, retail, transport, digital inclusion, utilities, renewables, health and wellbeing, environment, green infrastructure, waste and minerals. A summary of Halton's key issues for the subjects can be found below:

#### Housing

- 4.7. The Housing section sets out the position arising from the evidence with respect to housing numbers. For Halton, it included the Proposed Draft Publication figure of 466 which was consulted on as part of the Council's first consultation on its proposed Delivery and Allocations Plan from January-February 2018. Together with housing targets derived from different approaches from the Strategic Housing and Employment Land Market Assessment study (net 326 dwellings per annum). However, since the publication of the Liverpool City Region Statement of Common Ground Halton Council have published their latest consultation on the Proposed Submission DALP with a figure of 350 per annum.
- 4.8. The Statement of Common Ground sets out the authorities agreement that all housing needs can be met within the City Region, and that there is no unmet need that is to be distributed between authorities. Halton will continue to meet its own housing need.

#### Employment

- 4.9. The Statement of Common Ground identifies employment land issues across the Liverpool City Region for the need for strategic B8 sites. The Liverpool City Region will work collaboratively to identify the minimum proportions of the need for Strategic B8 uses which should be accommodated within each local authority. Halton has identified strategic employment allocations in the latest Proposed Submission Version of the DALP.

#### Green Belt

- 4.10. This section of the Statement of Common Ground commits the authorities to involve each other when considering the case for potential localised changes to the green belt. If authorities collectively decide that a strategic review is needed, the rationale and approach will be set out in a future statement. Halton will adopt a business as usual approach and continue to engage with neighbouring authorities on their Local Plan preparations.

#### Retail

- 4.11. This section states that the authorities agree that retail centres will be promoted within the context of a hierarchy of centres, maintaining this approach through co-operation in plan making and decisions on planning



applications. Again, this continues the status quo for Halton, the Council will consult neighbouring authorities as appropriate on Halton's own town and district centre proposals and respond in turn to consultations from neighbouring districts.

Transport: Rail

- 4.12. The Liverpool City Region authorities agree to work collaboratively, including in their respective Local Plans as appropriate, to support delivery of key initiatives set out in the Transport for North Strategic Plan including Northern Powerhouse Rail. The Liverpool City Region authorities will continue to develop a number of other large-scale cross boundary schemes with city region-wide impact.

Transport: Roads

- 4.13. The Liverpool City Region agrees to work collaboratively with other relevant bodies to identify and address required improvements to the Strategic Road Network and Major Road Network.
- 4.14. The Liverpool City Region partners have agreed a Liverpool City Region Route Network to support new housing and employment development across the Liverpool City Region and unlock growth.

Transport: Cycling and Walking

- 4.15. The Liverpool City Region authorities agree to work collaboratively to implement the Liverpool City Region Rights of Way improvement Plan and the Liverpool City Region Local Cycling and Walking Infrastructure Plan when finalised.

Transport: Port

- 4.16. The Liverpool City Region authorities support measures to support the growth of Port Liverpool and its aspirations set out in the Port Masterplan through investment in infrastructure, education, training and skills and the environment. Although Halton is some distance away and there is no impact on the Borough, the Liverpool City Region authorities will continue to work together to address capacity issues on the A5036 Dunnings Bridge Road and junction bottlenecks along the A580.

Liverpool John Lennon Airport

- 4.17. The LCR authorities acknowledge the strategic importance of Liverpool John Lennon Airport and its important contribution to the local economy, and will support the Airport through investment in infrastructure improvements, including the Eastern Access Transport Corridor, education, training and skills.

Digital Inclusion

- 4.18. The Statement of Common Ground sets out an agreement that the City Region must develop its own plans to accelerate investment and deployment in shared infrastructure in order to support business

development, public sector transformation, and its improved digital connectivity for both residents and businesses. Much of this aligns with Halton's approach as set out in the Proposed Submission of the DALP, but there is further understanding needed of the planning implications of digital infrastructure roll-out.

#### Utilities

- 4.19. The Liverpool City Region authorities will identify the improvements to utilise infrastructure needed to support City Region schemes, and will set out working arrangements to deal with cross-boundary issues. This will require further engagement with utility providers at a strategic level.

#### Renewables

- 4.20. The local authorities within the Liverpool City Region commit to collaborative working on new evidence for renewable energy, including wind power, and developing the business case for the Mersey Tidal Power project. This is a relatively new area of co-operation and it will be important to understand any implications, opportunities and risks for Halton.

#### Health and Wellbeing

- 4.21. The Liverpool City Region local authorities will continue to work with partners in order to improve health, wellbeing and quality of life. The authorities will continue to work with Clinical Commissioning Groups, hospital and health trusts regarding health needs, future housing and other development and the estate management programmes of these trusts.

#### Environment and Green Infrastructure

- 4.22. There is a consensus between the Liverpool City Region Local Authorities to continue to work with a range of partners to protect, enhance and where possible extend the strategic natural assets of the City Region. This is extended to working towards a co-ordinated interim policy approach for mitigating impacts of the Liverpool City Region coast, pending the completion of the Recreation Mitigation Strategy.
- 4.23. The Liverpool City Region local authorities will also continue to work in partnership with regards to the strategic management of flood risk across river catchments and in relation to other sources of flooding where appropriate.
- 4.24. The Liverpool City Region local authorities and other partners will work together to address cross-boundary air quality issues and to deliver mitigation and measures to deliver air quality improvements across the City Region.

#### Minerals and Waste

- 4.25. This Minerals and Waste section of the SoCG sets out the agreement that the Merseyside and Halton Waste Local Plan (adopted 2013) continues

to provide a suitable vision for the management of waste up to 2037. It also commits the authorities to maintain their commitment to the Managed Aggregate supply system, including continuing to consult with a work with relevant organisations and partner agencies.

### **Cheshire East Council ~ Halton Borough Council SoCG (2019)**

- 4.26. Cheshire East has approached Halton to be a signatory to its' Statement of Common Ground (Appendix B).
- 4.27. Halton does not share a boundary with Cheshire East Council. Given the physical separation of the two authorities and the distance between primary service centres or major employment locations officers in the two authorities are content that there are no current 'strategic issues'.
- 4.28. Halton has previously worked with Cheshire East, Cheshire West and Chester and Warrington on commissioning Gypsy and Traveller Needs Assessments. We anticipate that this arrangement may continue going forward.

## **5. POLICY IMPLICATIONS**

- 5.1. None. Statements of Common Ground are intended to document joint working and areas of agreement / disagreement. They are a tool to ensure co-ordinated policy actions on strategic (Cross-boundary) issues.

## **6. IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

### **6.1 Healthy Halton**

The Statement of Common Ground identifies key issues across the Liverpool City Region focused on health and wellbeing and the collaborative approach the local authorities will take working together to address the identified issues

### **6.2 Halton's Urban Renewal**

The Liverpool City Region local authorities work together to ensure that throughout the Combined Authority there will be sufficient employment and housing allocations to meet the identified needs without relying on other local authorities to meet identified needs.

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

There are no implications for Children and Young People in Halton rising from this report.

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

The Statement of Common Ground identifies cross boundary issues and is in agreement the education training and skills are supported. The local authorities are in agreement that they will work collaboratively to identify

the minimum proportions of the need for Strategic B8 uses which should be accommodated within each local authority.

**6.5 Safer Halton**

There are no implications for a Safer Halton rising from this report.

**7. RISK ANALYSIS**

- 7.1. The Statement of Common Ground has been produced collaboratively by the local authorities within the Liverpool City Region, it is important to ensure that the document meets the Government’s imposed legal requirements as set out within the National Planning Policy Framework 2019. This will be documented as supporting information to demonstrate compliance.
- 7.2. Risks include changes to Government policy, regulations and legislation, however the request for delegated authority to accept changes as and when this occurs will reduce risk.

**8. EQUALITY AND DIVERSITY ISSUES**

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

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

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National Planning Policy Framework (2019)	Municipal Building, Widnes	Alasdair Cross
Proposed Submission DALP (2019)	Municipal Building, Widnes	Alasdair Cross

# Liverpool City Region Spatial Planning Statement of Common Ground

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July 2019

**Draft for approval**



Liverpool  
City Council



METROMAYOR  
LIVERPOOL CITY REGION



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**Version 2.0 – last updated 5<sup>th</sup> July 2019. This Statement of Common Ground will be available on the websites of the 6 Liverpool City Region local authorities, West Lancashire Borough Council and Liverpool City Region Combined Authority.**

## Introduction and Executive Summary

This document presents a ‘Statement of Common Ground’ (SoCG) between the local authorities of Halton, Knowsley, Liverpool, St.Helens, Sefton, West Lancashire and Wirral, along with the Liverpool City Region Combined Authority. For the purposes of this document, these are referred to collectively as the ‘LCR authorities’.

It has been prepared jointly in response to the National Planning Policy Framework (February 2019) requirement for strategic policy-making authorities to document agreement and cooperation on cross boundary strategic planning matters<sup>1</sup>. It also forms part of the evidence required by local planning authorities to demonstrate compliance with the Duty to Cooperate.

The approach taken follows national Planning Practice Guidance<sup>2</sup> and builds on an earlier draft prepared by officers as part of a national Planning Advisory Service (PAS) pilot project. The learning experiences from the pilot have subsequently informed PAS best practice advice on SoCG production<sup>3</sup>.

The statement covers the areas of the aforementioned seven local authorities who, along with the Liverpool City Region Combined Authority are the principal signatories. Chapter 3 explains why the authorities consider this to be the most practical geography for the statement to cover, building as it does on a range of existing evidence as well as established working arrangements in the city region.

This statement covers a wide range of spatial planning matters, including housing delivery, employment land, the Green Belt, transport planning, digital inclusion, health and wellbeing, and environmental and green infrastructure. These are explained in greater detail in Chapter 4.

Where there is already an agreed position between the authorities this is referenced, in other cases it explains where the authorities will need to continue working together to arrive at a common position. Points of common ground – either already established, or setting out areas where the LCR authorities will work together to deal with cross-boundary strategic matters – are highlighted in boxes in Chapter 4.

Chapters 5 and 6 explain how the statement will be adopted by the signatory authorities and kept up to date.

Adopting this statement does not reduce the signatory authorities’ recognition of the need to continue to cooperate and work closely on planning matters with other neighbouring

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<sup>1</sup> Paragraph 27, National Planning Policy Framework (Updated Feb 2019). Available [here](#) on MHCLG website.

<sup>2</sup> Planning Practice Guidance (Chapter on Maintaining Effective Cooperation) available [here](#) on MHCLG website.

<sup>3</sup> PAS Statement of Common Ground Draft Advice & Template available [here](#) on PAS website



local authorities and other bodies. In particular, Halton, St.Helens, Wirral and West Lancashire councils are likely to need to prepare separate Statements of Common Ground with Cheshire West and Chester, Warrington and Wigan councils (as appropriate) to cover more locally specific cross boundary matters, for example related to housing, economic development and transport.

Other bodies may be invited to be additional signatories to future reviews of this Statement of Common Ground as necessary. These may include, as appropriate, the Liverpool City Region Local Enterprise Partnership, neighbouring councils including Cheshire West and Chester, Warrington, Greater Manchester Combined Authority and Lancashire County Council; and other agencies and organisations such as the Environment Agency, Homes England, Highways England, Liverpool John Lennon Airport, Natural England, Network Rail, the Port of Liverpool, Transport for the North and Transport for Wales.

## **1 Parties Involved**

### **Principal Signatories**

- Halton Borough Council
- Knowsley Council
- Liverpool City Council
- Liverpool City Region Combined Authority
- Sefton Council
- St.Helens Council
- West Lancashire Borough Council
- Wirral Council

## 2 Signatories

**Organisation:** Halton Borough Council

**Name:**

**Position:**

**Signed:**

**Date:**

**Organisation:** Knowsley Council

**Name:**

**Position:**

**Signed:**

**Date:**

**Organisation:** Liverpool City Council

**Name:**

**Position:**

**Signed:**

**Date:**

**Organisation:** Liverpool City Region Combined Authority

**Name:**

**Position:**

**Signed:**

**Date:**

**Organisation:** Sefton Council

**Name:**

**Position:**

**Signed:**

**Date:**

**Organisation:** St.Helens Council

**Name:**

**Position:**

**Signed:**

**Date:**

**Organisation:** West Lancashire Borough Council

**Name:**

**Position:**

**Signed:**

**Date:**

**Organisation:** Wirral Council

**Name:**

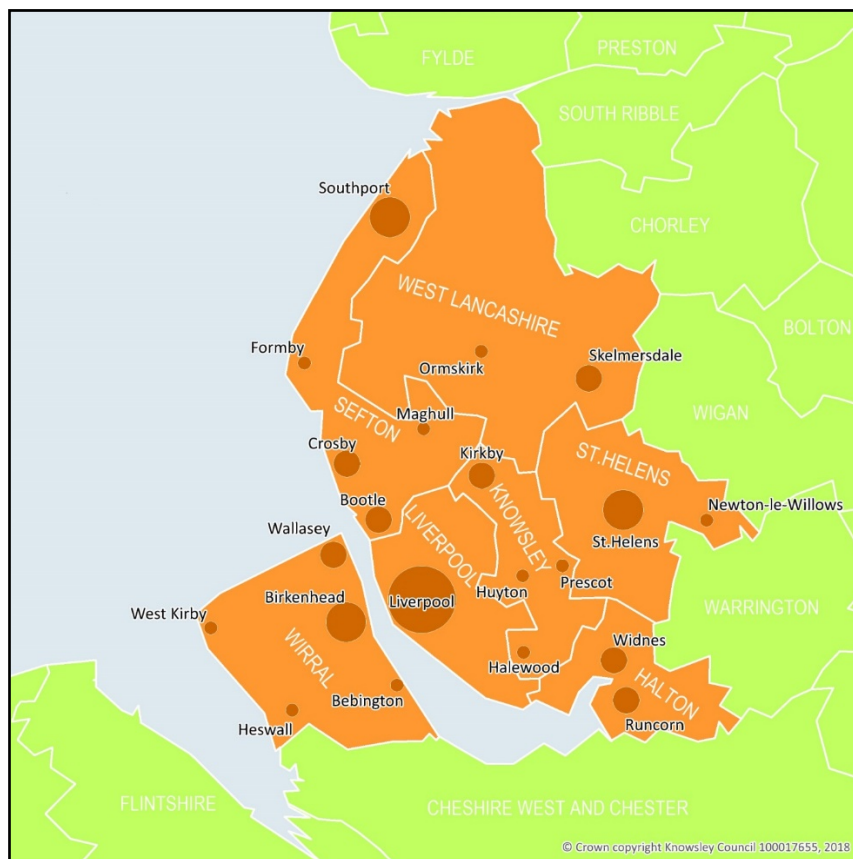
**Position:**

**Signed:**

**Date:**

### 3 Strategic Geography

Figure 1: Area covered by Statement of Common Ground



- 3.1 Recent work carried out for the city region’s Strategic Housing and Employment Land Market Assessment (SHELMA)<sup>4</sup> identified two strategic housing market areas – one taking in the ‘mid Mersey’ area of Halton, St. Helens and Warrington, the other ‘central LCR’ market covering Knowsley, Liverpool, Sefton, West Lancashire and Wirral – and identified a single functional economic area centred on Liverpool and additionally taking in Halton, Knowsley, St. Helens, Sefton, West Lancashire and Wirral.
- 3.2 The seven local authority areas within this functional economic area have a long history of cooperating on spatial planning and related matters. In 2014 the establishment of the Liverpool City Region Combined Authority brought the five former Merseyside County Council authorities of Knowsley, Liverpool, St. Helens, Sefton and Wirral, along with Halton, into a joint entity with a range of functions and responsibilities covering themes including employment and skills, culture and tourism, transport, economic development, and housing and planning. This formalised the working arrangements between the local authorities developed over

<sup>4</sup> SHELMA available [here](#) on the Liverpool City Region Combined Authority website.

the previous decade which had seen collaboration on spatial planning matters such as research and policy for the North West's Regional Spatial Strategy, the Joint Merseyside and Halton Waste Local Plan (adopted in 2013) and preparing a housing strategy for the city region (completed in 2007).

- 3.3 Recognising existing strong connections to the Liverpool City Region Combined Authority, West Lancashire became an associate member in late 2014. The Regional Spatial Strategy placed West Lancashire in the Liverpool City Region, which reflects the area's inclusion in a strategic housing and functional economic market area (as described above) and the active role that West Lancashire takes in joint spatial planning work, attending and supporting the Liverpool City Region's Chief Planners Group<sup>5</sup> and associated work.
- 3.4 In view of the above, the signatory authorities consider that it is sensible to align the Statement of Common Ground with the functional economic area described above; as well as covering an area validated in a recent evidence study, it also offers the advantage of fitting with existing practical spatial planning working arrangements in the city region.

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<sup>5</sup> As well as representatives of the seven local authorities, the Chief Planners Group also includes representation on behalf of the LCR Combined Authority and Merseyside Environmental Advisory Service.

## 4 Strategic Planning Matters

### Liverpool City Region Spatial Development Strategy

- 4.1 Through the Devolution Deal the Liverpool City Region Mayor is responsible for the preparation of a Liverpool City Region Spatial Development Strategy (SDS) covering Halton, Knowsley, Liverpool, Sefton, St.Helens and Wirral. West Lancashire is not a full member of the Combined Authority but is currently preparing a new Local Plan to very similar timescales as the SDS. As such, all the LCR authorities and West Lancashire will seek to ensure the two documents align and take account of one another in their proposals for development.
- 4.2 The timetable for the production of the SDS is not confirmed although it is the intention of the Combined Authority to produce the SDS by 2020. This is recognised as a tight timetable for the work required but the Combined Authority will endeavour to deliver the SDS by this date.
- 4.3 The policy coverage of the SDS has not been established to date, however the LCR Scrutiny Panel review of the SDS recommended that it only covers high level strategic issues and leaves detailed policies to the Local Plans of each constituent local authority. The Combined Authority intends to undertake initial consultation to inform the scope of the SDS's policies and work collaboratively with the constituent local authorities on policy preparation.

#### 1.

This Statement of Common Ground will inform the policy matters to be covered by the first Liverpool City Region Spatial Development Strategy (SDS) prepared by the Combined Authority. The LCR authorities agree to work collaboratively on SDS policy preparation.

## Housing

### Housing delivery and unmet need

- 4.4 Table 1 shows the housing needed and planned for each local authority area and for the seven authorities as a whole (including the Government's standard methodology figure for Local Housing Need as set out in Planning Practice Guidance, the Objectively Assessed Need figure taken from the 2017 SHELMA, and planned requirement figures from each authorities' most recent adopted or consultation development plan).

Table 1: Local authority level and combined housing numbers (per annum) March 2019

	MHCLG LHN <sup>6</sup>	SHELMA OAN	Emerging / Adopted Local Plan requirement	Plan status	Year	Plan period
<b>Halton</b>	285	326	466	Reg. 18 Consultation	2018	2014-2037
<b>Knowsley</b>	275	280	450	Adopted	2016	2010-2028
<b>Liverpool</b>	1,615	1,739	1,739	Reg. 23 Consideration of representations	2018	2013-2033
<b>St.Helens</b>	468	416	486	Reg. 19 Publication	2019	2020-2035
<b>Sefton</b>	654	594	640	Adopted <sup>7</sup>	2017	2012-2030
<b>West Lancashire</b>	198	241	324	Adopted <sup>8</sup>	2013	2012-2027
<b>Wirral</b>	803	730	626	Reg. 19 Consultation <sup>9</sup>	2012	2012-2028
<b>Total</b>	4,298	4,326	4,731			

4.5 At the time of preparing this SoCG, the Government's standard methodology for calculating 'Local Housing Need' (LHN) is under review. However, the Government has published guidance on what calculation to use in the meantime, and this has been utilised above, using the 2014-based household projections and the latest data inputs for affordability uplift to this calculation. As such, the numbers that the standard methodology produces are subject to change. The city region authorities will aim to prepare local plans which individually meet the LHN figure as a minimum

<sup>6</sup> Local Housing Need figures supplied March 2019 calculated using standard method detailed in Planning Practice Guidance (Chapter on Housing and economic needs assessment, Feb 2019) available [here](#) on MHCLG website.

<sup>7</sup> Sefton's adopted Local Plan sets out a staged annual requirement of 500 dwellings per year between 2012 and 2017, increasing to 694 per year for the remainder of the plan period to 2030 – the effective annual average is therefore 640.

<sup>8</sup> West Lancashire is preparing a Local Plan Review.

<sup>9</sup> Wirral is currently proposing to republish its draft local plan under regulation 18 in January 2020.



with the SHELMA needs assessment providing evidence to support an alternative higher figure for some authorities. The authorities (collectively) are currently planning for new housing at a level which exceeds the combined need identified both in the SHELMA and by the LHN assessment, and this situation will continue at least until the first local authority development plan period ends in 2027.

- 4.6 At an individual authority level, currently six of the seven authorities have set, or are proposing, local plan housing requirements which at least meet or exceed their need identified in the SHELMA; Wirral is proposing to republish its draft local plan in January 2020 under regulation 18, to meet the higher figure for LHN under the Government's standard method, in line with the action plan submitted to the Secretary of State in April 2019. The authorities are therefore of the view that there is no unmet housing need arising either at local authority level or from the city region as a whole which needs to be redistributed at the present time. Warrington, which with Halton and St.Helens makes up the mid-Mersey housing market area, intend to exceed its LHN figure in its emerging local plan.
- 4.7 The first end-date of the plans already adopted or currently being prepared is West Lancashire's in 2027; they (and the other authorities' emerging plans) are now looking to the period beyond 2028. It is possible therefore that longer term issues of unmet need will emerge – this will become clearer as local authorities assemble the evidence base for their own plans. The authorities will therefore keep unmet housing need under review, and will address the issue in future SoCGs as it arises through local plan preparation.

**2.**

The LCR authorities agree that future Local Plan housing requirements will either equal or exceed the identified Local Housing Need, with the 2017 Liverpool City Region Strategic Housing and Employment Land Market Assessment informing an alternative approach for any higher figure for some authorities.

The LCR authorities agree that there is no unmet housing need to be redistributed among or beyond the seven local authorities during current local plan periods (as outlined in Table 1 above).

The LCR authorities will keep this issue under review as the individual councils prepare updated development plans. Where local authorities' local plan evidence indicates that they will not be able to accommodate their entire OAN, the processes for agreeing the distribution of this unmet need will be set out in future updates of this statement.

## Employment Land

### Strategic B8 sites

- 4.8 The key identified employment land issue for the LCR is the need for strategic B8 sites. The Liverpool City Region SHELMA indicated that the city region authorities need to identify sites with a combined capacity of at least 397 hectares to be developed for large scale Class B8 (storage or distribution) before 2037. This need is driven substantially by transformational growth at the Port of Liverpool, and other inward investment opportunities. To be suitable for this type of use sites must have very specific characteristics; in particular they must be large and well-located with respect to the links via the motorway and / or rail networks to the rest of the country. The sites must also be flat, readily available and easily serviced, and able to draw on available labour using public transport networks. The best sites will also have rail access.
- 4.9 The LCR authorities have commissioned work to identify potential areas and sites to accommodate this demand. This report is due in mid-2019. Further work arising from this, including agreed approaches to apportion future site supply between the 7 local authorities, will be addressed in later versions of the Statement of Common Ground.

### 3.

The LCR authorities agree that they will work collaboratively to identify the minimum proportions of the need for strategic B8 uses which should be accommodated within each local authority.

## Green Belt

- 4.10 The Green Belt across the Liverpool City Region was first established by historic development plans, in particular the Merseyside Green Belt Local Plan, adopted in 1983. To maximise the scope for regeneration, the Merseyside Green Belt boundary was tightly drawn around existing urban areas. In recent years, however, the capacity of existing urban areas (over many parts of the City Region) to meet evidenced development needs (both for housing and employment uses) has become severely constrained. This situation was identified in the Liverpool City Region Housing and Economic Development Evidence Base Overview Study 2011 and in other evidence produced by individual local authorities. As a result, Knowsley, Sefton and West Lancashire Councils have undertaken reviews of Green Belt boundaries which have formed key evidence for adopted Local Plan documents. St. Helens and Halton Councils have undertaken draft Green Belt reviews to inform their emerging Local Plans and Wirral Council consulted on the findings of an initial review of the Green Belt in autumn 2018. It will be necessary

for the LCR local authorities to continue to consider this matter by responding to development needs and pressures as considered appropriate locally.

**4.**

The LCR authorities agree to continue involving each other closely when considering the case for localised changes to the Green Belt. If they decide in future that it is necessary to conduct a joint strategic review of the Green Belt in the LCR, the reasons and agreed approach will be set out in a future SoCG.

### **Retail Hierarchy in the City Region**

4.11 Liverpool City Centre is one of the two leading centres in the North West of England and is fundamental to the economic growth of the City Region. It forms a strategic hub with significant comparison retail floorspace, leisure, cultural and tourist facilities and is the highest level of centre within the sub-regional hierarchy of centres. Birkenhead (Wirral), Southport (Sefton), St.Helens and Widnes (Halton) form a second tier of centres, which complement the role of Liverpool City Centre. Each local authority also has other town, district and local centres which have an essential role in meeting localised needs within their area.

4.12 In some cases, the catchment areas of the centres (for retail and other 'town centre' uses) extend into neighbouring local authority areas. For example, Liverpool City Centre meets some of the comparison shopping and leisure needs of the whole City Region. Southport serves North Sefton and much of West Lancashire. The catchment area of St.Helens extends into parts of Halton, Knowsley and Wigan whilst the catchment area of Widnes includes parts of Knowsley and St.Helens. The catchment for Wirral includes parts of Cheshire West and Chester. Some of the shopping and leisure needs of LCR residents are met outside the City Region.

**5.**

The LCR authorities agree that there is a need to promote regeneration and successful place making in each centre in the City Region within the context of the current retail hierarchy. The LCR authorities will maintain this approach through appropriate cooperation in plan making and in decisions on planning applications.

### **Planning for Transport**

4.13 Transport and land-use have always been inextricably linked; planning transport links and connectivity - as an integral part of development and regeneration - can lead to healthier, happier and more economically productive places where people have a genuine choice about how they get around. As such, there are a number of key considerations with respect to transport that will be key to the effectiveness of the SoCG.

## Rail

- 4.14 The Liverpool City Region (represented by the Combined Authority and Merseytravel) is heavily engaged with Transport for the North (TfN) in all aspects of its work in order to ensure that the City Region's priorities and growth sectors are represented, including securing a commitment from the Government to link the City Region to High Speed 2 and Northern Powerhouse Rail.
- 4.15 TfN published their Strategic Transport Plan in February 2019<sup>10</sup> setting out proposed transport improvements across Northern England including Northern Powerhouse Rail (NPR). NPR presents a key way of achieving transformed passenger connectivity between northern cities and is also seen as completing and complementing High Speed 2 (HS2) by creating additional capacity for freight and local passenger services.
- 4.16 The Liverpool City Region Long Term Rail Strategy<sup>11</sup> has been developed with the aim of ensuring that the rail network meets Liverpool City Region's needs over the next 30 years and beyond. It presents a clear vision for the development of the network, and articulates the important role rail plays in the economic development of Liverpool City Region and its hinterland, to maximise its contribution to the wider UK economy, and act as a catalyst for growth. Updated in 2017<sup>12</sup>, it provides a route map to deliver increased connectivity, capacity and frequencies, together with reduced journey times and simplified ticketing across Liverpool City Region and the North of England generally, to enable people and freight to move more efficiently. It addresses the more localised connectivity challenges and opportunities, the most significant of which is Liverpool Central Station. Central Station is critical to unlocking the economic development of Liverpool City Centre as well as public transport commuter growth across the city region and supporting key economic sectors such as the Knowledge Economy and Visitor Economy.

### 6.

The LCR authorities agree to work collaboratively, including in their respective Local Plans as appropriate, to support delivery of the key initiatives set out in the TfN Strategic Transport Plan including Northern Powerhouse Rail.

The LCR authorities agree that a key priority is to consider a number of options with respect to Central Station capacity enhancements, and identify the preferred solution to be taken forward.

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<sup>10</sup> Transport for the North's Strategic Transport Plan is available [here](#) on TfN's website.

<sup>11</sup> *Liverpool City Region Long Term Rail Strategy* available [here](#) on Merseytravel website.

<sup>12</sup> Liverpool City Region Long Term Rail Strategy Update October 2017 is available [here](#) on Merseytravel website.

Noting the importance of rail infrastructure, the LCR authorities will continue to develop a number of other large-scale cross boundary schemes with city region-wide impact.

## Roads

4.17 In order to set investment in the Strategic Road Network (SRN) the government publishes a multi-year 'Road investment strategy' (RIS). The second RIS (RIS2)<sup>13</sup> will cover the financial years 2020/21 to 2024/25. As the first step in the process for setting RIS2, Highways England (HE) has published its Strategic Road Network initial report and supporting documents<sup>14</sup>. In its response to the proposals, the LCR put forward a case for improving strategic access to Liverpool John Lennon Airport, since it has nearly 5 million passengers per annum and rising and sits relatively close to a number of major freight sites.

4.18 As part of the Transport Investment Strategy published in 2017, the Government committed to creating a Major Road Network (MRN)<sup>15</sup>, and draft proposals were issued for consultation, outlining how a new MRN would help the Government deliver a number of objectives, including unlocking land for new housing development, whilst supporting wider economic growth and rebalancing the economy. The creation of an MRN will allow for dedicated funding from the National Roads Fund to be used to improve this middle tier of the busiest and most economically important local authority 'A' roads. As such, Liverpool City Region has proposed a number of roads for inclusion, in order to maximise the housing and economic opportunities afforded through the development of the Major Road Network and the associated funding stream.

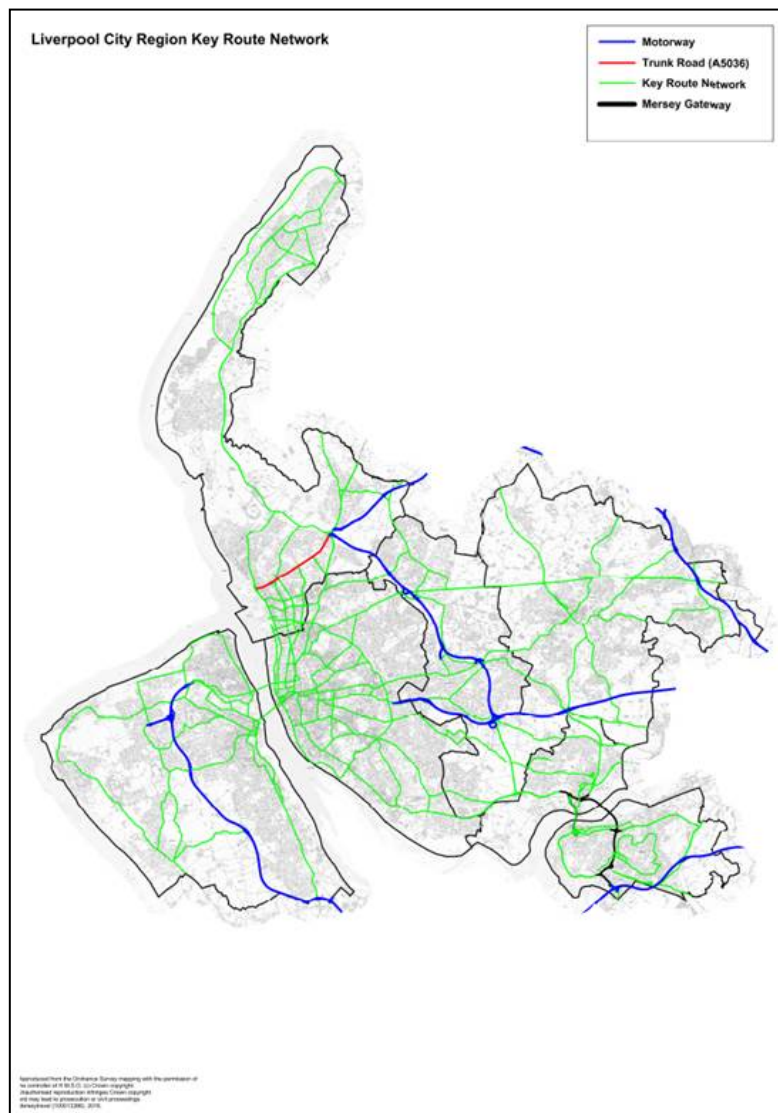
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<sup>13</sup> *Road investment strategy: post-2020* documents available [here](#) on UK government website.

<sup>14</sup> *Highways England's Strategic Road Network Initial Report* available [here](#) on UK government website

<sup>15</sup> *Proposals for the creation of a Major Road Network* consultation documents are available [here](#) on UK government website. An interactive map showing the indicative Major Road Network and Strategic Road Network is also available [here](#) on Department for Transport's website.

Figure 2: Liverpool City Region Key Route Network



4.19 The definition of a Key Route Network (KRN) of strategically significant roads across the Liverpool City Region was agreed by the Combined Authority in April 2016. This stemmed from ‘enabling’ powers that were made available to the Combined Authority and commitments within the Liverpool City Region’s Devolution Deal. It seeks to move towards a more strategic and co-ordinated approach to the management of the city region’s most important local roads. The KRN model provides a means to better integrate land use planning and transport decision-making at a strategic level. In relation to West Lancashire, Lancashire County Council are in the process of confirming their own KRN, and will ensure it matches with the LCR KRN where roads cross the boundary between Lancashire and the LCR Combined Authority area. The Draft Transport Strategy from the Cheshire and Warrington LEP (2018) suggests that the focus there will be on the Strategic Road Network, the TfN Main Road Network, complemented by other local improvements.

**7.**

The LCR authorities agree to work collaboratively with other relevant bodies to identify and address required improvements to the Strategic Road Network and Major Route Network.

Additionally, the Liverpool City Region partners have agreed an LCR Key Route Network to support new housing and employment development across the Liverpool City Region and unlock growth, and the Lancashire Key Route Network will be consistent with this in relation to their network in West Lancashire.

### **Cycling and Walking**

- 4.20 The LCR Rights of Way Improvement Plan details how improvements made to the public rights of way network can provide a better experience for walkers, cyclists and all users of public rights of way, based on the needs of local people and visitors.
- 4.21 A LCR Local Cycling and Walking Infrastructure Plan (LCWIP) is under preparation to provide a long term approach to developing comprehensive walking and cycling networks. It is intended that the LCWIP will provide: a network plan for walking and cycling that identifies preferred routes and core zones for further development; a prioritised programme of infrastructure improvements for future investment; and a report setting out the underlying analysis and narrative to support the network and identified improvements. The emerging LCWIP has identified 31 cycling and walking corridors with local partners and the Department of Transport (DfT) to form a strategic route network across the City Region.

**8.**

The LCR authorities agree to work collaboratively to implement the LCR Rights of Way Improvement Plan and LCR Local Cycling and Walking Infrastructure Plan when finalised.

### **Port of Liverpool**

- 4.22 The Port of Liverpool is one of the UK's top five container ports, operating within Sefton, Liverpool and Wirral. The largest volume and density of large warehousing (over 97,000 ft<sup>2</sup>/ 9,000m<sup>2</sup>) of any UK region is located within a 70 mile radius of Liverpool. As such, Liverpool's location at the heart of the UK offers a distinct advantage, with over 65% of the population of the UK and Ireland living within a 150 mile radius of the city. Liverpool already is the leading transatlantic port for the UK and handles 45% of North American trade.
- 4.23 The Port is a major short sea shipping hub for the Irish Sea area and has deep sea container shipping services connecting Liverpool to global destinations. Additionally, the Manchester Ship Canal carries around 8 million tonnes of cargo a year, removing freight from overcrowded roads and rail, and is the UK's largest inland seaway. Peel Ports currently operate a container ship shuttle service from the Port



of Liverpool to Manchester along the Ship Canal, which is the most environmentally-friendly bulk logistics solution in the UK, making an important contribution to the UK's carbon footprint reduction targets by delivering waterborne goods right to the heart of the country.

4.24 The Draft Port Master Plan<sup>16</sup> outlines the growth aspirations for the Port of Liverpool and Manchester Ship Canal. Port forecasts have indicated that rail traffic from the port has the potential to grow from 12 trains per day per direction up to 38, and work is underway to provide this capacity.

4.25 The current road access to the Port is constrained due to traffic congestion at peak times and will need to be improved during the plan period. The area adjacent to the main entrance to the Port suffers from poor air quality. It is recognised that major road improvements to facilitate port access will be required in the long term.

4.26 A scheme has been included in the national Road Investment Strategy, and Highways England is developing proposals to improve access to the Port of Liverpool and address traffic congestion in the area. A new dual carriageway route through the Rimrose Valley was announced as the preferred option in 2017. The proposals will be considered directly by the Planning Inspectorate through the Development Consent Order process for Nationally Significant Infrastructure Projects, and the proposals are currently at the pre-application stage. The judicial review of the consultation process requested by Sefton Council has been dismissed and Highways England is continuing to develop its preferred option.

## 9.

The LCR authorities support measures to support the growth of the Port and its aspirations set out in the Port Master Plan through investment in infrastructure, education, training and skills and the environment.

The LCR authorities will continue to work together to address capacity issues on the A5036 Dunning's Bridge Road corridor linking the port to the motorway network.

The LCR authorities agree that there are junction bottlenecks along the A580 (which is a prime corridor for development of new logistics sites to support the Port of Liverpool), and will continue to work together to address these issues.

## Liverpool John Lennon Airport

4.27 Liverpool John Lennon Airport (LJLA), one of the fastest growing airports in the UK in terms of passengers, has limited freight traffic at present. It generates £250m GVA per annum for the LCR (with the capability for this to increase to £625 million). The

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<sup>16</sup> *Mersey Ports Master Plan* available [here](#) on Peel Ports' website.



Airport Master Plan<sup>17</sup> sets out aspirations to increase passenger numbers to 7.8m passengers per annum by 2030 and 11m by 2050. Its catchment area covers the Liverpool City Region, North Wales, Lancashire, the Midlands, Yorkshire and Scotland. Improving surface access to enable seamless journeys will help make LJLA more attractive to new routes and drive upwards its economic contribution to the area, not least in increasing levels of inbound tourists. It is noted that the A562 has capacity issues and junction bottlenecks that may hold back economic growth potential in this area.

**10.**

The LCR authorities acknowledge the strategic importance of Liverpool John Lennon Airport and its important contribution to the local economy, and will support the Airport through investment in infrastructure improvements, including the Eastern Access Transport Corridor, education, training and skills.

### **Digital Inclusion**

- 4.28 The LCRCA is actively progressing the intention to create a resilient full fibre network interlinking the 6 LCR Local Authority areas, in order to accelerate the development of comprehensive local access networks to deliver ultrafast connectivity for homes and businesses, unlock major investment, and stimulate tech clusters plus growth across all sectors.
- 4.29 This will involve building on key existing assets, notably the GTT transatlantic internet fibreoptic cable landing near Southport, the STFC<sup>18</sup> Hartree Centre and IBM's high performance computing and artificial intelligence (AI) capabilities at Daresbury, the major science, education, health and culture facilities in Knowledge Quarter, 5G testbed in Liverpool, plus the LCR's four Global Digital Exemplar NHS trusts.
- 4.30 In addition to taking a holistic approach to developing digital infrastructure across other LCR policies (energy, planning, housing, skills and transport), a defining feature of our approach is the desire to "dig once", i.e. maximise opportunities to install ducting and fibre when the round is already open for other purposes (e.g. Key Route Network upgrades or installation of extensive new cycle routes).

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<sup>17</sup> Liverpool John Lennon Airport Master Plan to 2050 available [here](#) on Liverpool Airport website.

<sup>18</sup> Details available [here](#) on Hartree Centre website

**11.**

The LCR authorities agree that the city region must develop its own investment plans to accelerate investment and deployment in shared infrastructure to maximise development of digital and tech businesses, to support rapid public sector transformation and provide improved digital connectivity for residential properties and businesses .

### Utilities

4.31 The seven authorities will continue to work with infrastructure providers regarding provision of infrastructure, including National Grid, Distribution Network Operators (e.g. Manweb Scottish Power, Cadent) and United Utilities through regular liaison. With United Utilities this includes regular meetings regarding water supply, water resources and resilience and waste water services.

**12.**

The LCR authorities agree to identify areas where improvements to utilities infrastructure are needed to support schemes of city region significance, and will broadly set out working arrangements to deal with cross-boundary issues.

### Renewables

4.32 The seven local authorities, together with Warrington, jointly prepared the Renewable Energy Capacity Study in 2011<sup>19</sup>. This study focussed on wind energy, and looked only at wind speeds and high-level constraints with a view to identifying areas suitable for multiple turbine installations. Since then, there is a new national emphasis on the importance of identifying areas suitable for commercial scale renewable and low carbon energy in plans. There is an opportunity for joint working between the Liverpool City Region authorities, to generate a new evidence base regarding renewable energy, including wind. The Liverpool City Region already has a growing cluster of offshore wind energy assets and expertise and in 2012 was designated by the Government as one of six Centres for Offshore Renewable Engineering (CORE) in England, and therefore there is great potential for growth in the renewables sector.

### Mersey Tidal Power

4.33 The River Mersey has the second largest tidal range in the UK and one of the largest in Europe. Renewable power sources such as wind, solar and biomass have quickly established themselves as a principle energy source. Due to the growth of these renewable energy sources, along with gas and nuclear, low carbon energy now

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<sup>19</sup> Liverpool City Region Renewable Energy Capacity Study available [here](#) (part one) and [here](#) (part two) on Knowsley Council website.

makes a major contribution to the UK energy mix. New technologies such as offshore wind and energy storage have grown exponentially and presented the UK and areas leading in their development such as LCR substantial investment levels and new economic opportunities in their supply chains.

4.34 However, the potential of tidal energy in the UK and specifically the Liverpool City Region is untapped despite the major benefits both in terms of energy and the economy. In developing the business case and a preferred solution the Mersey Tidal Power Project will have to recognise and adequately mitigate any impacts upon environmental protection, shipping movements, freight and logistics and the maritime sector.

**13.**

The LCR authorities will work together to generate a new evidence base regarding renewable energy, including wind.

The LCR CA will continue to develop the business case and preferred solution for the Mersey Tidal Power project.

### Health and Wellbeing

4.35 It is increasingly accepted that the planning process has a significant part to play in creating healthy places and in promoting healthy life choices. It can also reduce environmental inequalities which affect health, wellbeing and quality of life. The Liverpool City Region partners recognise that development offers opportunities to influence these environmental determinants and improve health and wellbeing and quality of life for those living and working in and visiting the City Region, by:

- improving access to a choice of homes and jobs;
- improving infrastructure and access to healthier, sustainable modes of travel including public transport, walking and cycling;
- improving air quality and reducing pollution and carbon emissions;
- providing green infrastructure and opportunities for walking, cycling, outdoor recreation and sport which will help to improve physical and mental health and well-being;
- applying appropriate design standards to promote health and wellbeing; and
- providing safe waste storage and recycling opportunities.

4.36 Hospital and health service trusts operate across the local authority boundaries in the City Region and beyond. For example, Mersey Care NHS Trust provides specialist services including mental health and addiction services across Liverpool, Sefton and northern Knowsley, medium secure services for Cheshire and Merseyside, and national high secure services at Ashworth Hospital, Maghull in Sefton. The City Region authorities work with Clinical Commissioning Groups, hospital and health

Trusts regarding health needs, future housing and other development and land disposal or acquisition programmes of these trusts.

**14.**

The LCR authorities will continue to work with partners to take opportunities for development to improve health, wellbeing and quality of life across the City Region.

The LCR authorities will continue to work with Clinical Commissioning Groups, hospital and health trusts regarding health needs, future housing and other development and the estate management programmes of these trusts.

### **Environmental and Green Infrastructure**

4.37 Parts of the City Region have an outstanding environment and green infrastructure network which help to make the City Region distinctive, and which are valued by local residents, businesses and visitors. These natural and green infrastructure networks extend at a landscape or catchment scale across local authority boundaries. They include the internationally important nature sites on the Sefton Coast and Wirral Coast, the Mersey Estuary, inland ancient woodlands and an urban green infrastructure network including urban parks and strategic green links such as the Leeds and Liverpool Canal, Bridgewater Canal, Trans Pennine Trail and the emerging National Coast Path which consolidates the existing Coast paths in the City Region.

4.38 The seven local authorities recognise the need for a strategic approach to the City Region's natural assets and green infrastructure. They continue to work together and with a wide range of partners and funding sources to protect, enhance and where possible extend these networks and make the most of the many opportunities and benefits they offer. Nature Connected, the Local Nature Partnership, is the on-going forum for some of this work. Partners include the Environment Agency, Natural England, Mersey Forest, the Wildlife Trust for Lancashire, Manchester and North Merseyside, United Utilities, Atlantic Gateway and the Peel Group and other businesses and community organisations.

4.39 The LCR Ecological Network is a joint evidence base developed in 2015 by Merseyside Environmental Advisory Service (MEAS) as the foundation for a common policy approach to natural assets across the City Region. It identifies a LCR Nature Improvement Area (NIA) with individual NIA Focus Areas, many of which are cross-boundary, for example the Sefton Coast NIA, the Black Brook and Sankey Valley Corridor NIA.

4.40 Neighbouring areas of Lancashire (including West Lancashire), Greater Manchester and Cheshire are currently preparing Ecological Networks, which will allow a more integrated approach between the City Region and adjacent local authorities.

**15.**

The LCR authorities will continue to work with a range of partners to protect, enhance and where possible extend the strategic natural assets of the City Region.

**Protecting internationally-important habitats**

4.41 The Habitats Regulations Assessments (HRA) of the development plans of the LCR authorities including West Lancashire identified direct impacts and especially the ‘in combination’ impact of housing and tourism-related development in increasing recreation pressure on the internationally important nature sites on the Sefton and Wirral Coasts.

4.42 The LCR authorities (within the Combined Authority, so not including West Lancashire), MEAS and Natural England have commissioned a Recreation Mitigation Strategy (RMS) for the LCR coast to provide guidance on how the City Region can avoid or mitigate likely significant effects from these developments. An interim policy approach for Local Plans and Supplementary Planning Documents is being co-ordinated across the local authorities pending the collection of additional baseline surveys and the completion of this RMS.

**16.**

The LCR authorities agree to work towards a co-ordinated interim policy approach for mitigating impacts on the LCR coast, pending completion of the Recreation Mitigation Strategy in 2020. The LCR authorities and other partners will work towards implementation and delivery of the strategy across the City Region.

**Northern Forest and Mersey Forest**

4.43 Knowsley, Liverpool, Sefton and St. Helens councils, together with Cheshire West and Chester and Warrington councils, the Forestry Commission, Natural England and the Environment Agency are part of the long-standing The Mersey Forest partnership. The Mersey Forest continues to deliver an ambitious strategy benefitting the economy and businesses, natural environment, health and wellbeing and the local community of Merseyside and North Cheshire.

4.44 Recently The Mersey Forest team has been working with colleagues from the Woodland Trust and the other Community Forests in the north of England to prepare the plan for the Northern Forest. This is a 25 year vision to plant 50 million trees across the North of England, stretching from Liverpool to Hull; delivering up to £2.2bn of GVA in an area which is home to 13 million people.

4.45 The Mersey Forest has also facilitated and coordinated a common commitment to green infrastructure across the City Region, across the local authorities and a range of businesses, local organisations and other partners.

**17.**

The LCR authorities will continue to work with partners to make the most of the opportunities and benefits offered by the Mersey Forest and Northern Forest.

**Flood and coastal erosion risk management**

4.46 Joint working between lead local planning and flood authorities, Coast protection authorities, the Environment Agency and United Utilities and other partners across the City Region and beyond includes strategic, cross-boundary schemes across river catchments. This will continue into the future.

**18.**

The LCR authorities will continue to work with partners in relation to strategic management of flood risk across river catchments and in relation to other sources of flooding where appropriate.

**Air quality**

4.47 The Government's UK plan for tackling roadside nitrogen dioxide concentrations (July 2017)<sup>20</sup> recognised that air quality has an important effect on public health, the economy, and the environment. Vehicle emissions linked to volumes of traffic movement are an increasingly important cross-boundary issue for the City Region. Nitrogen dioxide (NO<sub>2</sub>) is still contributing to pollution levels that continue to be damaging to public health; and older people, children, people with pre-existing lung and heart conditions, and people on lower incomes may be most at risk. A LCR study on air quality has been commissioned to explore what measures need to be delivered and an Air Quality Task Force was established by the Combined Authority at the end of 2018.

**19.**

The LCR authorities and other partners will work together to address cross-boundary air quality issues and to deliver mitigation and measures to deliver air quality improvements across the City Region.

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<sup>20</sup> The Air Quality Plan for nitrogen dioxide (NO<sub>2</sub>) in UK (2017) is available [here](#) on DEFRA's website.

## Waste and Minerals

4.48 The Merseyside and Halton Waste Local Plan was adopted in July 2013. It covers the local authorities of Halton, Knowsley, Liverpool, St. Helens, Sefton and Wirral and sets out a strategy for dealing with waste management planning through to 2027. It aims to facilitate the development of a network of sustainable and modern waste management facilities which enable Merseyside and Halton to be as sustainable and self-sufficient as possible in terms of waste management. West Lancashire is covered by documents forming the Lancashire Minerals and Waste Local Plan, prepared by Lancashire County Council as waste planning authority for that area.

4.49 City Region authorities participate in the NW Aggregates Working Party and subscribe to the national Managed Aggregate Supply System through market monitoring and production of an annual Local Aggregates Assessment (LAA). The LAA is produced jointly with other authorities to reflect an aggregates sub-region defined by Government to include Merseyside, Warrington and Greater Manchester. Matters related to minerals reserves and land banks are monitored and reported annually at this sub-regional level through the LAA. This is the principal component of the evidence base to inform the future role of the City Region authorities in facilitating the appropriate supply of aggregate minerals.

### 20.

The LCR authorities agree that the Merseyside and Halton Waste Local Plan continues to provide a suitable vision for the management of waste up to 2027 and that the need for any changes to this Plan will be addressed on an on-going basis as required by relevant legislation.

The LCR authorities will maintain their commitment to the Managed Aggregate Supply System through continued representation in the North West Aggregates Working Party, will continue to work with MEAS and each other on minerals issues and will consult with Lancashire County Council as Minerals Planning Authority.

## 5 Governance and Management

### Governance

- 5.1 This Statement of Common Ground has been prepared by the seven local authorities – Halton, Knowsley, Liverpool, St.Helens, Sefton, West Lancashire and Wirral – and by the Liverpool City Region Combined Authority (which covers six of the local authorities – West Lancashire is an associate member).
- 5.2 There is an established mechanism for agreeing City Region-wide documents, and the Statement of Common Ground has followed this procedure. It has been agreed at the Liverpool City Region Housing and Spatial Planning Advisory Group (comprising the Portfolio Holders from each of the 6 constituent local authorities and other stakeholders), and the Liverpool City Region Combined Authority (on which Mayor / Leaders of the 6 constituent local authorities and the Liverpool City Region Mayor have voting rights) which has adopted the LCR Statement of Common Ground.
- 5.3 Once adopted by the LCR Combined Authority each of the 7 authorities will then adopt the document through the relevant mechanism. West Lancashire’s status as an associate member of the Combined Authority means that decisions on joint planning work are made by that council’s cabinet.
- 5.4 The LCR Statement of Common Ground will be made publicly available on the local authorities’ and Combined Authority’s websites.

### Management

- 5.5 The practical work of preparing the final Statement of Common Ground, and subsequently keeping it up-to-date, will be coordinated by the Combined Authority’s Lead Officer for Spatial Planning, the local authorities’ representatives on the Chief Planners Group, and the supporting staff network across the city region.



## 6 Timetable for Review and Update

- 6.1 The LCR Statement of Common Ground is a live document and will be regularly reviewed and updated. The timing for review will be determined by the preparation timetables of each authority's Local Plan (as set out Table 2 below) or, if relevant, when new or updated evidence becomes available. As a minimum, the LCR authorities will consider on an annual basis if a review is considered necessary.
- 6.2 Future versions of the statement will be agreed by the Combined Authority and local authorities as outlined above.

**Table 2: Local Plan Timetables (as of March 2019)**

Authority	Present Plan Adoption Date	Proposed Plan Review Date	Target/Actual Reg. 18 Date	Target/Actual Reg. 19 Date	Target/Actual Submission Date
<b>Halton</b>	2013	Ongoing	Jan 2018	Summer 2019	Dec 2019
<b>Knowsley</b>	2016	TBC			
<b>Liverpool</b>	2002	Ongoing	Sep-Nov 2016	Jan-Mar 2018	May 2018
<b>St.Helens</b>	2012	Ongoing	Dec 2016-Jan 2017	Jan-May 2019	Autumn 2020
<b>Sefton</b>	2017	TBC			
<b>West Lancashire</b>	2013	Ongoing	Oct-Dec 2018	Autumn 2019	Winter 2019
<b>Wirral</b>	2000	Ongoing	Jan 2020	Sep 2020	Nov 2020

## Appendix 1: Background Information on the Seven Local Authorities

Information on the development plans of the seven local authorities and the Liverpool City Region Combined Authority SDS is available on the following web pages.

**Halton:** <https://www4.halton.gov.uk/Pages/planning/policyguidance/planningplans.aspx>

**Knowsley:** <https://www.knowsley.gov.uk/residents/building-and-planning/local-plan>

**Liverpool:** <https://liverpool.gov.uk/council/strategies-plans-and-policies/environment-and-planning/plan-making-in-liverpool/current-local-plan-documents/local-plan/>

**Liverpool City Region Combined Authority:** <https://www.liverpoolcityregion-ca.gov.uk/what-we-do/housing-and-spatial-planning/>

**Sefton:** <https://www.sefton.gov.uk/localplan>

**St.Helens:** <https://www.sthelens.gov.uk/localplan>

**West Lancashire:** <https://www.westlancs.gov.uk/planning/planning-policy/the-local-plan.aspx>

**Wirral:** <https://www.wirral.gov.uk/planning-and-building/local-plans-and-planning-policy/local-plans>



## Appendix 2: Summary of Key Cross-Boundary Spatial Planning Issues

N.B. The individual signatory authorities recognise the need to continue to cooperate and work closely with other neighbouring local authorities and relevant bodies and, where necessary, will prepare separate Statements of Common Ground with these to cover more locally specific cross boundary matters.

	Halton	Knowsley	Liverpool	St.Helens	Sefton	West Lancashire	Wirral
Liverpool John Lennon Airport – expansion and surface access	✓	✓	✓				
Mersey Estuary – protected habitat (with Cheshire West and Chester, Liverpool, and Wirral; also Natural England).	✓		✓				✓
Tidal flood risk from River Mersey	✓		✓		✓		✓
Tidal flood risk from Ditton Brook	✓	✓					
Highways access to key existing and future economic development/employment sites	✓	✓	✓	✓	✓	✓	✓
Housing growth	✓	✓	✓	✓	✓	✓	✓
Employment	✓	✓	✓	✓	✓	✓	✓
Strategic road infrastructure	✓	✓	✓	✓	✓	✓	✓
Public transport connectivity	✓	✓	✓	✓	✓	✓	✓
Sankey Valley river catchment	✓			✓			
Green Belt and strategic green infrastructure	✓	✓	✓	✓	✓	✓	✓
Renewable energy	✓	✓	✓	✓	✓	✓	✓
Strategic access to Port of Liverpool			✓		✓		
Managing impacts on internationally-important nature sites	✓	✓	✓	✓	✓	✓	✓
Flood risk (managing fluvial impacts in Alt and Crossens catchments)		✓	✓		✓	✓	
Agreement of housing and employment land targets	✓	✓	✓	✓	✓	✓	✓

<b>Development and improvement of transport infrastructure to address cross-boundary commuting</b>	✓	✓	✓	✓	✓	✓	✓
<b>Minerals and waste planning</b>	✓	✓	✓	✓	✓	✓	✓
<b>Cross-Mersey movement</b>	✓		✓				✓

## Glossary

**Key Route Network (KRN):** Networks being developed by combined authorities to improve the management of local roads in their area. KRN identify local roads that are strategically important to the growth of the economy. They provide a city region-wide approach to managing strategically important roads, allowing for more efficient maintenance and action to reduce congestion.

**Local Aggregate Assessments (LAA):** An annual assessment of the demand for and supply of aggregates in a mineral planning authority's area. LAAs can be produced jointly by more than one mineral planning authority.

**The LCR authorities:** Unless otherwise stated, for the purposes of this Statement of Common Ground, these are the local authorities of Halton, Knowsley, Liverpool, St.Helens, Sefton, West Lancashire and Wirral, along with the Liverpool City Region Combined Authority.

**Major Road Network (MRN):** Proposed network of roads that will form a middle tier of the country's busiest and most economically important local authority 'A' roads, sitting between the national Strategic Road Network (SRN) and the rest of the local road network. A specific new funding stream will be dedicated to improvements on MRN roads.

**Merseyside Environmental Advisory Service (MEAS):** Specialist unit jointly funded by the six Liverpool City Region authorities to provide advice on specific environmental matters.

**Regulation 18 (Reg 18):** As set out in The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended). The initial stage of consultation on the preparation of a Local Plan where Local Planning Authorities invite comment (representations) from local communities, businesses and other interested stakeholders about what subjects the plan ought to contain.

**Regulation 19 (Reg 19):** As set out in The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended). The second stage of the consultation process when forming a Local Plan providing local communities, businesses and other interested stakeholders with the opportunity to make comment (representations) on the policy content of a draft Local Plan, within a specific remit. The remit relates to the 'Tests of Soundness' and also includes legal compliance, as set out in National Planning Policy Framework.

**Strategic Housing and Employment Land Market Assessment (SHELMA):** Assessment commissioned jointly by the LCR authorities to provide a consistent joint evidence base on housing and employment land needs for the LCR up to 2037.

**Strategic Route Network (SRN):** Comprises nationally significant roads which connect the main centres of population. These roads provide access to major ports, airports and inter-

modal freight terminals and the main cross-border routes to Scotland and Wales. Highways England operate, maintain, and enhance the SRN.

# Cheshire East Council Site Allocations and Development Policies Duty to Co-operate Draft Statement of Common Ground

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June 2019

Working for a **brighter future**  together



OFFICIAL



## **CHESHIRE EAST COUNCIL**

### **DUTY TO CO-OPERATE DRAFT STATEMENT OF COMMON GROUND**

#### **1. Introduction**

1.1 The Local Plan in Cheshire East<sup>1</sup> will be made up of four documents:

- The Local Plan Strategy (“LPS”) sets out the vision and overall planning strategy for the borough over the period to 2030. It includes strategic planning policies and allocates strategic sites for development. The Local Plan Strategy was adopted in July 2017.
- The Site Allocations and Development Plan Document (“SADPD”), which will set detailed non strategic planning policies to guide planning decisions and allocate additional sites for development to assist in meeting the overall development requirements set out in the LPS. This draft statement of common ground supports the consultation on the publication version of the SADPD.
- The Minerals and Waste Development Plan Document (“MWDPD”), which will set out planning policies for minerals and waste, including the identification of specific sites for these uses where required. The first draft of the MWDPD is currently being prepared.
- The Crewe Station Hub Area Action Plan (CSHAAP) will set out a planning framework to manage change and support investment and development of Crewe station and the surrounding area associated with the arrival of HS2 in Crewe. The CSHAAP will look beyond the LPS and set out policies and proposals for the area immediately around a new HS2 hub station. It directly responds to the arrival of HS2 at Crewe and will introduce a planning framework that aims to promote and manage land use change and related infrastructure provision in that area.

1.2 This duty to co-operate draft statement of common ground (“DTC SoCG”) relates to the publication version of the Cheshire East Site Allocations and Development Policies document (July 2019) (“SADPD”) which represents the second part of the council’s Local Plan.

1.3 Section 33A of the Planning and Compulsory Purchase Act 2004, amongst other things, requires that local planning authorities co-operate with each other and with prescribed bodies in maximising the effectiveness of development plan preparation in terms of strategic matters. In respect of the SADPD, that means sustainable development or the use of land that has or would have a significant impact across administrative boundaries.

1.4 National planning policy and guidance re-affirm that local planning authorities are under a duty to co-operate on cross-boundary strategic matters. It

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<sup>1</sup> Excluding the part in the Peak District National Park where the park authority is responsible for planning matters.

highlights the need for relevant organisations to collaborate to identify these matters which need to be addressed in plans. Indeed, effective and ongoing joint working on these matters is described as integral to the production of a positively prepared and justified strategy and should be demonstrated through the preparation and maintenance of one or more statements of common ground.

1.5 The SADPD has been prepared as a ‘daughter’ document to the adopted LPS. The SADPD is not seeking to amend any strategic policies in the Local Plan Strategy. There are no new strategic cross boundary matters arising from the content of the SADPD. The council has agreed this with all of its neighbouring local planning authorities and other relevant bodies. Although guidance on the preparation of a statement of common ground is directed at strategic policy-making authorities during the process of planning for strategic cross-boundary matters, the preparation of this statement serves to demonstrate that the council has properly discharged its legal duty and has reached agreement with all relevant parties that the SADPD does not give rise to any new strategic cross boundary issues. The Statement also provides an opportunity for the council to show how it has continued to work effectively and on an ongoing basis with relevant bodies regarding the strategic cross boundary matters identified during the preparation of the LPS.

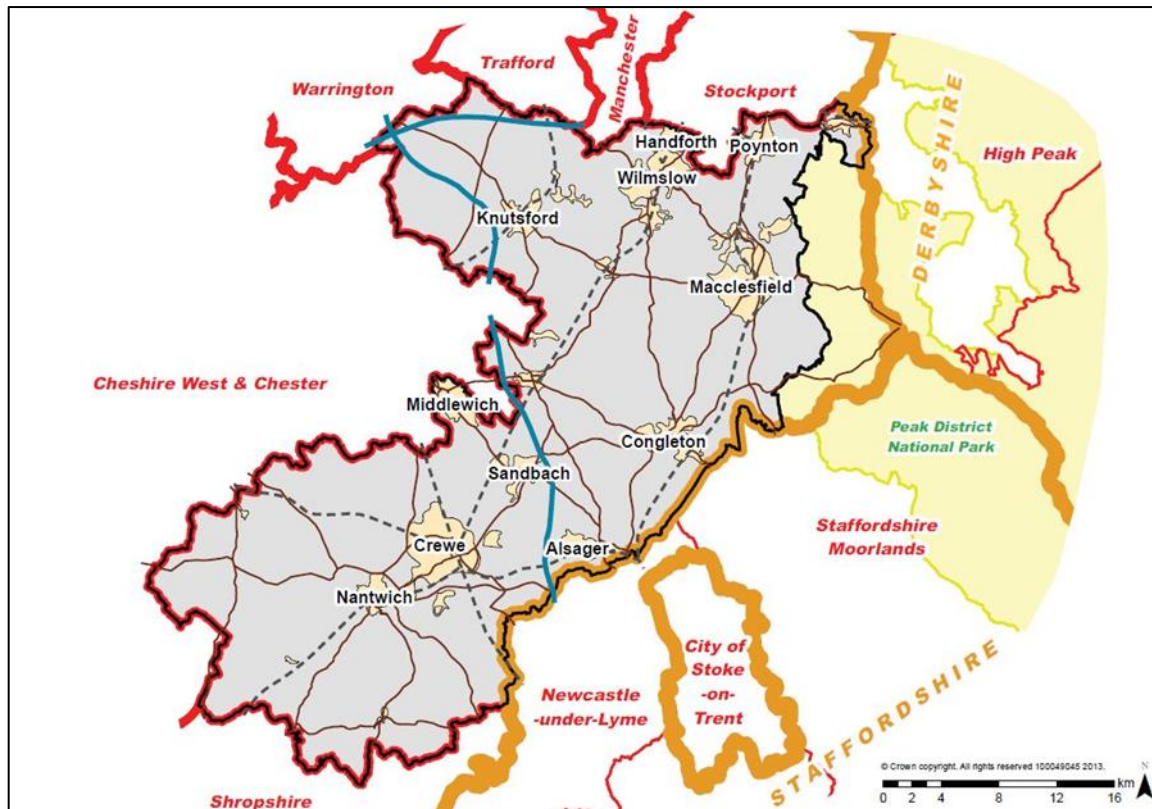
1.6 Planning practice guidance says that a statement of common ground should include

- A description of the administrative area covered by the statement with a justification for this;
- the key strategic matters being addressed by the statement;
- the governance arrangements and how the statement will be maintained and kept up to date; and
- a record where areas of agreement have (or have not) been reached on key strategic matters, including the process for reaching agreements on these.

This statement addresses all of those matters.

## **2. Geographical & Administrative area covered the statement**

2.1. As the SADPD does not give rise to any new strategic cross boundary issues this SoCG does not need to cover any other area outside of Cheshire East which, for plan-making purposes, excludes an area in the Peak District National Park that falls within the borough. Through the LPS, it was established that the borough does not form part of a shared functional economic area and that Cheshire East is comprised of a single housing market area.



**Figure 1: Cheshire East in Context**

- 2.2. Cheshire East shares a border with nine local authority areas: Cheshire West & Chester, Warrington, Trafford, Manchester, Stockport, High Peak, Staffordshire Moorlands, Newcastle-under-Lyme and Shropshire, as shown in Figure 1 above. The city of Stoke-on-Trent is also relatively close. Trafford, Manchester and Stockport are part of the Greater Manchester Combined Authority. The borough includes part of the Peak District National Park, as do High Peak and Staffordshire Moorlands and other local authorities not adjoining Cheshire East.

### **3. Strategic and Development Plan Context**

- 3.1. In the development of the LPS and through work with other authorities and organisations, a number of strategic, cross-boundary matters arose and were addressed through the duty to co-operate. The examining Inspector was satisfied that the legal duty and national policy requirements had been met. There is no need to deal with these matters again in this statement insofar as the SADPD is concerned. However, an up to date commentary on the workstreams emanating from the strategic cross boundary matters identified through the LPS process is provided later in this report. Although it is not considered strictly necessary to cover this in this statement of common ground, it has nevertheless been included to inform parties of how this work, related to the content of the LPS, has been progressed.

#### High Speed 2 (HS2) and the Constellation Partnership

- 3.2. The HS2 high speed rail link will connect London, Birmingham, Manchester and Leeds. As part of Phase 2a, HS2 is expected to connect to the West Coast Main Line just south of Crewe in 2027. HS2 Limited is currently working on the preferred route for the line (Phase 2b) from Crewe to Manchester: this runs northwards through the borough and parts of Cheshire West and Chester, before turning northeast into Greater Manchester and on to Manchester Piccadilly (via Manchester Airport).<sup>2</sup> Phase 2b is expected to be open by 2033.
- 3.3. Whilst the LPS recognises that HS2 may arrive at the borough within the current plan period, it does not address the land-use consequences of the proposed development of HS2. The land use consequences of HS2 would be a matter for a review of the LPS to deal with. In line with the LPS, the SADPD is also, therefore, a ‘pre-HS2 Plan’.
- 3.4. The council continues to develop proposals for a Crewe Hub Station anticipating the arrival of HS2 to the town. A new, high quality interchange would be created, reinforcing the role of Crewe as a strategic transport gateway to the north west of England. Related to this, the council is preparing an Area Action Plan (AAP) focused on the area around the future Crewe Hub Station. The AAP is separate to the SADPD and will be supported by its own evidence base and statement of common ground. It will clearly address the land use consequences of HS2, albeit limited to within the geographical area described.
- 3.5. The council is working in partnership to ensure that the wider sub-region benefits from the opportunities that HS2 will bring to the area in terms of sustainable development. The Constellation Partnership<sup>3</sup> comprises of two Local Enterprise Partnerships and seven local authorities, including Cheshire

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<sup>2</sup> <https://www.gov.uk/government/publications/hs2-phase-2b-crewe-to-manchester-route-section-map>

<sup>3</sup> <http://constellationpartnership.co.uk/>

East<sup>4</sup>. The Partnership continues to have a dialogue with the Government about longer term sustainable development and infrastructure investment, however, consideration of this falls outside the scope of the SADPD. As noted earlier, other than the work ongoing through the development of the AAP, the implications of HS2 would be considered through a subsequent review of strategic planning policies.

Greater Manchester Spatial Framework (GMSF) and the evolving plans of other adjacent local authorities

- 3.6. The local authorities within Greater Manchester are working together to prepare a Greater Manchester Spatial Framework. It is a strategic document that sets out how Greater Manchester should develop over the next two decades to 2037. A second (pre-publication) draft of the GMSF was consulted upon in early 2019<sup>5</sup> with the intention of publishing a final draft Plan and consulting on it mid-2019 prior to submission for examination. Warrington Borough Council has produced and consulted on a publication version of its Local Plan review in the first half of 2019<sup>6</sup>. Stoke-on-Trent and Newcastle-under-Lyme are currently developing a Joint Local Plan<sup>7</sup>. A Preferred Options consultation took place in early 2018 and a pre-publication draft Plan is expected to be consulted upon towards the end of 2019. Shropshire is undertaking a partial review of its Plan<sup>8</sup> and commenced a Strategic Sites Consultation in July 2019. Part 2 (Land Allocations and Detailed Policies) of the Cheshire West & Chester Plan is at an advanced stage of preparation. It was concluded by the Inspector in her June 2019 Examination Report that the Plan is sound subject to a number of main modifications being made to it.<sup>9</sup> It is evident that the scope of plans and plan-making timetables vary significantly amongst Cheshire East's neighbouring authorities. Each of these plans is, or will be, accompanied by its own statement of common ground relevant to what it is proposing.

### Development Plan Context

- 3.7. The council's development plan and progress on emerging plans is set out in Table 1 below:

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<sup>4</sup> Cheshire and Warrington Local Enterprise Partnership, Stoke-on-Trent & Staffordshire Enterprise Partnership, CE, Cheshire West & Chester Council, Stafford BC, Staffordshire Moorlands DC, Newcastle under Lyme BC, City of Stoke-on-Trent, Staffordshire CC.

<sup>5</sup> <https://www.greatermanchester-ca.gov.uk/gmsf>

<sup>6</sup> <https://www.warrington.gov.uk/localplan>

<sup>7</sup> <https://www.newcastle-staffs.gov.uk/all-services/planning/planning-policy/joint-local-plan>

<sup>8</sup> <https://shropshire.gov.uk/planning-policy/local-planning/local-plan-partial-review-2016-2036/>

<sup>9</sup>

[http://inside.cheshirewestandchester.gov.uk/policies\\_plans\\_and\\_strategies/planning\\_policy/local\\_plan](http://inside.cheshirewestandchester.gov.uk/policies_plans_and_strategies/planning_policy/local_plan)

**Table 1: Development plan documents in Cheshire East**

Document (see footnotes for web links to these documents)	Stage	Date
Cheshire East Local Plan Strategy 2010 to 2030 <sup>10</sup>	Adopted	July 2017
Saved policies: <sup>11</sup>		
Retained Policies from Congleton Borough Local Plan First Review	Adopted	January 2005
Retained Policies from Borough of Crewe and Nantwich Replacement Local Plan	Adopted	February 2005
Retained Policies from Macclesfield Borough Local Plan	Adopted	January 2004
Retained Policies from Cheshire Replacement Minerals Local Plan	Adopted	June 1999
Retained Policies from Cheshire Replacement Waste Local Plan	Adopted	July 2007
Cheshire East Site Allocations and Development Policies Document (SADPD) 2010 to 2030 <sup>12</sup>	Publication Version consultation mid 2019.	N/A
Minerals and Waste Development Plan Document 2010 to 2030 <sup>13</sup>	Pre-publication draft expected to be consulted on late 2019	N/A
Crewe Station Hub Area Action Plan <sup>14</sup>	Pre-publication draft expected to be consulted on mid 2019.	N/A
Neighbourhood Plans <sup>15</sup>	22 Plans made, as of April 2019	Various

3.8. Cheshire East's up to date strategic planning policies are set out in the Local Plan Strategy ("LPS"). The LPS sets out the overall levels and location of new development across the borough from 2010 to 2030. The Plan was adopted in July 2017 and includes the following strategic priorities:-

- Promoting economic prosperity by creating conditions for business growth.
- Creating sustainable communities, where all members are able to contribute and where the Infrastructure required to support the community is provided.

<sup>10</sup> [https://www.cheshireeast.gov.uk/planning/spatial\\_planning/cheshire\\_east\\_local\\_plan/local-plan-strategy/local\\_plan\\_strategy.aspx](https://www.cheshireeast.gov.uk/planning/spatial_planning/cheshire_east_local_plan/local-plan-strategy/local_plan_strategy.aspx)

<sup>11</sup> [https://www.cheshireeast.gov.uk/planning/spatial\\_planning/saved\\_and\\_other\\_policies/saved\\_and\\_other\\_policies.aspx](https://www.cheshireeast.gov.uk/planning/spatial_planning/saved_and_other_policies/saved_and_other_policies.aspx)

<sup>12</sup> [https://www.cheshireeast.gov.uk/planning/spatial\\_planning/cheshire\\_east\\_local\\_plan/site\\_allocations\\_and\\_policies.aspx](https://www.cheshireeast.gov.uk/planning/spatial_planning/cheshire_east_local_plan/site_allocations_and_policies.aspx)

<sup>13</sup> [https://www.cheshireeast.gov.uk/planning/spatial\\_planning/cheshire\\_east\\_local\\_plan/minerals-and-waste-development-plan-documents.aspx](https://www.cheshireeast.gov.uk/planning/spatial_planning/cheshire_east_local_plan/minerals-and-waste-development-plan-documents.aspx)

<sup>14</sup> [https://www.cheshireeast.gov.uk/planning/spatial\\_planning/cheshire\\_east\\_local\\_plan/area-action-plan-for-crewe/area-action-plan-for-crewe.aspx](https://www.cheshireeast.gov.uk/planning/spatial_planning/cheshire_east_local_plan/area-action-plan-for-crewe/area-action-plan-for-crewe.aspx)

<sup>15</sup> <https://www.cheshireeast.gov.uk/planning/neighbourhood-plans/neighbourhood-planning.aspx>

- Protecting and enhancing environmental quality of the built and natural environment.
  - Reducing the need to travel, managing car use and promoting more sustainable modes of transport and improving the road network.
- 3.9. The LPS sets out the overall strategy for the pattern, scale and quality of development. It is supported by an infrastructure delivery plan and provides the strategic context for the conservation and enhancement of the natural, built and historic environment in the borough.
- 3.10. Following on from the Local Plan Strategy, the Council is now preparing its Site Allocations and Development Policies Document (SADPD) and a Minerals and Waste Development Plan Document. These will form the second and third parts of the Local Plan and, once adopted, these will replace all the retained policies in the older, but still extant, local plans (1999 – 2007) listed in Table 1. These older plans were prepared and adopted by the councils that existed prior to local government re-organisation in 2009 and the creation of Cheshire East.
- 3.11. The Crewe Station Hub Area Action Plan (CSHAAP) will set out a planning framework to manage change and support investment and development of Crewe station and the surrounding area associated with the arrival of HS2 rail in Crewe. This CSHAAP will look beyond the LPS and set out policies and proposals for the area immediately around a new HS2 hub station.

#### Strategic, cross-boundary matters related to the LPS

- 3.12. The LPS was supported by memoranda of understanding and detailed reports setting out areas of agreement on strategic matters and the further collaborative work necessary to address these. This included work related to the planning of transport and infrastructure around the boundary with Greater Manchester, amplified by the work currently in progress on the Greater Manchester Spatial Framework. It also included further consideration of transport and education (schools provision) planning across the Cheshire East-Newcastle-under-Lyme boundary (mainly with regard to Alsager). This has involved engagement with Stoke-on-Trent City Council, Newcastle-under-Lyme and Staffordshire County Council. Appendix 1 provides a short summary of the position of neighbouring local authorities and / or prescribed bodies, in respect of the SADPD and matters requiring further joint work following the adoption of the LPS.

#### Community Infrastructure Levy (“CIL”)

- 3.13. The council has recently adopted a CIL Charging Schedule. It came into effect on 1<sup>st</sup> March 2019. The process of preparing a CIL charge for Cheshire East has not identified any cross boundary strategic matters in respect of the provision of infrastructure.

Summary of SADPD Position

3.14. The SADPD is a ‘daughter’ document to the LPS and designed to fulfil two functions. The first is to allocate additional sites to address the remaining development figures set out by the LPS. Importantly, this includes the apportionment of development figures to individual Local Service Centres and the allocation of sites to address these figures. The second is to set out more detailed policies to guide planning application decisions in the Borough.

3.15. As documented by the responses received in Appendix 1, there are no strategic cross boundary issues that flow from the policies and proposals set out in the SADPD. There is also ongoing engagement with other local authorities related to existing memoranda of understanding put in place to support the Local Plan Strategy.

**4. Governance and Management**

Governance

4.1. The draft Statement of Common Ground has been prepared by officers from the council’s Strategic Planning Team and agreed by Cheshire East’s Cabinet alongside the approval to consult on the Publication Draft of the SADPD, its Sustainability Appraisal and Habitats Regulations Assessment.

4.2. The Strategic Planning Team will take lead responsibility for reviewing and updating the Statement, and for collaborating with other teams and partner organisations. For the avoidance of doubt, this SOCG relates to the SADPD and other DTC SOCGs will be prepared alongside subsequent Development Plan Documents, as required.

4.3. This DTC SOCG is being published as a draft document for consideration by, in particular, relevant DTC organisations who will be then invited to sign it, prior to it being submitted to the Secretary of State for consideration by the appointed Inspector at examination.

Review

4.4. The SoCG will be formally reviewed and updated, as required, as circumstances change and new development plan documents are prepared.

Working with Partners

4.5. Cheshire East Council will continue to work with all relevant organisations to support successful plan-making. These include not just Cheshire East’s neighbouring local authorities, but also other organisations with an important role in addressing strategic matters.

4.6. In addition to neighbouring councils, the council has engaged with the following “prescribed bodies” in the preparation of the SADPD



- Environment Agency;
- Historic England;
- Natural England;
- Homes England;
- NHS Clinical Commissioning Group(s);
- Highways England;
- Civil Aviation Authority;
- Network Rail Infrastructure Limited

4.7. The council has also engaged with the following additional ‘specific consultation bodies’

- Utility providers in respect of: Gas; Electric; Sewage; Water; and Telecommunications
- The Coal Authority

4.8. Local Enterprise Partnerships and Local Nature Partnerships are not subject to the requirements of the duty but in accordance with Planning Practice Guidance the council has engaged them in the preparation of the Plan and has had regard to their activities relevant to local plan-making.

## **5. Signatories**

To be completed during consultation on the Publication Draft SADPD.

**6. Appendix 1: Summary of position with adjacent Local Authority or Prescribed bodies.**

- 6.1. Adjacent local authorities, prescribed and other bodies (where relevant to do so) have been consulted with at all stages of the development of the Plan (the SADPD) and where appropriate there has been specific engagement and collaboration in the preparation of joint studies and evidence based documents.
- 6.2. Where comments have not been received during formal consultation stages then additional engagement has taken place to confirm the position of neighbouring authorities and relevant prescribed bodies. This included a set of letter(s) sent through March – May 2019 which sought to confirm whether stakeholders felt that the First Draft SADPD gave rise to any new strategic matters that cross administrative boundaries. The outcomes of this engagement is briefly summarised In table 2 below:-

<b>Table 2: - Summary of responses to First Draft SADPD</b>	
<b>Local Authority / prescribed bodies</b>	<b>Outcome of DTC engagement</b>
Cheshire West and Chester	<p>Response received to the First Draft SADPD consultation (September / October 2018) confirming that the key strategic matters between the two authorities have been fully addressed through the preparation and adoption of the Local Plan (Part One) Strategic Policies in Cheshire West and the Local Plan Strategy (LPS) in Cheshire East.</p> <p>Additional comments of a technical and non strategic nature received relating to the approach of the First Draft SADPD to Middlewich and policies including GEN 5, ENV 1 and INF 8.</p> <p>In the Report on the Examination of the Cheshire West and Chester Council Local Plan (Part Two) Land Allocations and Detailed Policies (June 2019)<sup>16</sup>, the Inspector notes that “There is convincing evidence of constructive and ongoing joint working between the two councils on the strategy for development around Middlewich, including housing and employment land, during the preparation of this Plan; a matter that is confirmed by both</p>

<sup>16</sup> Available at [http://consult.cheshirewestandchester.gov.uk/portal/cwc\\_ldf/cw\\_lp\\_part\\_two/sub/](http://consult.cheshirewestandchester.gov.uk/portal/cwc_ldf/cw_lp_part_two/sub/)

	<p>councils.” (Paragraph 22). Significantly, the Inspector goes on to note that “In any event, the amount of housing and employment land in dispute, in this regard, (roughly 169 homes and 12 hectares (has) of employment land) in the context of the amount of development proposed to be accommodated in Middlewich by Cheshire East in its Local Plan Strategy (Policy PG7 requires in the order of 1950 homes and 75 has of employment land), would not constitute a strategic cross border matter requiring compliance with the DtC.”</p> <p>Following on from the adoption of the Local Plan Strategy, Cheshire West and Chester and Cheshire East have worked collaboratively regarding the delivery of the proposed Middlewich Eastern Bypass, a key piece of infrastructure to facilitate planned development at Middlewich. An element of the scheme falls within Cheshire West and Chester and the collaborative working has now culminated in the granting of planning permission for this scheme by both councils.</p>
Derbyshire County Council	Response received 14.03.2019 confirming that the Cheshire East Local Plan SADPD does not give rise to any new strategic matters that cross the Cheshire East/Derbyshire boundary.
Halton Borough Council	Response received 10.04.2019 confirming that the draft SADPD does not raise any strategic issues likely to affect Halton.
High Peak Borough Council	Response received 18.03.2019 confirming that the SADPD (August 2018) does not give rise to any new strategic matters under the Duty to Co-operate
Manchester City Council	Response received 01.04.2019 confirming that the SADPD does not give rise to any additional issues of a strategic cross boundary nature. Additional comment of a technical nature made regarding policy ENV 9 (Wind Energy).
Trafford Council	Response received 21.03.2019 confirming that the SADPD does not give rise to any new strategic matters that cross administrative boundaries
Greater Manchester Combined Authority	Response received 26.04.2019 confirming that that GMCA does not consider that the Cheshire East SADPD gives rise to any new strategic cross-boundary issues from a Greater Manchester perspective
Peak District National Park Authority	Response received 01.04.2019 stating that the authority has no specific concerns with the proposals in the SADPD, however it would ask that robust protection is given to the setting of the National Park and that there is a duty on all public bodies when making

	decisions likely to affect the National Park, and the setting of a National Park, to have regard to the purposes for which national parks were designated, namely the conservation of wildlife, cultural heritage, and natural beauty.
Shropshire Council	Response received 01.04.2019 noting that the Local Plan Strategy which was adopted in 2017 contains the strategic planning policies and strategic site allocations and it is the purpose of the Draft SADPD to provide detailed policies and further, smaller, non-strategic allocations. Having considered the Draft SADPD, Shropshire Council does not consider that the proposals within it will create any significant cross border strategic issues with Shropshire Council.
Staffordshire County Council	Response received 28.03.2019 confirming that the SADPD does not give rise to any new strategic matters that cross administrative boundaries.  Following the adoption of the LPS there were a series of cross boundary issues identified and mechanisms to address these were set out in both the Plan and a signed Memorandum of Understanding (MoU) between the authorities. The Joint Local Plan for Stoke-on-Trent and Newcastle-under-Lyme is now progressing and Staffordshire County Council will therefore need to further enact the MoU, particularly around education and transport infrastructure. Ongoing engagement on these matters is and will need to continue.
Staffordshire Moorlands Borough Council	Response received 18.03.2019 confirming that the SADPD (August 2018) does not give rise to any new strategic matters under the Duty to Co-operate
Stockport Metropolitan Borough Council	Response received 09.05.2019 confirming that that having checked the proposed allocations and associated policies, Stockport Council does not intend to make specific comment on any of those matters at this stage. The proposed allocations which are in broad proximity to Stockport’s boundary, or which might affect Stockport, are sites of which the Council was already aware as a result of the LPS. The comments that were made by the Council at that time in relation to those sites were addressed through the examination of the LPS.  Stockport Council is conscious of the ongoing cross-boundary issues which exist in relation to proposed developments in both the ‘Site Allocations’ and ‘Local Plan Strategy’ documents, particularly in relation to transport matters. It is the intention to continue

	working with Cheshire East on these matters through the development of all planning documents relating to both Cheshire East and Stockport.
Stoke-on-Trent and Newcastle-Under-Lyme Borough Council	<p>Response received 03.04.2019 confirming that whilst the SADPD does not give rise to any new strategic matters that cross administrative boundaries there is recognition that there are existing cross boundary issues which remain from the Cheshire East Local Plan Strategy and will require further collaboration. This has been flagged up through Duty to Co-operate meetings.</p> <p>There were a series of cross boundary issues identified in the LPS and mechanisms to address these were set out in both the Plan and a signed Memorandum of Understanding (MOU) between authorities and Staffordshire County Council, particularly concerning highways and transport issues.</p> <p>The Joint Local Plan for Stoke-on-Trent and Newcastle-under-Lyme is progressing and is at a point where transport modelling is being undertaken. It is important to ensure that the transport modelling correctly recognises the cross boundary issues already flagged up through the MOU for the Cheshire East Local Plan and that these are addressed jointly. Ongoing engagement on these matters is and will need to continue.</p>
Warrington Borough Council	Response received 28.03.2019 confirming that the Cheshire East Site Allocations and Development Policies Document does not give rise to any new strategic matters that cross our administrative boundaries.
Environment Agency	Response received 29.04.2019 confirming that having reviewed the first draft of the SADPD and they have not identified any new strategic matters resulting from the first draft of the SADPD.
Historic England	Response received 08.05.2019 confirming that they do not consider that there are any strategic matters as set out in S110 of the Localism Act 2011 which affect the historic environment. However, bearing in mind that the Duty to cooperate is an ongoing process, hope that, should any strategic matters arise which would affect the historic environment of the area; Historic England will be able to continue to work closely with the Council.
Natural England	Response received 18.06.2019 stating that Natural England confirmed that they do not consider that the Cheshire East Site Allocations Development Policies Draft Plan gives rise to any new strategic matters.
Civil Aviation Authority	Response received 30.04.2019 - No comment to make

<p>Homes England</p>	<p>Response received 14.06.2019 stating that Homes England submitted a response to the draft SADPD on 19.10.18. This addressed technical, site specific points where Homes England have an active land interest rather than any strategic, plan-wide matters which are for the local authority to determine, based on appropriate and available evidence</p>
<p>South Cheshire Clinical Commissioning Group</p>	<p>Response received 07.05.2019 stating that NHS South Cheshire CCG has reviewed the Site Allocations and Development Policies Document. The CCG is supportive of the changes made within the document, but with the points raised that additional housing will create pressure on both Primary Care and Acute services within the CCG area. The pressure on Primary Care is significant both from physical ‘premise capacity’ to the pressures on clinical staffing. The CCG would welcome advance notice of new housing developments in the area and continued interoperability with the local authority in the process of obtaining additional funds that will assist with the pressures mentioned above.</p>
<p>Highways England</p>	<p>Response received 10.06.2019 stating that based on the additional information provided for the Recipharm site (Site HCH1), it is concluded that the site expansion in isolation is not of a significant scale that it would result in an impact to the operation and safety of the Strategic Road Network (“SRN”) (namely M6 Junction 18). Notwithstanding, it would be expected that Highways England is consulted at the pre-application scoping stage should the site be progressed in the future, with appropriate assessment determined at this time. Highways England therefore maintains that, based on the available evidence, there are no individual sites that should not be progressed to the next stage of consultation on the SADPD based on their anticipated impacts on the capacity and safety of the SRN.</p> <p>Through the correspondence with CEC to date, Highways England is aware that a strategic model of the borough does not currently exist and therefore it is not possible to assess the traffic impacts on a borough-wide scale at this stage. Nevertheless, we recommend that during the life of the Local Plan a Transport Study is undertaken in order to monitor the performance of the individual SRN junctions as the development sites come forward.</p> <p>Updated transport evidence undertaken at suitable mid-point(s) of the Local Plan would enable the performance of these junctions to be monitored and for the effects of these schemes, combined with development sites coming forward, to be better understood by both parties.</p>

<p>Cheshire Region Local Nature Partnership</p>	<p>Response received 18.06.2019. The Local Nature Partnership (LNP) recognises that the SADPD policies add detail to the strategic policies of the LPS including those that relate to the protection and enhancement of the natural environment. The LNP do not consider that there are any new or additional strategic cross boundary matters arising through the policies and proposals of the SADPD.</p> <p>Suggest that consideration is given to highlighting the role of the ecological framework in both targeting net gain and safeguarding existing ecological assets in future policy. Referencing Northern Forest will also help to highlight opportunities that this initiative may provide for the borough.</p> <p>Welcome the inclusion of net gain and natural flood management as key considerations and these are certainly cross boundary issues that will need future coordination.</p>
<p>Cheshire Local Enterprise Partnership</p>	<p>Response received 28.06.2019. The Local Enterprise Partnership confirms that from a LEP perspective, the Local Plan is consistent with the ambitions of the LEP’s Economic Plan and that the Site Allocations and Development Policies Document does not give appear to give rise to any new strategic matters.</p>

<b>REPORT TO:</b>	Executive Board
<b>DATE:</b>	17 October 2019
<b>REPORTING OFFICER:</b>	Strategic Director, Enterprise, Community and Resources
<b>PORTFOLIO:</b>	Economic Development
<b>SUBJECT:</b>	Scrutiny Topic Group – “Better Jobs to Make Better Lives”
<b>WARDS:</b>	All

## **1.0 PURPOSE OF THE REPORT**

- 1.1 The purpose of this report is to present to the Executive Board the Scrutiny Topic Group report “Better Jobs”. The report was prepared by the Employment Learning and Skills and Community (ELS&C) PPB. The full report is contained in appendix 1. The Chair of the Committee, will present the report findings

## **2.0 RECOMMENDATION: That Executive Board approves the conclusions and recommendations presented in the report.**

## **3.0 SUPPORTING INFORMATION**

During the last twelve months, Members of the ELS and C PPB have worked on a Scrutiny Topic Group which has considered how and to what extent any jobs being created in the Borough are accessible to local people. Within the context of this work, Members have evaluated the employment, learning and skills services provided by the Council, identifying the opportunities and challenges the Council faces in delivering these services, whilst taking into account the non-statutory nature of the these services.

The report acknowledges the positive work that the Council undertakes to support residents into training and or employment, but recognises that employees from outside the Borough commute to take up higher paid job opportunities provided by Halton businesses. The report considers actions already being taken and further actions that could be implemented which would increase the number of residents accessing these jobs in the future.

## **4.0 POLICY IMPLICATIONS**

A wide range of research documents have been analysed and a number of conclusions and recommendations are put forward for consideration.



## CONCLUSIONS

- Significant numbers of jobs are being created in the Borough and, proportionately, Halton residents access the lower paid rather than the higher paid jobs. (The definitions are: “Low pay is defined as the value that is two-thirds of median hourly earnings and high pay is defined as the value that is 1.5 times median hourly earnings”).
- However, Halton when considering the annual survey of hours and earnings (2016), the Borough has seen the largest increase in the LCR in both Full and Part time earnings for Halton residents over the past 5 years (higher than regional and national averages)
- It is apparent from the research undertaken by the topic group that there are a number of wider factors (health, skills, qualifications, access) that have a bearing on whether Halton residents would take up employment opportunities in the Borough. This is evidenced by the comparative data which was analysed in respect of the Borough’s disadvantaged and more affluent wards.
- The Topic Group concludes that the Borough’s residents receive good support from the Council in accessing employment, learning and skills. This is evidenced by performance indicators showing the number of people who have been supported into work over a five – seven year period and presented to the PPB through quarterly monitoring reports.
- There are examples of specific community focused services provided by the Council and its partners aimed at encouraging residents to find training and employment.
- There are constraints that the Council faces in being able to deliver these services which are considered to be ‘non-statutory’. Whilst funding is available it is often time-limited and is focused on specific actions, and, therefore, less flexible.
- There is more promotional and marketing work that could be done to raise awareness of the employment, learning and skills services provided by the Council. A good example of where this has worked has been seen in the increase in enrolments on adult learning courses.
- Build on the analysis of, for example, of adult learning enrolment information and Households into Work data which would assist in better understanding how referrals/enquiries to Council services

materialise (for example, word of mouth, marketing campaigns, and or direct referrals).

- However, the ability to do this is obviously determined by available resources. Furthermore, any increase in demand needs to be managed in line with existing resources and also in line with how the Council's Employment Learning and Skills division can procure and access support services, for example, IT, communications and marketing, alongside other competing Council priorities.

## **RECOMMENDATIONS**

The following recommendations are made within the Topic Group report:

- Identify and work with recruitment agencies that operate outside the Borough to encourage them to access a labour force from within Halton. (March 2020)
- Apply the learning from Public Health data collection and community engagement to gauge take up of Employment Learning and Skills services in the Borough's disadvantaged areas. (September 2019)
- Awareness raising relating to employment learning and skills services provided – Develop Communications and an engagement plan. (March 2020). This could include actions such as:
  - Summarising HBC ELS services on business rates bills;
  - Posting messages via Member profiles on Facebook;
  - 'what businesses do' orientation boards in key employment areas; build on Hidden Halton theme raising the profile of 'unknown' businesses in the Borough.
- Present an overview of the Sci-Tech Daresbury Talent Strategy to a future PPB (September 2019). This could include reference to how jobs in the medical services industry are promoted.
- Enrolment Data gathered by the Council's ELS Division is expressed as a proportion of the working age population and unemployment statistics rather than as raw percentages. (Now)
- Alignment with Business improvement and growth team with larger employers in terms of recruitment needs. (Now)
- Introduce new KPIs for the ELS and C PPB based on Topic Group conclusions (November as part of the business planning cycle). N.B. To set out targets that relate to an ambition to increase numbers of local residents accessing the better paid jobs
- Consider outsourcing of IT activities to specialist providers of IT in schools/colleges.

## **5.0 OTHER IMPLICATIONS**

There are no further implications arising from this report. The recommendations reflect the challenging financial climate and it is considered that the recommendations made are deliverable with modest resources being made available through existing budgets.

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

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

Not applicable

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

The scrutiny topic group report provides recommendations which support the Council's employment learning and skills priority.

### **6.3 A Healthy Halton**

Not applicable

### **6.4 A Safer Halton**

Not applicable

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

Not applicable

## **7.0 RISK ANALYSIS**

There are no risks identified in the report.

## **8.0 EQUALITY AND DIVERSITY ISSUES**

There are no equality and diversity issues arising from the report.

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

None

# **SCRUTINY TOPIC GROUP**

## **EMPLOYMENT LEARNING AND SKILLS AND COMMUNITY POLICY PERFORMANCE BOARD**

**“BETTER JOBS TO MAKE BETTER LIVES”.**

### **REPORT**

**MAY 2019**

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8. Recommendations

**Appendices**

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Appendix 2 – Research Review Paper

Appendix 3 – Borough Skills and Business Profile

Appendix 4 - Early Life Influences Relating to Employment

Appendix 5 - Stakeholder Engagement (Windmill Hill ward)

Appendix 6 - Adult Learning Enrolments

Appendix 7 – Adult Learning Customer Profiling

## 1.0 PURPOSE OF THE REPORT

In February 2018, the Employment Learning and Skills and Community Policy Performance Board (PPB) agreed to establish a Scrutiny Topic Group for the Municipal Year 18/19.

The Topic to be investigated was given the working title “Creating Better Jobs in Halton”.

The starting point for this topic was an acknowledgement that a significant number of jobs have been created in Halton Borough during the last five years.

This has led to a gradual reduction in the number of people seeking work. However, if the borough’s economy is to grow and thrive in the future, then there needs to be a drive towards the creation of better paid quality jobs.

An initial desk top survey revealed that the borough was performing well in this regard.

However, the PPB proposed that it would be useful to ascertain to what extent the jobs being created were being accessed by local people, and what the Council and its partners were doing or could do to support local people in accessing these jobs?

## 2.0 STRUCTURE OF THE REPORT

The topic group report is structured with an introduction, a brief summary of methodology followed by evidence, analysis with findings conclusions and recommendations.

Milestones are attached to the recommendations from the scrutiny review.

## 3.0 INTRODUCTION

### 3.1 Reason the Scrutiny review was commissioned

Members receive regular reports on the borough’s economic performance and each year the ELS and C PPB receives a Local Economic Assessment. In summary, this outlines how Halton’s economy is performing, for example, providing statistics on employment rates, business growth, skills and qualifications in the borough.

During these briefings members received information confirming that job creation in the borough is strong, but questions remained concerning the ‘take up’ of ‘better paid’ jobs by residents.

### 3.2 Policy Performance Board

As a result of these discussions, this report was commissioned as a Scrutiny Topic for the Employment Learning and Skills Community Policy and Performance Board.

### 3.3 Membership of the Scrutiny Topic Working Group

Membership of Scrutiny Topic working group included.

Members	Officers
Cllr A MacManus (Chair) Cllr C Plumptre Walsh Cllr G Logan Cllr P Wallace Cllr J Roberts Cllr A Teeling Cllr R Leck Cllr L Whitley	Wesley Rourke Neil McSweeney Siobhan Saunders

## 4 METHODOLOGY

To respond to this topic brief, Members agreed to adopt six sigma principles to guide the review. The aim of this approach was ultimately to consider how residents would be actively encouraged to access these jobs and establish if, and how, processes could be improved.

The statistics referred to above, had revealed that earnings per household in the borough were low compared with regional and national averages. On the other hand, compared with other areas, the costs associated with living in Halton (accommodation; food), are relatively low. Nevertheless, at a work base level, wages are higher in Halton compared with other areas regionally and nationally, and therefore, a conclusion could be drawn that some better paid jobs are accessed by workers who do not live in Halton. The possible reasons for this were considered as part of the review and a significant amount of work was undertaken to understand the “baseline position”.

Members of the Topic Group referred to the synergy between, and learning accrued from, other previous Scrutiny Topic Groups such as “Barriers to Employment from an employee perspective”, “Barriers to Employment from an Employer perspective”, and also “Barriers to Learning”.

However, it was noted that these reports are a number of years old, and during this time, the policy and funding landscape has changed.

### ***Six Sigma and “DMAIC”***

As mentioned above Six Sigma was used to manage and structure the topic group meetings, and the “DMAIC” framework, provided a focus at each meeting as follows:-

Define – The topic group firstly defined the problem, undertook an initial assessment of the situation and defined the scope and goals of the topic group.

Measure – Work was then undertaken to gather statistical information on employment rates, skills levels and vacancy rates, and these were used to measure future performance and measure where improvements were being made.

Analyse – The next stage was that the views of partners and customers were sought to better understand processes, procedures and policies applied to helping people secure and retain work and consider specific relevant areas where performance could be improved.

Improve – a discussion took place on whether it was feasible for systems or services to be improved over time.

Control – Finally the topic group set out recommendations for how any changes could be applied and retained in the future.

## 5 EVIDENCE

### **DEFINE**

The “define” element of the scrutiny topic was the most difficult aspect of the work to progress.

There was initial uncertainty in respect of to what extent the project brief should/could take into account the following:-

Geographic Focus – targeting more or less deprived areas.

Demographic Focus – targeting an age group Economic regeneration zone focus on specific sites

Thematic Focus – targeting a specific growth sector or type of company in Halton.

Another factor was the need to ensure that the topic group provided “added value” to a complex landscape.

Therefore, the first session of the topic group operated as a workshop, whereby the group defined the problem i.e. “jobs are created but higher paid jobs are not accessed by local people” and started to get a better understanding of the service area.

An affinity diagram was used to define Smart Objectives in order to:

- Consider the information to be gathered
- Identify key issues
- Understand the key ingredients needed to create a strong economy.

The purpose and scope of the scrutiny topic became **to improve the proportion of local people that confirmed are accessing high paid jobs in the borough.**

Arising out of this work the topic group gained a better understanding of the suppliers, inputs, processes, outputs and customers involved in helping residents find work. See Table 1 below.

## DEFINE PHASE (3) Suppliers, Inputs, Process Outputs, Customers

### • SIPOC Table

Suppliers	Inputs	Processes	Outputs	Customer
Data from CIU	Requests for Service	Identify best service provider	Training	Members
HPIJ Talent Plan	Residents	Key elements needed to create jobs	Apprenticeships	Residents
Training Providers	Customers	Right focus	Jobs	Businesses
	Contractors			Partners (HEP)

Furthermore, the topic group also determined who the customer(s) was/were and what was important to them. This was a useful exercise in arriving at the conclusions and recommendations outlined in sections 7&8 of this report.

Table 2



“Sorting the voice of the customer”

### Main Customer Groupings

Members MPs	Businesses	Residents	Partners
A vibrant borough	A workforce that meets business needs	An opportunity to find well-paid and sustainable employment	Shared, efficient employment and skills service
	Specific Needs Statement	Output Characteristic (KOMY) current x vs target y	
I find it difficult to find a job	I want to find a job within 6 months	Number of job vacancies reduced by x%	
It takes too long to find an employee		% of vacancies filled by local residents	
I want a resident with the right skills to meet my business needs			

### MEASURE

The topic group then moved to the measure phase of the review. This phase involved a detailed investigation of the issues relating to the topic brief. Members considered the type of performance indicators that were available, or could be made available in the future. Indicators would be used to evaluate success and referred to Key Performance Indicators (KPIs) provided through the PPB’s Quarterly Monitoring Reports. It was suggested that this work could be used to inform the KPIs presented to the PPB in the future

The measure phase revealed that a large amount of data had been gathered which provided information on how employment schemes operate, lessons learned and areas for improvement.

A research directory (appendix 1) was produced. In addition, a summary of the research was also provided (appendix 2).

Members observed that most of this research considers the barriers and challenges that individuals will face in seeking, securing and retaining employment.

Members also considered some of the processes the Councils and its partners used to help people into work determining where there were opportunities for greater efficiency.

During the define and measure stages of this topic group, Members acknowledged that the research and data collected provided a useful context, but Members were keen to ensure that the topic group should not be a reaffirmation of “what we already know”, but that added value could be provided by better understand “why things were happening?” and what were we going to do about this”?

Table 3 below summarises ‘the moments of truth’ i.e. what was felt by the Topic Group as important to the customer.

## Measure (3) – Moments of Truth

### Priority Places (identify Gaps)

- What has to go right for the customer?
- - Job vacancies identified by employers are filled by the right people with the right skills, knowledge, attributes
- - 'Customers' are signposted to the right job vacancies that meet their skills, knowledge, attributes
- - Customers are provided with the right job vacancies that meet their skills, knowledge, attributes
- - Customers are provided with the right support to ensure that they have the right skills, knowledge, attributes to access job vacancies.
- - Providers have up to date information on vacancies / jobs available.
- - Customers are made aware of job vacancies that are available.
- - Providers are aware of the appropriate support services available to help people find work.
- - Education institutions know which courses, qualifications that need to be provided to help people find work.
- - Education institutions are made aware of the vacancies available

## 6 ANALYSIS

The research reaffirmed that a lower proportion of Halton's residents are employed in higher level occupations, and in turn, earnings per resident are generally lower.

The subsequent analysis of this data revealed that 'professional, scientific and technical' is the largest employment sector in the borough and there has been a significant increase in the number of people employed in these occupations. (Appendix 3). Equally, the research demonstrated that Halton had seen a significant growth in its business base, with above average business starts and above average business survival rates.

In analysing the data, members started to draw the conclusion that there were other factors that were having a bearing on local people accessing these higher paid jobs.

One of the Topic Group Sessions specifically considered some of these wider determinants including:

- behaviour change; and the feasibility of identifying determinants in relation to data held by Public Health professionals and whether 'nurture and nature' played a role in determining a person's future job prospects and how influences early in life will have a bearing on this. Some examples of this are highlighted in appendix 4.
- Reference was made to Pupil Premium and whether it was possible to extrapolate the benefit of this in relation to a pupils future employment prospects.
- A discussion took place regarding family learning and interventions through the troubled families' initiative.

Members were advised of the work that the Council had been pursuing on a Talent Strategy with Joint Venture partners at Sci-Tech Daresbury. The work was responding to skills shortages at Daresbury, and actions which were aimed at opening up the employment opportunities that existed to ensure that local residents capitalised on this.

One future work area might be to further assess where the borough's higher qualified young people might move to Higher Education and what courses they might be pursuing.

Some research was available which might help the Council and its partners to 'target' potential future employees at an earlier stage for example, as undergraduates whereby they could be mentored or sponsored by would be future potential employers.

It was proposed that this was a major piece of work and could be a specific item at a future PPB meeting.

The Scrutiny Topic Group Members had reflected on the 'define' phase of the review, phase of the review, whereby one of the key lines of enquiry to consider had been 'geographic' and this was considered to be more preferable at this stage.

Members also referred to the possibility of undertaking a mapping exercise to identify where existing resources are supporting residents to find and obtain employment, and where there are gaps in this provision.

Following on from this, Members undertook a further analysis of the employment services provided in the borough.

To assist with this, the Chief Executive of the Chamber of Commerce attended a topic group session to act as an expert witness. Information was provided on the role of the Chamber in promoting the Halton Business Growth Hub, a vehicle for supporting businesses and entrepreneurship in the borough, and its interface with the Halton Employment Partnership.

The Divisional Manager for Employment Learning and skills also attended to provide information on the role and remit of the Halton Employment Partnership approach to delivery employment and skills services had been successful particularly when supporting larger recruitments.

The session again raised some interesting points concerning some of the perceived barriers employers face when recruiting local people to jobs in the borough. Interestingly, it was noted that businesses would not generally consider the post code of a potential employee, but access to work may be determined by the accessibility of recruitment agencies and where they draw their catchment area, and clearly this could be a huge barrier in any future recruitment of residents.

Members proposed that it would be useful to further analyse data gathered at a geographic level to ascertain whether further opportunities should be provided to encourage residents in more disadvantaged areas to pursue these services. The areas chosen for analysis were Windmill Hill and Riverside. As a comparison two more affluent wards were identified, Birchfield and Daresbury.

Information was provided which identified services that the Council and its partners were providing in these areas.

It was reported that the Council's Community Development had also commissioned a big local 'service mapping exercise' and in the future, this could be used to better understand the types of services provided. (Appendix 5).

Data provided by the Council's Employment Learning and skills division demonstrated that there was a good take up of residents on Adult Learning classes (Appendix 6).

It was suggested by Members that it would be useful to understand how enrolment levels matched the demographic profile of the borough and in particular, statistics relating to unemployment levels. Consequently, further analysis was undertaken to look at customers using the Council's Adult Learning Services, how they are referred and how they find out about the services (Appendix 7).

## 7 CONCLUSIONS (DMAIC IMPROVE phase)

Members will appreciate that this is a vast subject area, and therefore, the Scrutiny Topic Group has focused on a small part of a wider theme. It has reached a number of conclusions.

- Significant numbers of jobs are being created in the borough and, proportionately, Halton residents access the lower paid rather than the higher paid jobs. (The definitions are: "Low pay is defined as the value that is two-thirds of median hourly earnings and high pay is defined as the value that is 1.5 times median hourly earnings").
- **However, Halton when considering the annual survey of hours and earnings (2016), the borough has seen the largest increase in the LCR in both Full and Part time earnings over the past 5 years (higher than regional and national averages)**
- However, it is apparent from the research undertaken by the topic group that there are a number of wider factors (health, skills, qualifications, access) that have a bearing on whether Halton residents would take up employment opportunities in the borough. This is evidenced by the comparative data which was analysed in respect of the borough's disadvantaged and more affluent wards.
- The Topic Group concludes that the borough's residents receive good support from the Council in accessing employment, learning and skills. This is evidenced by performance indicators showing the number of people who have been supported into work over a five – seven year period and presented to the PPB through quarterly monitoring reports.
- There are examples of specific community focused services provided by the Council and its partners aimed at encouraging residents to find training and employment.
- There are constraints that the Council faces in being able to deliver these services which are considered to be 'non-statutory'. Whilst funding is available it is often time-limited and is focused on specific actions, and, therefore, less flexible.

- There is more promotional and marketing work that could be done to raise awareness of the employment, learning and skills services provided by the Council. A good example of where this has worked has been seen in the increase in enrolments on adult learning courses.
- Build on the analysis of, for example, of adult learning enrolment information and Households into Work data which would assist in better understanding how referrals/enquiries to Council services materialise (for example, word of mouth, marketing campaigns, and or direct referrals).
- However, the ability to do this is obviously determined by available resources. Furthermore, any increase in demand needs to be managed in line with existing resources and also in line with how the Council's Employment Learning and Skills division can procure and access support services, for example, IT, communications and marketing, alongside other competing Council priorities.

## 8 RECOMMENDATIONS

In light of the conclusions drawn in section 7 of this report, there are a number of recommendations made. Recommendations have been put forward having assessed resources that are available and their deliverability within a realistic timeframe. The recommendations will be led and delivered by the Council's Economy, Enterprise and Property Department, with support from the Halton Employment Partnership

- Identify and work with recruitment agencies that operate outside the borough to encourage them to access a labour force from within Halton. (March 2020)
- Apply the learning from Public Health data collection and community engagement to gauge take up of Employment Learning and Skills services in the borough's disadvantaged areas. (September 2019)
- Awareness raising relating to employment learning and skills services provided – Develop Communications and an engagement plan. (March 2020). This could include actions such as:
  - Summarising HBC ELS services on business rates bills;
  - Posting messages via Member profiles on Facebook;
  - 'what businesses do' orientation boards in key employment areas; build on Hidden Halton theme raising the profile of 'unknown' businesses in the borough.
- Present an overview of the Sci-Tech Daresbury Talent Strategy to a future PPB (September 2019). This could include reference to how jobs in the medical services industry are promoted.
- Enrolment Data gathered by the Council's ELS Division is expressed as a proportion of the working age population and unemployment statistics rather than as raw percentages. (Now)
- Alignment with Business improvement and growth team with larger employers in terms of recruitment needs. (Now)
- Introduce new KPIs for the ELS and C PPB based on Topic Group conclusions (November as part of the business planning cycle). N.B. To set out targets that relate to an ambition to increase numbers of local residents accessing the better paid jobs
- Consider outsourcing of IT activities to specialist providers of IT in schools/colleges

## APPENDICES

### Appendix 1



Summary of  
Research Document

### Appendix 2



Research Review  
Paper Better Jobs.doc

### Appendix 3



skillsworkforce.pdf

### Appendix 4



Appendix 4 Early  
Life Influences.docx

### Appendix 5



Stakeholder  
re-engagement tem

### Appendix 6



Copy of Copy of  
Copy of Enrolments

### Appendix 7



Adult Learning  
Customer Profiling.ç

<b>REPORT TO:</b>	Executive Board
<b>DATE:</b>	17 October 2019
<b>REPORTING OFFICER:</b>	Strategic Director - People
<b>PORTFOLIO:</b>	Children, Education and Social Care
<b>SUBJECT:</b>	Halton Standing Advisory Council for Religious Education (SACRE) Constitution
<b>WARD(S)</b>	Borough-wide

## 1.0 **PURPOSE OF THE REPORT**

1.1 The purpose of this report is to request that the Executive Board recommends that the Council approves the Halton SACRE Constitution.

2.0 **RECOMMENDATION: That Council be recommended to approve the Halton SACRE Constitution.**

## 3.0 **SUPPORTING INFORMATION**

3.1 The Religious Education and Collective Worship DfE Circular 1/94 (published 31 January 1994) paragraph 89 states that there are statutory duties on every LEA to establish a permanent body called a standing advisory council for religious education (SACRE), advise the LEA on matters concerned with the provision of RE and collective worship. (Education Reform Act 1988, s.11).

3.2 A SACRE's main function is to advise the authority upon matters connected with religious worship in county schools (maintained and voluntary controlled) and the religious education to be given in accordance with an agreed syllabus as the authority may refer to the council or as the council may see fit.

3.3 The broad role of a SACRE is to support the effective provision of RE and collective worship in schools. Each LEA should work with its SACRE to review the existing provision for RE and consider with the SACRE whether any changes need to be made to the agreed syllabus or in the support offered to schools. Similarly it should work with its SACRE to monitor the provision of daily collective worship and to consider with it action which might be taken to improve such provision. (Education Reform Act 1988, s11(1)(a).

3.4 Composition of SACRE. (Education Act 1993 s.15+16)

A SACRE is to comprise four groups representing, respectively:

**A** Christian denominations and other religions and religious denominations, the number of whose representatives shall 'so far as is consistent with the efficient discharge of the committee's functions, reflect the broadly proportionate strength of that denomination or religion in the area';

**B** the Church of England;

**C** such associations representing teachers as, in the opinion of the authority, ought to be represented, having regard to the circumstances of the area;

**D** the local education authority

3.5 The Halton SACRE requires a constitution to ensure it operates efficiently and fulfils its statutory duties. The constitution provides a structure for its work and ensures SACRE meetings are held in a way that is publicly accountable.

3.6 The constitution included in this report has, as a final draft been submitted to the four Groups of Halton SACRE for approval.

3.7 The constitution specifies the numbers of representatives in each Group and, in the cases of Group A, C and D, specifies with particular faith group (Group A) or teachers' organisation (Group C) they represent. In the case of Group D the constitution identifies other groups deemed necessary by the authority, notably local authority governors.

3.8 Clear identification of numbers of representatives and other groups as in paragraph 3.8 will strongly assist Halton SACRE in its aim to strengthen membership in order to meet its statutory duties and work closely with schools to support the teaching and learning of RE and daily acts of collective worship.

#### 4.0 **POLICY IMPLICATIONS**

4.1 None identified.

#### 5.0 **FINANCIAL IMPLICATIONS**

5.1 None identified.

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

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

The attached document 'Compliance with the duty to teach



Religious Education' has been provided to all Headteachers, Principal's and Chairs of Governors in Halton schools. It makes clear the importance for all schools to adhere to the compliance for the duty to teach RE (letter to Chair of NASACRE 22 March 2019 from Neil Lawson, DfE). This compliance has a direct impact on all children and young people across Halton schools.

The Halton SACRE Constitution will ensure all children and young people in Halton schools are supported, monitored and challenged to provide high quality teaching and learning in RE and high quality acts of collective worship. It will support SACRE in holding academies and free schools to account to ensure compliance with the duty to teach RE. It will support members of SACRE working with schools of all phases that are maintained or voluntary controlled to access and develop the Locally Agreed Syllabus (LAS) for RE to provide high quality teaching and learning experiences as part of a broad and balanced curriculum.

A wider membership of Halton SACRE as referred to in paragraph 3.8 will build capacity within the four Groups to provide expert guidance and support to schools to ensure RE and collective worship is part of the statutory provision for children and young people across the borough.

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

None identified.

**6.3 A Healthy Halton**

None identified.

**6.4 A Safer Halton**

None identified.

**6.5 Halton's Urban Renewal**

None identified.

**7.0 RISK ANALYSIS**

7.1 There is a risk that without the support for and scrutiny of RE and collective worship by a strengthened SACRE children and young people will not receive and benefit from the provision they are entitled to.

7.2 The Education Inspection Framework (September 2019) has an increased focus on a school's curriculum, its intent, its implication and its impact on children and young people. RE is a statutory part

of the curriculum and specific guidance to the inspection of RE is provided in the handbooks for inspection. There is a risk that, if schools do not meet expectations in terms of provision they are at risk of an adverse inspection outcome.

## 8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 The representatives of religious and other interests on Halton SACRE, as identified in the constitution gives them opportunities to help ensure the RE curriculum deals accurately and sensitively with their own religious or other perspective, and that any concerns about RE are raised and considered.

8.2 Current political sensitivities, the need for schools to provide appropriate learning opportunities and experiences that celebrate diversity and equality, and the need to advise and support schools in teaching controversial issues means that Halton SACRE has a significant role to play acting as a learned voice to schools.

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

<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>
DfE Circular 1/94. Religious Education and Collective Worship. 31 January 1994	People Directorate	Operational Director, Education, Inclusion & Provision
Halton SACRE Constitution 2019	People Directorate	Operational Director, Education, Inclusion & Provision
Compliance with the duty to teach Religious Education	People Directorate	Operational Director, Education, Inclusion & Provision

<b>REPORT TO:</b>	Executive Board
<b>DATE:</b>	17 October 2019
<b>REPORTING OFFICER:</b>	Director of Adult Social Services
<b>PORTFOLIO:</b>	Children, Education & Social Care
<b>SUBJECT:</b>	Halton Borough Council and NHS Halton Clinical Commissioning Group : Joint Working Agreement
<b>WARD(S)</b>	Borough-wide

## 1.0 **PURPOSE OF THE REPORT**

1.1 This report proposes a further extension to the current Joint Working Agreement (JWA) between Halton Borough Council (HBC) and NHS Halton Clinical Commissioning Group (CCG) to the 31 March 2020, to allow for the separation of the Continuing Healthcare (CHC) and Community Care budget elements of the pooled budget, as agreed by the Executive Board on 19 September 2019.

## 2.0 **RECOMMENDATION: That the Board**

- 1) **Note the contents of the report; and**
- 2) **Consider and agree to a six month extension of the current JWA.**

## 3.0 **SUPPORTING INFORMATION**

3.1 At the Executive Board on 14<sup>th</sup> March 2019, the Board approved an extension of the current JWA up to 30<sup>th</sup> September 2019, to allow sufficient time for a full review of the JWA to be undertaken and assess the future of joint working arrangements between both parties.

3.2 Following this review, a report was presented to Executive Board on 19<sup>th</sup> September 2019 outlining the work which had been carried out and options for the future joint working arrangements.

3.3 The recommended option, as outlined in 1.1, was approved and work will now need to take place to ensure appropriate implementation.

3.4 It should be noted that NHS Halton CCG will ensure that this extension is approved via their own governance arrangements and a Memorandum of Understanding between both parties will be drawn up which will set out the nature of the working arrangement during this extension period.

## 4.0 **POLICY IMPLICATIONS**

4.1 None identified.

**5.0 OTHER/FINANCIAL IMPLICATIONS**

5.1 As part of the JWA, HBC and NHS Halton CCG entered into a Pooled Budget arrangement which contains the expenditure on delivering care and support services for adults with complex needs. The Pooled Budget also includes the Better Care Fund.

During the 6 month extension, up to 31st March 2020 work will be undertaken, to ensure that the necessary changes are made to associated operational systems and processes such as the financial systems which support the joint working arrangements.

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

**6.1 Children & Young People in Halton**

None identified

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

None identified.

**6.3 A Healthy Halton**

Those people who are in receipt of long term care whether that is funding from Health or Social Care are those people in our communities with some of the most clinically complex and severe on going needs, so it is essential we have effective mechanisms in place to ensure that people we provide services to receive appropriate outcomes.

The integrated system and pooled budget arrangements developed ensures that the resources available to both Health and Social Care are effectively used in the delivery of personalised, responsive and holistic care to those who are most in need.

**6.4 A Safer Halton**

None identified

**6.5 Halton's Urban Renewal**

None identified

**7.0 RISK ANALYSIS**

7.1 The JWA complies with the financial standing orders of HBC and NHS Halton CCG and the regulatory and monitoring arrangements contained within.

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 None associated with this report.

9.0

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

Document	Place of Inspection	Contact Officer
Joint Working Agreement between HBC and NHS Halton CCG 1.4.16 – 31.3.19	Copy available via Email	Sue Wallace Bonner <a href="mailto:Susan.Wallace-Bonner@halton.gov.uk">Susan.Wallace-Bonner@halton.gov.uk</a> Tel: 0151 511 8825

<b>REPORT TO:</b>	Executive Board
<b>DATE:</b>	17 October 2019
<b>REPORTING OFFICER:</b>	Director of Public Health
<b>PORTFOLIO:</b>	Health and Wellbeing
<b>SUBJECT:</b>	Healthy Weight in Halton- A Whole Systems Approach 2019- 2025
<b>WARD(S)</b>	Borough-wide

## 1.0 PURPOSE OF THE REPORT

1.1 The purpose of this report is to brief the Board on the development of Halton's Healthy Weight Strategy.

2.0 **RECOMMENDED: That the Board note the contents of the report.**

## 3.0 SUPPORTING INFORMATION

3.1 This is Halton's first whole systems approach to addressing healthy weight. Obesity is a complex problem that is linked to poorer health because it increases the risk of developing conditions such as type 2 diabetes, cancer and heart disease.

3.2 While we know that obesity is an imbalance between the amount of energy consumed and the energy expended, experience has shown us that the solutions aren't as simple as just informing people to improve their diets and increase their activity levels.

The whole systems approach enables us to identify the network of broad and interlinking factors that influence our lifestyle, and to work with new partners to create a health enhancing environment and find solutions.

3.3 According to the World Health Organisation worldwide obesity has nearly tripled since 1975. In 2016, more than 1.9 billion adults were overweight, over 650 million of which were obese. Childhood obesity is also a key challenge with 41 million children under the age of 5 being either overweight or obese.<sup>1</sup>

3.4 In England, in 2016/17, over 61% of adults were overweight or obese.<sup>2</sup> Rates are also high in children; nationally over a fifth start primary school overweight or obese, rising to over a third by the time children reach Year 6<sup>3</sup>. Being obese in childhood increases the likelihood of being obese as an adult and doubles the risk of dying

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<sup>1</sup> Obesity and overweight, WHO (2016)

<sup>2</sup> PHE, Fingertips (2018)

<sup>3</sup> PHE (2018) NCMP and Child Obesity Profile

prematurely.

### 3.5 **Overweight and Obesity in Halton**

Rates of overweight and obesity in Halton remain a significant challenge. Data from the annual National Child Measurement Programme for Halton shows that by the time children start school at age 4-5, more than 25% of them are either overweight or obese, rising to almost 40% by the time they reach Year 6.

3.6 Rates of adult excess weight, according to the Halton Health Profile 2018, are similar to the England average with Halton at 61.1% and 61.3% being the national average. This high rate across the country and locally indicates a national challenge.

3.7 Over the past ten years there has been a huge amount of work to help the people of Halton maintain a healthy weight. A summary of these services is provided within the strategy but includes; the Healthy Child Programme, the Healthy Schools Programme, workplace health initiatives, Sure Start to Late Life and Health Checks. The strategy aims to build on the success of these programmes but will also look at new ways of working to reflect the many influences on obesity and the need to continue to work in partnership across agencies to improve outcomes.

### 3.8 **Whole-Systems Approach**

In order to address the challenge locally, Halton entered into a partnership with Leeds Beckett University with a view to designing local whole systems approaches to assist in preventing and tackling obesity. Halton was one of only 6 local authority areas across England chosen as a pioneer site.

The programme recognises the crucial role of local authorities (LAs) in tackling and working to prevent obesity. As well as having responsibility for many of the contributing factors (leisure services, parks and green spaces, planning, economic regeneration) local authorities can play a key co-ordinating role for engaging wider partners (health, education, housing providers, and the community and voluntary sector).

Working with researchers from Leeds Beckett university two initial workshops were held to utilise the whole-systems approach to identify priorities and form the basis for the strategy and action plan.

### 3.9 **Priorities for action**

Following the workshops a Whole Systems Obesity network was set up to refine the priorities and develop a range of actions for each one. The strategy itself sets out some the key actions, however, a more comprehensive [action plan](#) has been developed, to be overseen by the network and will be regularly updated and monitored to ensure it is delivering against the priorities for the lifetime of the strategy. The overarching priorities are outlined below:

- **Early Years** – Support breastfeeding, enable families to provide a healthy varied diet and encourage lots of active play.
- **Socio-economic**- Work with local businesses to promote a healthy workforce and remove the barriers to employment.
- **Food Knowledge and Environment**- Improve the food environment to enable people to make healthier choices and improve food knowledge and understanding.
- **Transport**- Reduce sedentary behaviour and improve the uptake of active transport and travel options to increase physical activity.
- **Physical Activity**- Improve uptake of physical activity by promoting availability, increasing the range of activities on offer and creating the right environment for people to be able to take part.
- **Built Environment**- Improve the built environment and infrastructure to enable people to access opportunities to improve their health and wellbeing.

### 3.10 **How will we measure success?**

As previously referred to, a comprehensive action plan sits behind the strategy with timescales and responsibilities. However, in order to understand how our actions are impacting on health and wellbeing locally, we will need to monitor progress against indicators in the Public Health Outcomes Framework.

This will include:

**2.02i: Breastfeeding initiation:** An increase in the percentage of all mothers who breastfeed their babies in the first 48 hours after delivery

**2.06i: Child excess weight in 4-5 and 10-11 year olds- 4-5 year olds:** A reduction in the prevalence of overweight (including obese) among children in Reception

**2.06i: Child excess weight in 4-5 and 10-11 years olds- 10-11 year olds:** A reduction in the prevalence of overweight (including obese) among children in Year 6

**2.11i: An increase in the Proportion of population meeting the recommended “5-a-day” on a “usual day” (adults)**

**2.11iv: An increase in the proportion of the population meeting the recommended “5-a-day” at age 15**

**2.12: A decrease in the percentage of adults (aged 18+) classified as overweight or obese**

**2.13i: Percentage of physically active adults:** An increase in the percentage of adults (age 19+) that meet CMO recommendations for physical activity (150+



moderate intensity equivalent minutes per week)

**2.13ii: Percentage of physically inactive adults:** A decrease in the percentage of adults (aged 19+) that are physically inactive (<30 moderate intensity equivalent minutes per week)

**2.17: Estimated diabetes diagnosis rate:** A reduction in the estimated diagnosis rate for people with diabetes aged 17 and over

**2.19: Cancer diagnosed at early stage (experimental statistics):** A decrease in the proportion of invasive malignancies of breast, prostate, colorectal, lung, bladder, kidney, ovary and uterus, non-Hodgkin lymphomas and melanomas of the skin, diagnosed at stage 1 or 2

#### 4.0 **POLICY IMPLICATIONS**

4.1 It is estimated that obesity is responsible for more than 30,000 deaths each year. On average, obesity deprives an individual of an extra 9 years of life, preventing many individuals from reaching retirement age. In the future, obesity could overtake tobacco smoking as the biggest cause of preventable death<sup>4</sup>.

#### 5.0 **OTHER/FINANCIAL IMPLICATIONS**

5.1 Failing to address the challenge posed by the obesity epidemic will place an even greater burden on NHS resources. It is estimated that the NHS spent £6.1 billion on overweight and obesity-related ill-health in 2014 to 2015. Annual spend on the treatment of obesity and diabetes is greater than the amount spent on the police, the fire service and the judicial system combined<sup>5</sup>.

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

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

Childhood obesity is associated with a higher chance of premature death and disability in adulthood. Overweight and obese children are more likely to stay obese into adulthood and to develop non-communicable diseases (NCDs) like diabetes and cardiovascular diseases at a younger age. Obese children and adolescents suffer from both short-term and long-term health consequences<sup>6</sup>.

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

The human cost of obesity is well documented, however, obesity also has a wider

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<sup>4</sup>[Health matters: obesity and the food environment - GOV.UK](#)

<sup>5</sup>[Health matters: obesity and the food environment - GOV.UK](#)

<sup>6</sup>[WHO | Why does childhood overweight and obesity matter?](#)

impact on our economy due to reduced productivity and obesity related illness making people unable to work<sup>7</sup>.

### 6.3 **A Healthy Halton**

Obesity increases the risk of developing a whole host of diseases. Obese people are:

- at increased risk of certain cancers, including being 3 times more likely to develop colon cancer
- more than 2.5 times more likely to develop high blood pressure - a risk factor for heart disease
- 5 times more likely to develop type 2 diabetes<sup>8</sup>

### 6.4 **A Safer Halton**

As the Foresight “Tackling Obesity Future Choices report” demonstrated, obesity is affected by a range of inter-related factors. This includes community safety and perceptions of crime which can impact on an individual’s ability to access open spaces or other sports and leisure opportunities. Therefore, this can have an impact on their ability to lead an active and healthier lifestyle. Local policies to improve community safety and reduce the fear of crime play an important part in reducing obesity.

### 6.5 **Halton’s Urban Renewal**

The physical environment can play an important part in improving health and wellbeing by enabling people to access opportunities for physical activity as well as social and leisure opportunities. It can therefore, play an important role in both reducing overweight and obesity.

## 7.0 **RISK ANALYSIS**

7.1 N/A

## 8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 The implementation of the healthy weight strategy should contribute towards reducing health inequalities in Halton.

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

9.1 To provide the Executive Board with the opportunity to comment on the Healthy Weight Strategy.

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

10.1 There was no alternative option considered. The option of not having a healthy weight strategy would not be in the interests of the population.

## 11.0 **IMPLEMENTATION DATE**

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<sup>7</sup><http://obesityhealthalliance.org.uk/wp-content/uploads/2017/10/OHA-briefing-paper-Costs-of-Obesity-.pdf>

<sup>8</sup> [Health matters: obesity and the food environment - GOV.UK](#)

11.1 November 2019

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

12.1 None

# Halton's Healthy Weight Strategy: A Whole Systems Approach 2019- 2025



## Foreword

Welcome to Halton's first Healthy Weight Strategy using a whole systems approach. This document outlines a shared ambition for a population with a healthy weight, and improved health and wellbeing. Obesity is a complex problem that is linked to poorer health because it increases the risk of developing conditions such as type 2 diabetes, cancer and heart disease. England's obesity levels increased from 15% in 1993 to 26% in 2018<sup>1</sup> and occurred due to social and cultural changes that affect the way we live our lives. While we know that obesity is an imbalance between the amount of energy consumed and the energy expended, experience has shown us that the solutions aren't as simple as just informing people to improve their diets and increase their activity levels.

In the last 15 years we have invested in providing services for people in Halton to help them to lose weight, and get more active. Individual choices are very important in weight loss, however to enable the population of Halton to have a healthy weight we need to influence all elements of people's lives: from cradle to grave, at work, home, school and in leisure their time. We know that there is not a simple answer to this complex problem, and this is why we need a new approach which can work across agencies to influence diet and activity at every opportunity. The whole systems approach enables us to identify the network of broad and interlinking factors that influence our lifestyle, and to work with new partners to create a health enhancing environment and find solutions.

Multiple sectors including: health, social care, the community and voluntary sector, planning, housing, transport, regeneration and environment all have a role to play. As do our local businesses, workplaces and the community themselves, all by jointly making better use of resources, seeking opportunities for change and working towards a vision of better health and wellbeing. If we are successful the whole system approach will support people to achieve and maintain a healthy weight, lead an active life, eat a healthy diet and reach a healthy long life expectancy.



**Eileen O'Meara**  
**Director of Public Health, Halton**



**Cllr Marie Wright**  
**Executive Board Portfolio holder for Health and Wellbeing**

## Vision statement

***Everyone in Halton can achieve and maintain a healthy weight, lead an active life, eat a healthy diet and reach a healthy long life expectancy.***



# Halton a Whole Systems Approach

## The process so far

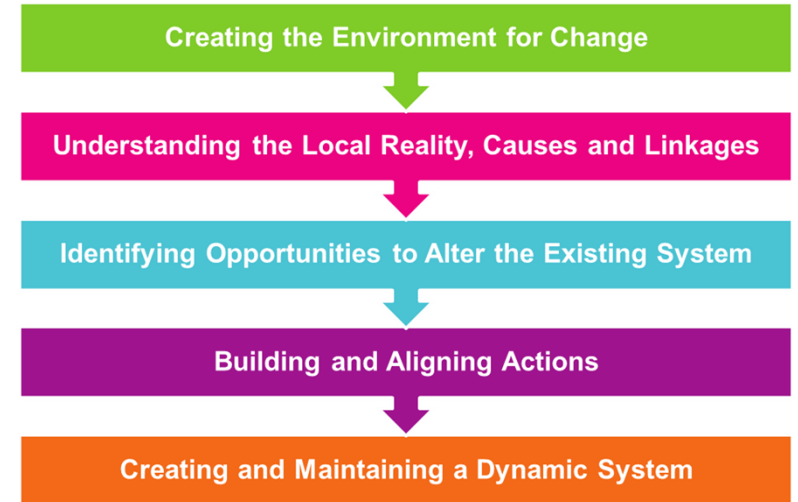
In order to address the challenge locally, Halton entered into a partnership with Leeds Beckett University with a view to designing local whole systems approaches to assist in preventing and tackling obesity. Halton was one of only 6 local authority areas across England chosen as a pioneer site.

The programme recognises the crucial role of local authorities (LAs) in tackling and working to prevent obesity. As well as having responsibility for many of the contributing factors (leisure services, parks and green spaces, planning, economic regeneration) local authorities can play a key co-ordinating role for engaging wider partners (health, education, housing providers, and the community and voluntary sector).

Implementing this approach locally also means that local authorities can build upon existing partnerships and best practice to develop a whole systems approach.

With support from researchers at Leeds Beckett University two initial workshops were held, attended by a wide range of stakeholders from across the borough. The first workshop used a “systems thinking” approach to identify the causes and drivers of obesity to form a number of causal maps. These maps provided a better understanding of the complexities of obesity and how interacting and changing causes and influences require a cross sector approach, not just a public health response.

Using the systems map, the second workshop looked at how the causal system of obesity could be disrupted in order to bring about change. This, in turn, identified the key priorities that now form the basis of this healthy weight strategy and action plan.



## Priorities areas for action

- **Early Years** – Support breastfeeding, enable families to provide a healthy varied diet and encourage lots of active play.
- **Socio-economic**- Work with local businesses to promote a healthy workforce and remove the barriers to employment.
- **Food Knowledge and Environment**- Improve the food environment to enable people to make healthier choices and improve food knowledge and understanding.
- **Transport**- Reduce sedentary behaviour and improve the uptake of active transport and travel options to increase physical activity.
- **Physical Activity**- Improve uptake of physical activity by promoting availability, increasing the range of activities on offer and creating the right environment for people to be able to take part.
- **Built Environment**- Improve the built environment and infrastructure to enable people to access opportunities to improve their health and wellbeing

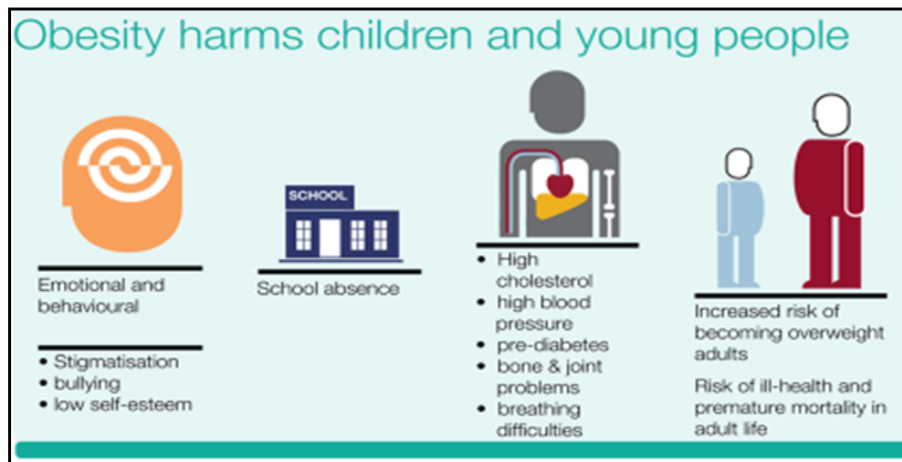
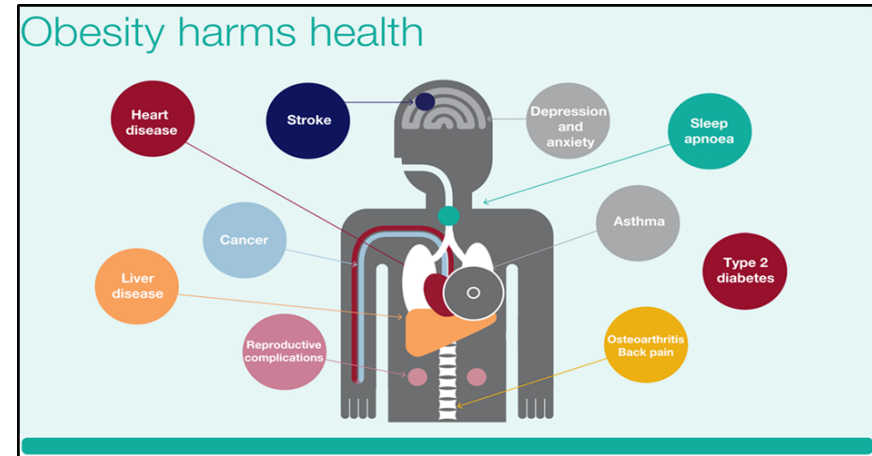


## National context

### Why is a healthy weight important?

Obesity is one of the greatest public health challenges of the 21<sup>st</sup> century. According to the World Health Organisation worldwide obesity has nearly tripled since 1975. In 2016, more than 1.9 billion adults were overweight, over 650 million of which were obese. Childhood obesity is also a key challenge with 41 million children under the age of 5 being either overweight or obese<sup>2</sup>.

England, has an unenviable position as a world leader in excess weight. In 2017/18 62% of adults were overweight or obese<sup>3</sup>. Rates are also high in children; nationally over a fifth start primary school overweight or obese, rising to over a third by the time children reach Year 6<sup>4</sup>. Being obese in childhood increases the likelihood of being obese as an adult and doubles the risk of dying prematurely.



Halton has a wide range of different services that work with people at every stage of their life, to help to maintain a healthy weight. These services are successful in supporting individual weight loss, but are not sufficient to reverse the trend for the whole population. There is now recognition that in order to make sustainable change to the population's weight and health, then it needs to be supported across the entire social, economic, political and physical infrastructure, using a 'Whole System's approach'.

Without co-ordinated actions the health of individuals will continue to suffer, health inequalities associated with obesity will remain and the economic and social costs will increase to unsustainable levels.

The Government is implementing a number of measures to address the national problem of obesity such as the Soft Drinks Levy and reducing sugar in commonly purchased products as set out in the 'Childhood Obesity – A plan for action'<sup>5</sup>. It is clear that to have a significant impact, we as a Local Authority and the wider local system, must also take action alongside these policy measures.

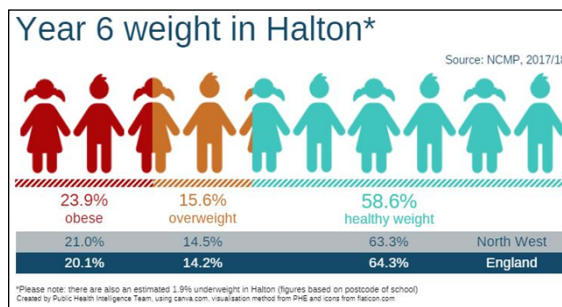
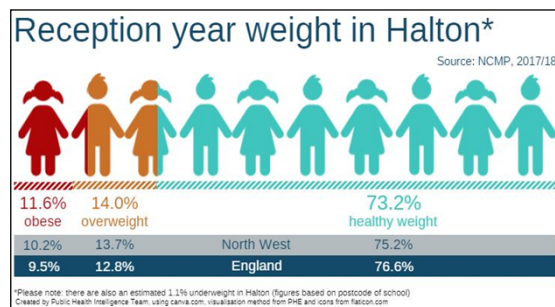
Reducing obesity and obesity-related ill-health in Halton is key to delivering the priorities set out within the [One Halton Health and Wellbeing Strategy 2017-2022](#). By implementing the whole systems obesity approach the system will be “disrupted” in a way that halts this preference for gaining weight and instead works and interacts to assist people in the achievement of healthy lifestyles. This essentially means that, not only do we need to tackle the issue with a comprehensive portfolio of interventions and actions, but more important to this, the interactions between them are clearly defined and linked. Essentially the whole is greater than the sum of its parts.



## The local picture

### Children and Young People

Every year the National Child Measurement Programme (NCMP) measures the height and weight of children in Reception class (aged 4 to 5) and Year 6 (aged 10 to 11), to assess overweight and obesity levels in children within primary schools. The infographics below show how children's weight in Halton compares to the North West and England. Whilst there is less of a gap for Reception year children, the percentage of those who are overweight or obese is above England and the North West. By the time children reach Year 6 nearly 1 in 4 children are obese and 4 out of 10 are excess weight.



### Adults

The data for 2016/17 from the Halton Health profile (PHE Fingertips, 2018) shows that Halton had a similar percentage of adults with excess weight (61.1%) to England (61.3%). This high rate across the country and locally indicates a national challenge.

## Summary of what's happening to support a healthy weight in Halton

Over the past 10 years there has been a huge amount of work to support the people of Halton to maintain a healthy weight. The table below details what is available.

Starting Well	School age	Living well	Ageing well
<ul style="list-style-type: none"> <li>• Healthy child programme</li> <li>• Family Nurse partnership</li> <li>• Healthy pregnancy advice</li> <li>• Breastfeeding campaigns</li> <li>• Baby friendly initiative accreditation in children's centres and health venues</li> <li>• Training for staff on infant feeding</li> <li>• Infant feeding policy</li> <li>• Infant feeding support team and groups</li> <li>• Baby massage</li> <li>• Parks and playgrounds</li> <li>• Children's centres activities and active play sessions</li> <li>• Introduction to solid food sessions</li> <li>• Breastfeeding information sessions offered to early years settings and schools</li> <li>• Healthy settings award for early years settings</li> <li>• Portion size leaflets</li> <li>• Parents information sessions (parent bitesize)</li> <li>• Parenting support</li> <li>• Fit4 Life early years Pathway</li> <li>• School readiness train the trainer and courses</li> </ul>	<ul style="list-style-type: none"> <li>• Healthy schools – Broad offer that includes Healthy lifestyles, risk taking behaviour, staff and youth champion training for pupils, staff and pupils.</li> <li>• Daily mile in all schools</li> <li>• Work with provider on school meals</li> <li>• School Council sessions (includes Healthy packed lunches, food labels, sugars, drinks and Physical activity)</li> <li>• Free fruit in schools</li> <li>• Active transport to school</li> <li>• Fit for life pathway for all families includes school holiday provision (F4L Camp) and outreach, one to one support and CBT as needed</li> <li>• Sport in schools (school games)</li> <li>• Swimming</li> <li>• Planning restrictions on takeaways close to schools</li> <li>• Child poverty group</li> </ul>	<ul style="list-style-type: none"> <li>• Parks and green open spaces</li> <li>• Park Run</li> <li>• Allotments</li> <li>• Housing association growing scheme</li> <li>• Fresh start, healthy weight support</li> <li>• Exercise on referral</li> <li>• CBT and one to one support as required</li> <li>• Active Halton programme of activities</li> <li>• Travel maps</li> <li>• Workplace health</li> <li>• Workplace health charter in development</li> <li>• Campaigns and information</li> <li>• Healthy new towns</li> <li>• Information on local services, include family information service, SEND and Halton people into jobs.</li> <li>• Triple P and Fit for life support for parents</li> <li>• Parent Bitesize available for parent and carer groups in the community</li> </ul>	<ul style="list-style-type: none"> <li>• Halton health check programme includes activity advise and recommendations</li> <li>• Men's sheds</li> <li>• Sure start to later life</li> <li>• Lunch clubs and tea dances, to reduce isolation and maintain independence</li> <li>• Age well exercise sessions, such as chair exercises</li> <li>• Falls prevention programme</li> <li>• Cardiac and pulmonary rehabilitation activity sessions</li> </ul>



## A Whole Systems strategic approach

This strategy places focus on the wider determinants of health and the impact that multiple sectors can have on reducing obesity through a whole systems approach. By tackling obesity, we can also reduce health inequalities. The whole systems approach is central to gaining multiagency buy in, which will help us to achieve our vision. It is a tool for having positive conversations with stakeholders around what can be done to tackle obesity in our local population. A comprehensive action plan has been produced with this strategy to ensure the delivery of the priorities. This has been developed and overseen by the multi-agency Whole System Obesity network and progress will be reported to One Halton's Population Health Board.

The Foresight report '[Tackling Obesities: future choices](#)' outlined that the underlying environmental and behavioural drivers perpetuating obesity exist in a complex and multifaceted system. Tackling obesity effectively requires the development of a sustained 'whole systems approach', which has the following characteristics:

- Recognises that obesity is the product of a complex web of interacting and changing causes and influences and as such requires a cross sector approach, not just a public health response
- Combines bringing together all the partners that can have a bearing on obesity with using "systems thinking" to identify the most important factors and make sense of changing dynamics – passage of time, multiple levels, complex influence
- Creates a map of moving and interacting drivers and recognises that tackling a single driver in isolation cannot work. By looking beyond the individual contributions of each organisation towards how the whole system can work together, it can become "more than the sum of its parts"
- Acknowledges the need for both individual and organisational action
- By moving the interventions upstream, it creates the environment for more effective societal change



## Priority areas

### Early years

#### Why is it important?

Pregnancy and the early years impact upon the health of the child throughout their life. Breastfeeding reduces the risk of childhood obesity, as the mother produces milk to meet the individual nutritional needs of her child. The early diet of infants is also very important in developing children who are happy to eat a wide range of tastes and textures. A healthy varied diet in young children supports positive food choices into adulthood and a positive relationship with food.

Infancy is a period of rapid growth and development, and encouraging lots of active play time, reducing sedentary behaviour and encouraging children to enjoy being active will build muscle strength and put in place lifetime habits, for a happy healthy child and adult.

In Halton:

- Breastfeeding rates have slowly improved over the last few years, but remain significantly lower than the England average. In Halton 50% of mothers initiate breastfeeding and 23% continue for 6-8 weeks after birth (2018/19).

**Focus for Action:** *Support breastfeeding, enable families to provide a healthy varied diet and encourage lots of active play.*

#### Key Actions

- Provide breastfeeding information and support to families during pregnancy, after birth, in the workplace and for the whole community
- Expand education available for parents, carers and the wider community on infant feeding, introducing solid foods, portion control, healthy diet etc. and continue with existing infant feeding support, solid foods etc.
- Maximise opportunities for young children to play and be active throughout the community in every part of their lives.



## Socio-Economic

### Why is it important?

The human costs of obesity are well known, but there is also the cost to public services, which is vast. In the UK billions of pounds are spent on obesity related issues every year. Businesses also lose out due to reduced productivity and obesity-related illness making people unable to work<sup>6</sup>. We also know that those who are unemployed or in lower paid jobs are more far more likely to be in poorer health.

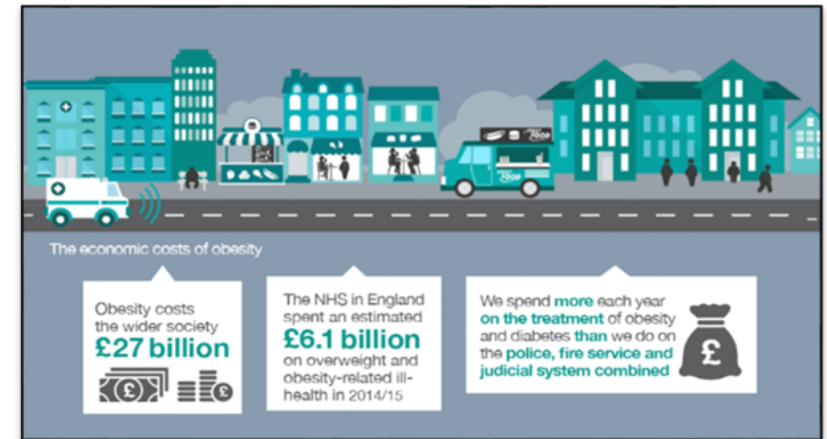
In Halton:

- 4.3% of Halton residents are unemployed which is higher than both the regional (2.9%) and national average (2.2%).
- 27.5% of adults have NVQ qualifications level 4+ compared to 34.5% for the North West and 38.3% for England.
- Between October 2017 and October 2018 the number of 18-24 year olds claiming unemployment benefits rose by 24% to 760.
- Average weekly earnings are lower in Halton: £396.50 compared to £440.20 in England<sup>7</sup>.

**Focus for Action:** *Work with local businesses to promote a healthy workforce and remove the barriers to employment*

### Key Actions

- Introduce improved work health initiatives including Healthy living guidance for shift workers on healthier lifestyles
- Continue to rollout the workplace health offer and attract SME to become involved
- Develop a workplace health charter that can be rolled out across local businesses
- Increase awareness of childcare opportunities that are available to enable residents to access employment
- Upskill local community to improve prospects of employment



# Food Knowledge and Environment

## Why is it important?

As we know unbalanced and unhealthy eating patterns have a major role to play in the obesity epidemic. Therefore, overweight and obesity can be prevented if effective actions are taken to achieve a balance in energy intake-and-expenditure<sup>8</sup>. Improving dietary knowledge helps people adjust their eating and exercise behaviours to attain balance and is an important component of effective obesity prevention programmes<sup>9</sup>.

In Halton:

- A recent local food access study concluded that:
  - There is good availability of a standard healthy weekly shop locally to 77% of households in Halton (within 500m of home). However, only 57% of households lived within 500m of an adequate weekly supply of fruit and vegetables.
  - Halton has one of the lowest densities of takeaways in the North West. The local survey suggested that most people do not habitually use a takeaway as an alternative to food purchased from shops and prepared at home.
- Residents generally had good food knowledge and a strong desire to eat healthy food. The main barrier to accessing healthy and affordable food was income, transport and mobility.
- Just over half (51.5%) of adults eat their '5-a-day' in Halton, which is significantly lower than the national average (57.4%)<sup>10</sup>. At age 15, just 40% meet the recommended '5-a-day' in Halton, compared to 52.4% in England<sup>11</sup>.





**Focus for action:** *Improve food knowledge and understanding and improve the food environment to enable people to make healthier choices*

### Key Actions

- Explore the potential for developing a young cookery school
- Create a system of providing consistent messages on healthier lifestyles to schools and communities
- Consider health literacy in all areas of communication around healthier lifestyles
- Develop, implement and deliver a Making Every Contact Count training programme (MECC)
- Explore opportunities to introduce a community shop in Halton to improve food access and affordability
- Consider sign up to the Food Active, Local Authority [Declaration on Healthy Weight](#)



# Transport

## Why is it important?

The evidence base for increasing the uptake of active transport is extensive. The costs to the wider UK economy from traffic congestion, inactivity, carbon emissions and vehicle-derived local air pollution run into tens of billions of pounds every year. Many of the solutions to these problems have some kind of transport-related component. These challenges often require coordinated work between various players, as at their heart lie habitual factors, such as the steady trend towards sedentary lifestyles and a heavy reliance on the private car as a mode of transportation.

Measures to improve uptake of active transport are very often highly cost effective. The economic benefits to society are extensive, with diverse associated benefits to health and wellbeing, environment and local economies. We now need to adequately reflect these benefits in the form of policy priorities and effective delivery mechanisms for active transport<sup>12</sup>.

In Halton:

- 1 in 5 (20%) of adults walk for travel at least 3 days per week. The proportion for cycling for travel is much lower at 3%. Both of these figures are similar to the national average<sup>13</sup>.

**Focus for action:** *Improve the uptake of active transport and travel options to increase physical activity and reduce sedentary behaviour*

## Key Actions

- Work with schools and communities on school run patterns and alternatives:
- Create accessible cycling and walking routes to enable active transport
- Work with communities to alter perceptions of community and road safety to improve active travel
- Provide a directory of transport options and explore with communities the perception of availability.



# Physical Activity

## Why is it important?

Physical inactivity is responsible for one in six UK deaths (equal to smoking) and is estimated to cost the UK £7.4 billion annually (including £0.9 billion to the NHS alone). The English population is currently 20% less active than in the 1960s and if the current trends continue, it will be 35% less active by 2030<sup>14</sup>.

The magnitude of the benefits of physical activity on physical and mental health are underestimated. Physical activity can help to prevent and manage over 20 chronic conditions and diseases, including some cancers, heart disease, type 2 diabetes and depression.

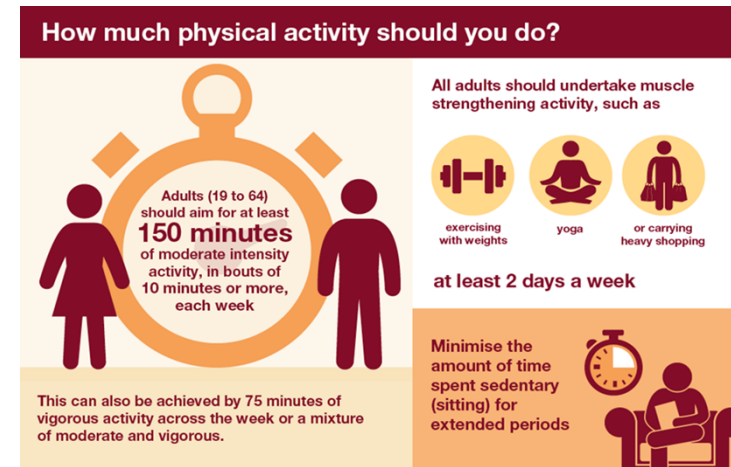
In Halton:

- 77% of 15 year olds reported they were sedentary for over 7 hours on average in a typical week; this is significantly higher than the national average of 70%. Just 12% were physically active for at least one hour per day, seven days a week<sup>15</sup>.
- Almost 2 in 3 adults report they are physically active in Halton, and 1 in 4 say they are inactive; both of which are similar to the national average<sup>16</sup>.

**Focus for action:** *Improve uptake of physical activity by promoting availability, increasing the range of activities on offer and creating the right environment for people to be able to take part*

## Key Actions

- Create a central portal or app to provide accurate information on local activities
- Create more family activities e.g. park run
- Improve links to green spaces
- Promote active play for the early years
- Involve young people in the promotion and co-design of activities, promote the schools daily mile, junior park runs etc
- Co-design suitable activities for older people that are accessible



# Built Environment

## Why is it important?

Providing opportunities for people to be active and move more throughout their day is key to achieving a healthy weight. The built environment has an important role to play in maximising the opportunities for people to be active; and if designed appropriately can impact upon physical and mental wellbeing. This doesn't just include easy access to buildings such as leisure centres and community centres, although this is important, but the design of local areas can shape people's preferences and behaviour to encourage activity.



In Halton:

- 17.6% of people in Halton reported using outdoor space for exercise or health reasons<sup>17</sup>, (the England average is 17.9%).
- Just over 1 in 5 people have access to woodland within 500m of their home, which is slightly higher than the national average<sup>18</sup>.
- The rate of violent offences increased in Halton in 2017/18 and is significantly higher than England<sup>19</sup>. The fear of crime influences people's willingness to participate in physical activity and leisure activities.

**Focus for action:** *Improve the built environment and infrastructure to enable people to access opportunities to improve their health and wellbeing*

## Key Actions

- Consider landlord accreditation scheme and how it is monitored
- Utilise development opportunities to maximise the health benefits of the build environment, for example healthy new towns.
- Protect and enhance green space and use it to encourage community use for example allotments, park run etc.
- Continue to manage play areas to make them safe, accessible, friendly venues that attract families for play.
- Implement the recommendations of the Environmental Health food mapping process
- Ensure planners implement supplementary guidance in relation to fast food outlets near schools



## How will we measure success?

### **Healthy Weight Strategy, a Whole Systems Action Plan**

As referred to earlier, this strategy sets out our approach to tackling obesity in Halton and summarises the key actions we will take towards this goal. However, a comprehensive action plan sits behind the strategy setting out the key actions in further detail together with timescales and responsibilities. Responsibility for the monitoring and evaluation of the action plan will be the responsibility of the Whole Systems Obesity Core Working Group and the Whole Systems Obesity Network.

### **Public Health Outcomes Framework**

The Public Health Outcomes Framework (PHOF) sets out a vision for Public Health, desired outcomes and the indicators that will help us understand how well public health is being improved and protected. As part of this framework, a number of indicators allow us to track progress on overweight and obesity as well as a range of associated outcome measures linked to it, such as breastfeeding initiation, 5-a-day consumption and levels of physical activity.

A list of these indicators is outlined below:

**2.02i: Breastfeeding initiation:** An increase in the percentage of all mothers who breastfeed their babies in the first 48 hours after delivery

**2.06i: Child excess weight in 4-5 and 10-11 year olds- 4-5 year olds:** A reduction in the prevalence of overweight (including obese) among children in Reception

**2.06i: Child excess weight in 4-5 and 10-11 years olds- 10-11 year olds:** A reduction in the prevalence of overweight (including obese) among children in Year 6

**2.11i: An increase in the proportion of population meeting the recommended “5-a-day” on a “usual day” (adults)**



**2.11iv: An increase in the proportion of the population meeting the recommended “5-a-day” at age 15**

**2.12: A decrease in the percentage of adults (aged 18+) classified as overweight or obese**

**2.13i: Percentage of physically active adults:** An increase in the percentage of adults (age 19+) that meet CMO recommendations for physical activity (150+ moderate intensity equivalent minutes per week)

**2.13ii: Percentage of physically inactive adults:** A decrease in the percentage of adults (aged 19+) that are physically inactive (<30 moderate intensity equivalent minutes per week)

**2.17: Estimated diabetes diagnosis rate:** A reduction in the estimated diagnosis rate for people with diabetes aged 17 and over

**2.19: Cancer diagnosed at early stage (experimental statistics):** A decrease in the proportion of invasive malignancies of breast, prostate, colorectal, lung, bladder, kidney, ovary and uterus, non-Hodgkin lymphomas and melanomas of the skin, diagnosed at stage 1 or 2

## Useful links

As referred to throughout this document, the causes of obesity are multi-factorial and therefore require a multi-agency approach to addressing them. It is however, important to acknowledge that there are already a wide range of services on offer across Halton that are already working towards this goal, whether directly through health improvement initiatives or by addressing the wider determinants of health (e.g. transport, planning, housing etc).

Therefore, this section of the report provides a list of these plans and strategies as well as useful links to relevant documents and websites. Please note, however, that this is not intended to be an exhaustive list.

### Strategies and Plans

[One Halton Health and Wellbeing Strategy](#)

[Halton Local Transport Plan](#)

[Halton Core Strategy Local Plan](#)

[Halton's Sustainable Community Strategy 2011-2026](#)

[A Housing Strategy for Halton](#)

[Infant feeding strategy 2016-2019](#)

### Websites

[Active Halton](#)

[Parks and Open Spaces](#)

[Whole Systems Approach to tackling Obesity](#)

[Reducing obesity: future choices- Foresight report](#)

[The Obesity Health Alliance](#)

[NHS Live Well](#)

[Sport England](#)

## References

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- <sup>1</sup> [Obesity Statistics. House of Commons library. Briefing paper Number 3336](#)
- <sup>2</sup> [World Health Organisation \(2018\) Obesity and overweight Factsheets](#)
- <sup>3</sup> [Sport England \(2017\) Active People Survey. sport England](#)
- <sup>4</sup> [Public Health England \(2018\) NCMP and Child Obesity Profile. PHE Online](#)
- <sup>5</sup> [Childhood Obesity - A plan for action 2016, Childhood obesity: a plan for action, chapter 2](#)
- <sup>6</sup> [The Costs of Obesity, The Obesity Health Alliance \(2018\)](#)
- <sup>7</sup> [2017 Office for National statistics, via PHE Fingertips health profiles](#)
- <sup>8</sup> [Shimokawa S. When does dietary knowledge matter to obesity and overweight prevention? Food Policy. 2013; 38\(2\): 35–46.](#)
- <sup>9</sup> [Bonaccio M, Castellnuovo AD, Costanzo S, Lucia FD, Olivieri M, Donati MB, et al. Nutrition knowledge is associated with higher adherence to Mediterranean diet and lower prevalence of obesity. Results from the Moli-sani study. Appetite. 2013; 68\(1\): 139–146.](#)
- <sup>10</sup> [2016/17 Sport England via PHE fingertips](#)
- <sup>11</sup> [What About YOUth survey 2014/15 via PHE Fingertips](#)
- <sup>12</sup> [The Case for Action by the Active Transport for Healthy Living Coalition, ADPH, 2014](#)
- <sup>13</sup> [Department for Transport & Sport England via PHE Fingertips](#)
- <sup>14</sup> [Physical activity: applying All Our Health, Gov.uk, 2018](#)
- <sup>15</sup> [What About YOUth \(WAY\) survey, 2014/15 via Fingertips](#)
- <sup>16</sup> [Public Health England \(based on Active Lives, Sport England\) via Fingertips](#)
- <sup>17</sup> [2015/16 Source: Natural England via Public Health England Fingertips](#)
- <sup>18</sup> [2015 Woodland Trust via PHE Fingertips](#)
- <sup>19</sup> [PHE Fingertips](#)



**REPORT TO:** Executive Board

**DATE:** 17 October 2019

**REPORTING OFFICER:** Strategic Director – Enterprise, Community & Resources

**PORTFOLIO:** Resources

**SUBJECT:** Directorate Performance Overview Reports for Quarter 1  
2019 - 20

### **1.0 PURPOSE OF REPORT**

1.1 To report the Council's performance for the first quarter period to 30 June 2019. The reports detail progress against key objectives / milestones and performance targets, and describes factors affecting each of the Directorates.

### **2.0 RECOMMENDED: That**

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

### **3.0 SUPPORTING INFORMATION**

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

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

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

Appendix 1 – People Directorate (Children and Young People)

Appendix 2 – People Directorate (Adult Social Care)

Appendix 3 – Enterprise, Community and Resources Directorate

#### **4.0 POLICY IMPLICATIONS**

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

#### **5.0 OTHER IMPLICATIONS**

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

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

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

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

#### **7.0 RISK ANALYSIS**

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

#### **8.0 EQUALITY AND DIVERSITY ISSUES**

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

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

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

## Directorate Overview Report (Children and Young People)

**Reporting Period:** Quarter 1, 01 April 2019 – 30 June 2019

### 1.0 Introduction

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

### 2.0 Key Developments

#### 2.1 **Education Strategic Partnership Board**

The Education Strategic Partnership Board was established in 2017 as a response to the fragmented Education System and in an attempt to provide the local framework for securing accountability for, and continual improvement in, the quality of education and standards of educational achievement and delivering our Ambition in Halton.

It was agreed by the group that a review of the impact and the future role, direction and membership of the Board was needed. This was to ensure there is an agreed focus and drive to improving educational outcomes for children and young people in Halton through all key agencies working together. A very positive independently facilitated Development Session was then followed by two writing group meetings. These meetings have now agreed the vision, strapline and focus of the Board. Information that will be shared with all partners. The revised arrangements will be launched in spring 2020. (AMc)

#### 2.2 **Social Emotional and Mental Health free school update**

In March 2019 the LA was informed by the Secretary of State that our joint bid with St Helen's Borough Council to establish a Free School for pupils with Social, Emotional and Mental Health had been approved to proceed to the next stage. A competition is then launched and any interested proposer need to complete their application by 30<sup>th</sup> September 2019. To gauge the level of interest Halton and St Helens supported by the New School Network held an Engagement Event at the Stadium in May 2019. Between September 2019 and December 2019 all applications will be assessed. The Secretary of state is then scheduled to announce the successful proposer in spring 2020. (AMc)

#### 2.3 **Special Educational Needs & Disabilities (SEND) Commissioner**

Within the new Placements Division there is now a SEND Commissioner post funded by School Forum. Since taking up this role a total of 14 visits have been made to seven Out of Borough Schools to complete introductions and address any quality issues encountered. An improved process has been introduced for the collection of attendance at each establishment.

Discussions have now started to take place with any provider with 10 plus pupils to negotiate the savings that can be made on a cost or volume basis to maximise financial efficiencies.

Halton remain a leading member of the regional development of a North West Dynamic Purchasing System for Independent and Non-Maintained schools. The Placements team has continued to work closely with the Safeguarding Children in Education officer, the Transport team and Special Education Needs (SEN) Team to review and assess the offer to young people - implementing action plans and recommendations where improvement is needed include development of premises, policies and procedures and staff training. (AMC)

#### 2.4 **Behaviour Support Team**

Halton's Behaviour Support Service became fully operational in November 2018. The service is a 'school-facing' service whose main focus is to support all schools to build their own capacity to meet the needs of individual pupils who may be at risk of presenting challenging behaviour. In doing so, the service also provides strategic support and challenge to school leaders in meeting their statutory duties for managing behaviour, reducing exclusions and improving inclusive practice.

The support the service can offer and how to refer into the service to access support is available on the Local Offer. Through this and other routes the service has had initial contact from the vast majority of schools in Halton which has included providing advice and guidance and short pieces of targeted work. More detailed work has been undertaken with a number of schools and this has ranged from comprehensive reviews of their Behaviour Management Policies to ensure compliance, through to direct support with staff by modelling good behaviour management and classroom practice. This has included prolonged support for two Primary schools who received adverse Ofsted outcomes. (AMC)

The Behaviour Support Service has also developed a full training offer for schools including, Team Teach and Mental Health First Aid to ensure that schools are compliant with new statutory requirements. The service has also provided a more bespoke training package based on a schools' identified needs. The Mental Health First Aid – a two day, nationally recognised training course – has already been delivered to 60 school-based staff with more than 60 places available again next term. We are also providing training for child-facing LA staff during the summer period. This is building capacity for schools to support the initial mental health needs of their pupils. In autumn 2019, we will extend this offer to include a two hour training offer for all school staff and for parents supporting them to provide initial mental health support to pupils and providing them with further resources to sign your people to.

The Behaviour Support Service is also refining exclusions data collection and analysis in order to target support for schools in reducing the number of exclusions and also building capacity to effectively manage behaviour. (AMC)

**2.5 Children in Need (CIN)**

The Child In Need co-ordinator is now in post and will significantly strengthen the Step up/ Step down process, the first step down CAF meeting will be chaired by the CIN Co-ordinator to ensure a seamless transfer between the levels of need and will ensure a timely and robust plan is in place at Level 2 where required.

The Children in Need service has successfully recruited to the Principal Manager role, Damien Fitzsimmons is an experienced manager and will join the service in mid-September 2019. (TC)

**2.6 Joint Area Targeted Inspection (JTAI)**

A Joint Area Targeted Inspection took place in Halton between 6<sup>th</sup> and 11<sup>th</sup> July 2019. The JTAI is a multi-agency inspection involving Ofsted, Care Quality Commission, and the inspectorates for Cheshire Police and the probation services (including youth justice). The theme examined was exploitation (criminal and sexual) and missing and how agencies worked together to meet the needs of vulnerable children. The letter will be published in August 2019 but the feedback identified a high number of key strengths and some areas for development but overall was positive. A plan will be developed across the partnership to respond to the areas for development. (TC)

**2.7 Halton Care Leavers ‘Coffee Drop’**

A care leaver “coffee drop” service has been developed in Runcorn and Widnes in consultation with our care leavers. This service gives care leavers the opportunity to drop in and develop a range of skills such cooking, budget management, how to manage a tenancy, and meet other care leavers for support and advice. A range of partners attend to offer advice and support. (TC)

**3.0 Emerging Issues****3.1 National Issues – Joint Targeted Area Inspection on the theme of Children’s mental health (JTAI)**

Please use the link below to access the guidance.

<https://www.gov.uk/government/publications/joint-targeted-area-inspections-on-the-theme-of-childrens-mental-health>

(AMc) (TC)

**3.2 Halton Specific - Special Educational Needs & Disabilities Commissioner**

System are currently been refined and further developed to summarise progress from pupils placed at Out of Borough or Independent schools. This information will enable the LA to focus attention on how to improve outcomes for children and young people and ensure value for money.

Regular consultation with Parents and Young People has continued to gather information about the short breaks offer and how it can be developed for current and new provision.

Currently in process of a further procurement round for short breaks small grants a group of young people will be involved in the evaluation of the bids, the submissions will mean a broadening of the short breaks offer locally. (AMc)

### 3.3 Halton Specific – Behaviour support Service

With the commencement of the new Ofsted framework and its higher focus on inclusion it is vital that all services work with schools to improve their understanding of inclusion, improve their inclusive practice and reduce the number of exclusions. To this end the Behaviour Support Service is working with schools to increase school staff capacity to understand behaviour as a communication of need and to focus on the primary behaviour as opposed to using sanctions on secondary ‘crisis’ behaviours. This will be supported by a full training programme including access to Tom Bennett, the Government’s behaviour expert, and also the development of the ACEs programme (Adverse Childhood Experiences) and the Pivotal Approach to Behaviour Management. (AMc)

### 3.4 New Education Inspection Framework (EIF)

This framework sets out the OFSTED’s inspection principles and the main judgements that inspectors make when inspecting school settings. It applies from September 2019.

*Please use the link below to access the framework:*

<https://www.gov.uk/government/publications/education-inspection-framework>

(AMc)

## 4.0 Risk Control Measures

4.1 Risk control forms an integral part of the Council’s business planning and performance monitoring arrangements. As such, directorate risk registers were updated in tandem with the development of the 2019-20 business plan.

## 5.0 Progress against high priority equality actions

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



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

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

## 6.0 Performance Overview

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

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

Ref	Measure	18/19 Actual	19/20 Target	Current	Direction of Travel	Quarterly Progress
PED01 01	Increase the number of children with an early help assessment (measured as those subject to CAF, pre-CAF or specific target interventions in Children's Centres at any point in the year) (financial year cumulative to end of quarter)	N/A	450	708 CAF 83 Pre C	N/A	
PED01 02	Maintain overall attendance at schools: Primary –Pri PRU – PRU Secondary – Sec Special – Spec Total	Pri-95.35 Pru-63.83 Sec-92.67 Spe-91.28 Tot-94.1 (17-18)		Pri-95.49 Pru-69.75 Sec-93.11 Spe-90.97 Tot-94.1 (18-19)	Total 	N/A

**Supporting Commentary:**




PED01 01: (Val Armor) The number of early help assessments through CAF and pre-CAF have steadily increased over the past 12 months, This has been through various avenues:  
A targeted approach to resolving current data issues with internal and external partners, and also a more robust tracking and reporting which has been developed over the year.

An increase in early identification of needs before they escalate is recognised earlier from professionals

An increase in the number of pre CAF assessments which have then led onto a full CAF assessment.

Ongoing support and training offered through early help teams with partners.

PED01 02: (Debbie Houghton) Attendance overall has improved slightly in 18/19 compared to 17/18, however attendance at special schools has reduced. Nationally average school attendance is 95% and only the primary schools are above this figure at 95.49%, with secondary at 93.44%. The Education Welfare Service provide a traded service to schools that have a Service Level Agreement and offer statutory services only to other schools. The Education Welfare Service work together with schools to tackle attendance via a number of methods including case work with families, issuing penalty notices, Attendance Planning Meetings and legal action when appropriate.

Ref:	Milestones	Quarterly Progress
PED01a	Work with schools to maintain the level of attendance at Primary and Secondary Schools (Martin West/Debbie Houghton) (March 2020)	
PED01b	As a result of the review of Early Help Services, plan and implement transformation model (Val Armor) (March 2020)	
PED01c	Workforce development, including targeted training, to be further developed and implemented (Val Armor) (March 2020)	

**Supporting commentary:**

PED01a: (Debbie Houghton) The Education Welfare Service work together with schools to tackle attendance via a number of methods including case work with families, issuing penalty notices, Attendance Planning Meetings and legal action when appropriate.

PED01b: (Val Armor) The first stage of the early help review which includes the edge of care model has started. Staff consultations have been completed and a report will go to steering group late September 2019. The children centre universal offer is also under review with changes already implemented. There is less universal provision offered to universal families in order to offer a better quality and targeted service to the families that are most in need. The children centre managers have a taking stock day set for September with a further look to reduce the universal offer. This needs close attention and monitoring as early help still needs to offer a universal provision but we are working on getting the balance right in order to serve the families who need it most.

Work has commenced in looking at utilising existing resources in the community such as community centres and shopping malls to deliver early help services in a better more effective way.



















Over the next 12 months a parenting pathway for Halton will be developed as part of the early help review of services.

Consultation has taken place with professionals about the CAF forms and process and parental consultation will begin in September with a view to redesign and re launch the early help assessment.

PED01c: (Val Armor) The borough has adopted the Solihull approach within the children's workforce, to date there have been over 300 staff from various disciplines trained. Level 4 in integrated children and young peoples practice has been secured through the apprenticeship levy and will commence September 2019. Staff from social care early help and schools

will be trained. Targeted training on parental conflict will roll out from November 2019. Further funding is available for domestic abuse training through the gateway programme.

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

Ref	Measure	18/19 Actual	19/20 Target	Current	Direction of Travel	Quarterly Progress
PED02 01	Monitor the rate of referrals to Children's Social Care per 10000 0-18 yr olds (Forecast annualised rate at end of financial year)	524	500	145	N/A	
PED02 02	Monitor the rate of children in need per 10000 0-18 yr olds (snapshot at end of quarter)	330	380	351		
PED02 03	Monitor the rate of children subject to a child protection plan per 10000 0-18 yr olds (snapshot at end of quarter)	45	45	46		
PED02 04	Monitor the rate of children in care per 10000 0-18 yr olds (snapshot at end of quarter)	94	90	94		
PED02 05	Reduce the number of children and young people who enter the care system (financial year, cumulative to end of quarter)	59	68	26		
PED02 06	Reduce the average caseload in CIN Teams (snapshot end of quarter)	N/A	18	21	N/A	
PED02 07	Increase the proportion of missing incidents where a return interview is completed (financial year, cumulative to end of quarter)	72%	85%	70% 813/1161		
PED02 08	Reduce the number of children who repeatedly run away in Halton (number of children with 2+ missing incidents in last 12 months, snapshot end of quarter)	114	N/A	50		
PED02 09	Monitor the number of children who go missing in the year (number of children recorded as missing in last 12 months, snapshot end of quarter)	265	N/A	110		N/A
PED02 10	Monitor the number of young people flagged as at risk of Child Sexual Exploitation (snapshot end of quarter)	26	20	21		
PED02 11	Monitor the number of young people flagged as at risk of Child Criminal Exploitation (snapshot end of quarter)	N/A	12	13	N/A	

#### Supporting commentary:

PED02 01: (Zoe Fearon) This is an area that is monitored closely, following a recent Inspection there has been an increase in exploitation tools received in the ICART team. If referrals continue at the current rate there will have been an increase in the numbers of referrals received over the year.

PED02 02: (Zoe Fearon) Following the introduction of alternative risk assessment tools last August, the number of the CIN population has decreased, impact challenge meetings have also addressed issues of drift and delay, there has been a recent increase in contacts which has led to an increased CIN population which is being closely monitored.

PED02 03: (Zoe Fearon) The number of children subject to child protection plans had decreased in line with reduced caseloads, however there has been a recent increase and this will continue to be closely monitored.

PED02 04: (Liz Davenport) This remains stable despite a number of entering care in the month, as its balanced by a number of children exiting care due to discharge of care orders and Special Guardianship Orders






PED02 05: (Zoe Fearon) The number of children entering care has fallen over the last 12 months, however due to the increased identification of criminal exploitation this number will potentially rise in response to safeguarding and keeping young people safe, this is an area of significant scrutiny and will be closely monitored.

PED02 06: (Zoe Fearon) Caseloads have steadily reduced over the last 12 months, this is due to greater transparency, Impact challenge, complex case discussion and a rigorous focus on avoiding drift and delay for families, without significant focus and challenge this is an area that could increase and requires continual focus..








PED02 07: (Zoe Fearon) There has been an increase in the amount of return interviews completed and timeliness has also improved, this will continue to be monitored.



PED02 07: (Liz Davenport) Latest date from commissioned service indicates and improvement in June to 78% completion rate of RI within 72 hours
PED02 07: (Val Armor) Since the themed inspection in the front door April 2018 there has been an increase in return interviews within timescales.
PED02 08: (Zoe Fearon) Ongoing work is undertaken with our young people who go missing from home, this is supported by the commissioned service and will continue to support individuals to reduce risk.
PED02 08: (Liz Davenport) This is a small cohort of children, which are being actively tracked in a multi-agency response with successful outcomes, including legal intervention where necessary
PED02 08: (Val Armor) Early intervention works closely with the commissioned service to help to reduce this and work in a preventative way
PED02 09: (Zoe Fearon) Every child who goes missing continues to be offered a return home interview to support and understand the reasons behind the episode, thematic information is presented to the strategic group in order to evaluate strategies to reduce and disrupt these incidents.
PED02 09: (Liz Davenport) This is a small cohort of children, which are being actively tracked in a multi-agency response with successful outcomes and continue to be tracked weekly.
PED02 09: (Val Armor) Weekly monitoring of missing are completed in order to look at themes to implement prevention work
PED02 10: (Zoe Fearon) Children who are identified as at risk of CSE are flagged within the children' social care data base and this information is shared with partners at an operational meeting, this information is presented to the strategic group for evaluation and analysis.
PED02 11: (Zoe Fearon) Children at risk of criminal exploitation is now monitored and flagged through the social care data base, this information now feeds into the operational group and is shared with partners appropriately, following the recent JTAI with the theme of contextual safeguarding there has been an increase in partner identification of children who are potentially being exploited.

Ref:	Milestones	Quarterly Progress
PED02a	Embed a systemic model of social work practice across the whole service; social workers, managers and senior leaders (Tracey Coffey) (March 2020)	
PED02b	Implement and embed new Multi-agency safeguarding arrangements to replace LSCB (Tracey Coffey) (March 2020)	
PED02c	Implement a revised safeguarding model for vulnerable teenagers under the Contextual Safeguarding Framework (Tracey Coffey) (March 2020)	
PED02d	With a focus on multi-agency risk assessment, reduce caseloads to a sustainable and manageable level to give workers capacity to deliver quality and focussed interventions to improve outcomes for vulnerable children (Zoe Fearon) (March 2020)	
PED02e	Monitor demand for statutory services for children and young people (Zoe Fearon) (March 2020)	
<b>Supporting commentary:</b>		
PED02a: (Tracey Coffey) The training is ongoing and due to be completed by January 2020.		
PED02b: (Tracey Coffey) The partnership has been launched with a new website; the revised meetings and management structure will be implemented from September 2019.		
PED02c: (Tracey Coffey) This is in progress and will take into account the JTAI inspection outcome letter.		
PED02d: (Zoe Fearon) The MARAF form (Multi-agency risk assessment form) is one of the tools utilised by the social workers when they are stepping down or closing the case, this enables multi-agency partnership working in relation to managing risk and agreeing levels of need, this has supported the positive reduction of caseloads and enables social workers to have the capacity to deliver quality and focussed interventions.		
PED02e: (Zoe Fearon) Performance reports allow continual monitoring of performance, demand and future planning for service delivery for children and young people. This information is fed into and evaluated by Senior Leadership Team.		

## Objective: Improve outcomes for Children in Care and Care Leavers (PED03)

Ref	Measure	18/19 Actual	19/20 Target	Current	Direction of Travel	Quarterly Progress
PED03 01	Reduce the number of children who are placed in residential care (snapshot at end of quarter)	31	20	30		
PED03 02	Reduce the number of children who are placed in independent fostering agencies (snapshot at end of quarter)	61	N/A	58	N/A	N/A
PED03 03	Increase the percentage of children in care making progress against their expected outcomes (based on termly PEP outcomes of children making the expected rate of progress in line with their peers with the same prior attainment across reading, writing and maths)	N/A	N/A	46.8% Spring term 2018/19	N/A	N/A
PED03 04	Increase the percentage of children in care with 95% or above attendance (attendance is cumulative across an academic year – data is based on the term that the QMR falls within)	N/A	N/A	71.5% Spring term 2018/19	N/A	N/A
PED03 05	Maintain the percentage of Care Leavers in suitable accommodation (snapshot at end of quarter)	80%	95%	95%		
PED03 06	Increase the percentage of Care Leavers in Education, Employment or Training (snapshot at end of quarter)	60%	65%	60%		
PED03 07	PLACEHOLDER: Benchmarking Year: Percentage of CIC provision where QA visit has been undertaken (cumulative from April to end of quarter)	N/A	N/A	To follow	N/A	N/A
PED03 08	Monitor the budget spent on independent and out of borough placements for Children in Care (forecast end of year)	9,672,589	N/A	9,363,126		N/A

**Supporting Commentary:**

PED03 01: (Liz Davenport) Placement panel and Permanency Leadership Board continues to track and plan for those children in residential who are ready to return to foster placements however in the recent month there has been an increasing demand in Residential due to lack of sufficiency Locally and regional (IFA) of foster carers for teenagers in particular.

PED03 01: (Sam Murtagh) A business case is currently being developed with a view to commission a local children's home, one of the focus areas of the service would be to prepare young people to move onto a fostering placement by directly matching

PED03 02: (Liz Davenport) The fostering teams recruitment drive is delivering and a significant increase of prospective carers in assessemnt-14, are due to presented to panel in the Autumn, increasing our Local stock of foster carers.

PED03 02: (Sam Murtagh) By having the Resource panel in place young people who are currently in an IFA placement due to no local fostering availability at the time of placement can be matched to future local carers

PED03 03: (Sharon Williams) Educational progress is measured by the rate of progress a child is making based on their previous attainment and in comparison with other pupils who had the same prior attainment outcomes. For children in care expected progress is recorded by their school on their termly PEP – this measure is taken as those making expected progress across all 3 core subjects of Reading, Writing and Maths. Children can be making progress in individual subjects but it is the combined measure that this data is based upon. Progress data is also analysed by curriculum year group and education phase. Placement and school changes can impact upon a child's progress as can their special educational needs. In Spring Term 2018/19 over 60% of children in Reception, Y1, Y3 and Y5 are making at least expected progress across all core subjects. However, the majority of children in Y2, Y4 and Y6 are not progressing as well as their peers. Over 55% of pupils in Y7 and Y8 are making at least expected progress across all core subjects, whilst those in Y9, Y10 and Y11 are not. The Virtual School monitor any child in care who is identified as not making expected progress and scrutinise the impact of any pupil premium plus interventions focused on accelerating progress.

PED03 04: (Sharon Williams) DfE data on Persistent Absence is based on an attendance of below 90%. However, for Halton children in care the benchmark is set as 95% to provide early alerts of any child or young person at risk of becoming a persistent absentee.

Attendance data from Sept – April 2018/19 shows that over 85% of Primary children in care have attendance above 95% and over 55% of Secondary young people in care also have over 95%. The average percentage attendance for Primary children in care is 96.4%. The average percentage attendance for Secondary pupils was 90.96%

The Virtual School analyses the reasons for absence of each child or young person. For example, the main reasons for absence in Primary are illness and medical appointments; in Secondary the main reasons were Unauthorised absences and illness. Attendance is also monitored through the individual child's PEP and schools include interventions to improve the attendance of any child who has an absence issue. Fixed term exclusions in Primary and Secondary pupils have fallen in the Spring Term.

PED03 05: (Liz Davenport) This is an improving trend and is targeted to improve due assets in the Local Authority offering shared/supported living arrangements for Care Leavers becoming available at the end/mid July 2019





PED03 05: (Sam Murtagh) The Care Leavers Accommodation Panel involving a local Registered Social Landlord amongst other partners has led to a smooth housing referral process for young people pre 18 . This process is awaiting final sign off at the Liverpool City Region Registered Social Landlords group – it is envisaged this will then enhance available property

PED03 06: (Liz Davenport) Specific targeted work has commenced with the Virtual School on a cohort of hard to engage CL

PED03 07: (Sam Murtagh) With the implementation of the new Placements team quality assurance visits have been refocussed , these are now planned for the remainder of the year to all Residential and Leaving Care placements

PED03 08: (Liz Davenport) Placement panel occurs weekly, Children in Care and Care Leavers Team management meetings have set a finance agenda and finance attend to summarise concerns as a critical friend. The Divisional Managers meets monthly with finance to check, oversee and forecast on budget demand and spend-making sure every penny counts

PED03 08: (Sam Murtagh) The budget position currently shows an improvement on the previous financial year.

Ref:	Milestones	Quarterly Progress
PED03a	Review the process for children entering and exiting care to ensure there is a sufficient range and choice of provision to meet their needs (Tracey Coffey) (March 2020)	
PED03b	Review and quality assure the commissioning of services for Children in Care and Care Leavers to ensure that they meet the needs of Halton's population and inform future commissioning decisions (Sam Murtagh) (March 2020)	
PED03c	Restructure the Children in Care and Care Leavers service to create a more flexible, permanent and resilient workforce (Liz Davenport) (March 2020)	
PED03d	Through the quality assurance of Personal Education Plans, identify areas of need and support to improve outcomes for individual Children in Care (Sharon Williams) (March 2020)	

**Supporting commentary:**

PED03a: (Tracey Coffey) revised sufficiency plan being drawn up to reflect improvements in foster service development. New placements team in place to ensure value for money in sourcing placements supported by weekly resource panel.












PED03b: (Sam Murtagh) Quality assurance visits have started with Residential and Leaving Care providers , there is a regional Information Sharing Protocol in place and regular updated information is received from the regulatory body OFSTED

PED03c: (Liz Davenport) The Children in Care team has limited resilience due to increasing and complex caseloads. The Care Leavers Service has seen an increase in a Personal Advisor with a report submitted for Steering group on the 8<sup>th</sup> August 2019 when a fifth Personal Advisor and Practice Lead post (which is within existing budget) can be created to support the service demand.

PED03d: (Sharon Williams) Personal Education Plans are completed every term for each child in care from the age of 3 to 19 years old. The Virtual School quality assures each Personal Education Plan to ensure that they are high quality, effective plans providing support to each child according to their identified needs. The Virtual School also monitors the use and impact of the Pupil Premium Plus funding that is requested through the Personal Education Plan, to ensure that it is targeted appropriately to improve the educational outcomes of each child and accelerate their expected progress. Data analysis is undertaken of each child's outcomes across the core subjects to identify their individual areas for development however, subject specific analysis is also undertaken across the cohorts.

In Spring Term 2018/19 over 60% of children in Reception, Y1, Y3 and Y5 were making at least expected progress across all core subjects. However, the majority of children in Y2, Y4 and Y6 were not progressing as well as their peers. Across the Primary cohort writing is an area that children in care need additional support in to achieve their expected progress and to perform in line with national expectations. Over 55% of pupils in Y7 and Y8 are making at least expected progress across all core subjects, whilst those in Y9, Y10 and Y11 are not. English and Science are subjects in which Secondary age young people in care need additional support to achieve their expected progress and to perform in line with national expectations.

**Objective: Improve the offer for children and young people with disabilities and those with Special Educational Needs (PED04)**

Ref	Measure	18/19 Actual	19/20 Target	Current	Direction of Travel	Quarterly Progress
PED04 01	Increase the percentage of EHCP assessments completed within 20 weeks (academic year cumulative to end of quarter)	49%	75%	38%		
PED04 02	Reduce the number of incidents of fixed term exclusion (academic year cumulative to end of quarter)	617 17-18 academic	500	913 18-19 academic		
PED04 03	Reduce the number of children subject to fixed term exclusions (academic year cumulative to end of quarter)	345 17-18 academic	350	468 18-19 academic		
PED04 04	Reduce the number of children subject to a permanent exclusion (academic year cumulative to end of quarter)	33 17-18 academic	30	47 18-19 academic		
PED04 05	Monitor the number of children subject to EHCP placed in independent and out of borough provisions (snapshot end of quarter) – long term target is to reduce	N/A	N/A	87	N/A	N/A
PED04 06	Monitor the budget spent on independent and out of borough provision for SEND (Forecast end of year)	To follow Q2	£250000 reduction	To follow Q2	N/A	N/A
PED04 07	Increase the percentage of children subject to EHCP placed in mainstream provision (snapshot end of quarter)	N/A	30%	40.7%	N/A	
PED04 08	Monitor the percentage of Special Schools with overall effectiveness of Good or Outstanding	100%	100%	100%		

**Supporting commentary:**

PED04 01: (Eileen Picton/ Inclusion Divisional Manager) in the academic year 2018/19, there was a significant increase in applications for EHCPs which has had a huge impact on capacity to complete the process within 20 weeks. In Q1 this year there were 93 applications compared to 49 in the same period in the previous year.

In the academic year 2018/19, there were 121 plans issued. Of these 47 were completed in 20 weeks, another 5 were completed in less than 21 weeks, so were only just past the statutory deadline. 18 plans were issued late because they were for complex children who required a specialist out of borough setting – the negotiation of a new placement can take a great deal of time and easily go past timescales. If we had managed to complete all of these in time, we could have increased the number of plans within timescale to 57%.

Any other plans which were issued late were mostly due to having to wait for Educational Psychology assessments.

PED04 02: (Debbie Houghton) The current data shows that fixed term exclusions are increasing in Halton. This reflects increasing behavioural issues within schools but it is essential that schools reflect on this increase and work together with the Behaviour team to reflect best practice and look at strategies to manage behaviour more effectively and reduce exclusions. Following detailed data analysis of the data collected from schools it has become apparent that there have been some issues with fixed term data provided by schools. New systems and processes will be put in place enabling the LA to collect data direct from schools rather than relying on schools reporting to the LA which should improve accuracy going forward.

PED04 02: (Vanessa Nice)

Following detailed data analysis by the Behaviour Support Service it became apparent that the previous academic year's fixed term exclusions data and collection processes needed to be refined. New systems and processes have been put in place but these will take time to embed into schools' practice and to remove any anomalies. Therefore, it is not possible to provide a target for the full reporting cycle but this will be available for next year.

The Behaviour Support Service has worked with schools to identify pupils at risk of exclusion and to provide schools with wide ranging support, including family liaison support, capacity building for teachers and strategic support including updating relevant policies and undertaking reviews of behaviour. Schools have also received support in preparing for the new OFSTED framework which has a high focus on inclusion and the impact of any use of exclusion measures.

For further detail on the work of the Behaviour Support Service please see the key Developments and Emerging Issues section.

PED04 03: (Debbie Houghton) Please refer to commentary for PED04 02 as to explanation of why there is no target for 2019/20. However, based on data for the academic year 2018/19 of the 468 children who received fixed term exclusions there were 248 children and young people who only had 1 period of fixed term exclusion. Of those, several then went on to be permanently excluded but the majority of them had no further fixed term exclusions.

The support provided by the Behaviour Support Service is designed to work with schools to prevent the use of exclusion in the first instance. However, the service has refined the exclusion data tracking systems so that there is early identification of children who are at risk of receiving one or more fixed term exclusions, and to include group characteristics and trends. If a child or young person receives two or more fixed term exclusions the Behaviour Support Service will work with the school to reduce the likelihood of this escalating further and to challenge them to ensure that all appropriate support is in place. Persistent Disruptive Behaviour is the most common reason for fixed term exclusions (23%). The Behaviour Support Service is working with Behaviour Leads and also to build the capacity and skills with both school staff and pupils in order to reduce occurrences of persistent disruptive behaviour. Work is also underway on enabling schools to reduce occurrences of verbal abuse or threatening behaviour to adults which accounts for an additional 21% of FTEs.

PED04 03: (Vanessa Nice) The support provided by the Behaviour Support Service is designed to work with schools to prevent the use of exclusion in the first instance. However, the service has refined the exclusion data tracking systems so that there is early identification of children who are at risk of receiving one or more fixed term exclusions, and to include group characteristics and trends. If a child or young person receives two or more fixed term exclusions the Behaviour Support Service will work with the school to reduce the likelihood of this escalating further and to challenge them to ensure that all appropriate support is in place.

Persistent Disruptive Behaviour is the most common reason for fixed term exclusions (23%). The Behaviour Support Service is working with Behaviour Leads and also to build the capacity and skills with both school staff and pupils in order to reduce occurrences of persistent disruptive behaviour. Work is also underway on enabling schools to reduce occurrences of verbal abuse or threatening behaviour to adults which accounts for an additional 21% of FTEs.

PED04 04: (Debbie Houghton) There has been an increase in permanent exclusions in schools (from 33 to 49) although permanent exclusions from primary have reduced from 8 to 5 in 18/19. One school accounts for 20% of the total, which is an increase from 12% on their 2017-2018 data. Support from the Behaviour support Service has been offered on numerous occasions but has not been taken up to date.

Persistent Disruptive Behaviour (39%) and 'Verbal abuse or threatening behaviour' (17%) are the most commonly used reasons given for permanent exclusion. The Behaviour Support Service have begun work with Behaviour Leads in order to more fully understand what schools mean by 'Persistent Disruptive Behaviour', to work towards common definitions and thresholds, and to share good practice in reducing the possibility of incidents. Further work is planned around drug and alcohol related permanent exclusions (14.6% of secondary permanent exclusions) and the Behaviour Support Service have already presented alternative ways to deal with 'low-level' incidents in this category.

In primary, there has been a decrease in permanent exclusions from 8 to 5. Primary permanent exclusions are caused by physical assaults against adults. The Behaviour Support Service is working with schools to improve their de-escalation strategies so that situations do not escalate to violence as frequently. The Behaviour Support Service now offer Team Teach training to schools which has a focus on appropriate use of de-escalation as well as positive handling and several primaries have taken up this offer for the coming academic year. The 3 schools that had a permanent exclusion for an assault on staff have been targeted for Team Teach training.

PED04 04: (Vanessa Nice) There has been an increase in permanent exclusions in secondary schools (from 25 to 41). One school accounts for 20% of the total, which is an increase from 12% on their 2017-2018 data. Support from the Behaviour support Service has been offered on numerous occasions but has not been taken up to date.

Persistent Disruptive Behaviour (39%) and 'Verbal abuse or threatening behaviour' (17%) are the most commonly used reasons given for permanent exclusion. The Behaviour Support Service have begun work with Behaviour Leads in order to more fully understand what schools mean by 'Persistent Disruptive Behaviour', to work towards common definitions and thresholds, and to share good practice in reducing the possibility of incidents. Further work is planned around drug and alcohol related permanent exclusions (14.6% of secondary permanent exclusions) and the Behaviour Support Service have already presented alternative ways to deal with 'low-level' incidents in this category.

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PED04 05: (Eileen Picton/ Inclusion Divisional Manager) this is a new target so there is no previous data to compare to.

PED04 06: (Sam Murtagh) to follow Q2






PED04 07: (Eileen Picton/ Inclusion Divisional Manager) This is a new target so no previous data to compare to. We currently have 703 pupils from Year R to Year 14 with EHCPs. Of these, 286 are in mainstream provision.

PED04 08: 100% are Good or Outstanding

Ref:	Milestones	Quarterly Progress
PED04a	Implement the Social Emotional and Mental Health Strategy (SEMH) by March 2020. Impact to be monitored through the action plan (Sharon Williams)	
PED04b	Monitor the impact of the Behaviour Support Team in improving inclusive practice in schools (Sharon Williams) (March 2020)	
PED04c	Review the current framework of support for children with disabilities, including short breaks provision and direct payments with all recommissions co-produced with parents and young people (Sam Murtagh/ Val Armor) (March 2020)	
PED04d	Improve the quality of assessment criteria, Education Health and Care Plans, and quality assure all provision currently being utilised to ensure that provision meets the needs of our children and young people (Ann McIntyre/ Sam Murtagh) (March 2020)	
PED04e	Work with schools to ensure that they are more inclusive (Ann McIntyre) (March 2020)	
PED04f	Review in borough specialist provision and revise to meet the needs of Halton's children and young people (Ann McIntyre) (March 2020)	
PED04g	Implement and monitor dynamic risk register for Learning Disability as per Transforming Care requirements (Sam Murtagh) (March 2020)	
<b>Supporting commentary:</b>		
<p>PED04a: (Sharon Williams) The SEMH strategy is part of a broader development across the Council to improve Inclusion within our schools. The strategy is in draft format but needs to be aligned with the inclusion Strategy prior to full implementation.</p>		
<p>PED04b: (Sharon Williams) Personal Education Plans are completed every term for each child in care from the age of 3 to 19 years old. The Virtual School quality assures each Personal Education Plan to ensure that they are high quality, effective plans providing support to each child according to their identified needs. The Virtual School also monitors the use and impact of the Pupil Premium Plus funding that is requested through the Personal Education Plan, to ensure that it is targeted appropriately to improve the educational outcomes of each child and accelerate their expected progress. Data analysis is undertaken of each child's outcomes across the core subjects to identify their individual areas for development however, subject specific analysis is also undertaken across the cohorts.</p>		
<p>In Spring Term 2018/19 over 60% of children in Reception, Y1, Y3 and Y5 were making at least expected progress across all core subjects. However, the majority of children in Y2, Y4 and Y6 were not progressing as well as their peers. Across the Primary cohort writing is an area that children in care need additional support in to achieve their expected progress and to perform in line with national expectations. Over 55% of pupils in Y7 and Y8 are making at least expected progress across all core subjects, whilst those in Y9, Y10 and Y11 are not. English and Science are subjects in which Secondary age young people in care need additional support to achieve their expected progress and to perform in line with national expectations.</p>		
<p>PED04c: (Sam Murtagh ) All short breaks contracts have been recommissioned , all submissions were evaluated with Parent and children / young people</p>		
<p>PED04c: (Val Armor) The Behaviour Support Service is now fully staffed and actively working with schools within Halton to improve inclusion practice and reduce exclusions. The service is a school facing service so does not work with individual children but builds capacity within schools to meet challenging behaviour of any of their pupils. Please see sections 2.1 and 3.2 for further details of the current focus and work of the Behaviour Support Service.</p>		
<p>PED04d: (Ann McIntyre) Independent Consultants Peopletoo are currently facilitating a working group of stakeholders to develop and improve EHCP.</p>		
<p>PED04d: (Sam Murtagh) A quality monitoring document is currently approaching final agreement – following this planned visits will take place with all currently used Out Of Borough placements. This quarter has seen an increase in the visits to placements by the newly appointed SEND Commissioning Manager</p>		
<p>PED04e: (Ann McIntyre) An Inclusion Charter is being developed with Halton Schools and this will be finalised at the Conference in the September 2019.</p>		
<p>PED04f: (Ann McIntyre) Independent Consultants Peopletoo are currently facilitating a working group of stakeholders to consider the most appropriate provision to meet local needs.</p>		
<p>PED04g: (Sam Murtagh) The Dynamic Risk Register is now in place and is regularly review by a group of multi-agency partners including Clinical Commissioning Group, Education , Social Care</p>		



**Objective: Raise achievement across Early Years and all Key Stages, and diminish the difference between vulnerable groups and their peers (PED05)**

Ref	Measure	18/19 Actual	19/20 Target	Current	Direction of Travel	Quarterly Progress
PED05 01	Ensure all eligible children for the vulnerable 2 yr old funding access quality EY provision (internally collected termly information – may not match to published data from Jan census)	80%	100%	89%		
PED05 02	Increase the take up of Early Years Entitlement for 3 to 4 year olds (internally collected termly information – may not match to published data from Jan census)	93%	96%	93%		
PED05 03	Monitor the percentage of Early Years settings (pre-schools, day care, out of school clubs, childminders) with overall effectiveness of Good or Outstanding (snapshot end of quarter)	N/A	N/A	94%	N/A	N/A
PED05 04	Monitor the percentage of Primary schools with overall effectiveness of Good or Outstanding (snapshot end of quarter)	N/A	N/A	79.6%	N/A	N/A
PED05 05	Monitor the percentage of Secondary schools with overall effectiveness of Good or Outstanding (snapshot end of quarter)	50%	N/A	50%		N/A

**Supporting commentary:**






PED05 01: (Jill Farrell) 588/662. DfE target continues to increase and number of children Halton fund remains stable.

PED05 02: (Jill Farrell) 93% of 3 & 4 year olds have accessed their free entitlement in 2019 (Source: Early Years Outcomes Dashboard).

PED05 03: (Jill Farrell) 76% of all our Early Years settings continue to be graded 'Good' or 'Outstanding' by Ofsted. 4% are graded 'Requires Improvement'. 10% are 'meeting the requirements' (this is the judgement awarded to Child minders/Out of School Clubs who have an inspection when there are no children present) and 10% have not yet been inspected. This gives a total of 94% of settings achieving Good or Outstanding (minus settings with a 'met' judgement or 'not yet inspected'. We currently have no settings judged 'Inadequate'.

PED05 04: (Jill Farrell) During this quarter, one school graded good were re-inspected and retained a good grading; another school with no prior inspection history was inspected and graded as good.

PED05 05: (Jill Farrell) From the published date 50% of secondary schools are listed as good+. However one of the schools included in the published figure has converted to academy status and has no inspection history now it is an academy. If this was recalculated with this consideration, 57% of secondary schools are graded as good+.

Ref:	Milestones	Quarterly Progress
PED05a	Monitor and evaluate outcomes from the use of funding streams (including Free EY Entitlement, Pupil Premium) to raise achievement and diminish the difference between vulnerable groups and their peers (Jill Farrell) (March 2020)	
PED05b	Review the process of risk assessment for schools and settings to target support and drive improvement (Jill Farrell) (March 2020)	
PED05c	Build engagement, capacity and understanding of the strategic role of governors (Jill Farrell) (March 2020)	
PED05d	In partnership with schools, review and design and effective curriculum model that meets pupils needs whilst raising ambitions (Jill Farrell) (March 2020)	
PED05e	Develop and implement the Reading strategy (Jill Farrell) (March 2020)	

**Supporting commentary:**

PED05a: (Jill Farrell) Individual settings are monitoring the performance of groups and the impact of interventions. However currently due to some IT issues and concerns regarding information sharing from private day care businesses, not all this information from Early Years settings is submitted to the LA. Colleagues are working on finding a solution to share across the LA but in the meantime are including a focus on training and evidence based research methods as to how to diminish the difference between vulnerable groups and their peers.

PED05b: (Jill Farrell) The risk assessment process has been refined for schools and settings. These changes are currently being evaluated and are ready for implementation early in the autumn term. Challenge and support will be targeted









appropriately to meet the needs of establishments with the greatest vulnerabilities, whilst capacity will also be drawn upon from effective practice within the sector. This is in line with DFE and Central government policies.

PED05c: (Jill Farrell) governor working group meets termly and is progressing information sharing and support for governor colleagues. Over the last academic year, more rigorous monitoring of school governor representation at the termly governor briefing has led to an increase in attendance and engagement at termly governor briefings and governor training. Further plans will continue to develop the strategic role of governors.

PED05d: (Jill Farrell) Initial meetings were held with all schools in the secondary sector and all schools in the primary sector to develop a Halton curriculum. This will be developed further next year, although recently the development of the Halton Educational Alliance has taken precedence. The Halton Learning Alliance is a long term, borough wide development that will work with all educational, business partners and the wider community to develop a Halton vision and raise aspiration, ambition leading to successful, healthy, contributing citizens of Halton.

PED05e (Jill Farrell) A Reading Strategy group and smaller working groups are developing a Halton Reading Strategy. This will be launched in the autumn term along with a range of reading events and longer term initiatives, This will reflect the vision and ambitions from the Halton Learning Alliance whilst promoting a passion for reading and enhancing the purpose and value of reading for all.

### Objective: Improve participation and skills for young people to drive Halton's future (PED06)

Ref	Measure	18/19 Actual	19/20 Target	Current	Direction of Travel	Quarterly Progress
PED06 01	Maintain the percentage of 16-17 yr olds not in education, employment or training (snapshot end of quarter, end of year information February)	4.8%	4.4%	5.7%		
PED06 02	Maintain the percentage of 16-17 yr olds whose activity is not known (snapshot end of quarter, end of year information February)	0.3%	0.8%	0.1%		
PED06 03	Increase the percentage of 16-17 yr olds with an offer of learning (September guarantee)	96.9%	98.2%	84.5%		
PED06 04	Increase the percentage of 16-17 yr olds participating in education or training that meets the Government definition of full participation (known as Raising the Participation Age)	89.8%	93%	88.1%		

#### Supporting Commentary:





PED06 01: (Háf Bell) The percentage of young people who are NEET is higher than previous because the percentage of young people whose activity is not known to the authority is so much lower than previous. Having found ways to make contact with young people we've been able to identify more who are NEET and therefore require support. The overall figure for Halton is 5.1% and this is down 0.1% from 2018 and is lower than National (5.5%) Regional (6.3%) LCR (6.6%) and Statistical Neighbours (6.5%), therefore Halton's overall performance is very good.

PED06 02: (Háf Bell) Additional work with institutions and through social media to contact young people has resulted in a significant reduction in the number of young people whose activity is not known to the local authority. Whilst this has affected the NEET figures the overall figure for Halton is very positive, as shown above in PED06 01.

PED06 03: (Háf Bell) The 2018/19 performance exactly matched the 2017/18 performance i.e. we were unable to increase the % of young people with a September Guarantee. This means we are now behind the original targets we set ourselves. We have done a considerable amount of work this year with schools to bring forward the process of securing a September Guarantee for young people and the current performance of 84.5% is significantly higher than the 67.2% we achieved in June 2018. However there is a proportion of young people in employment without training who intend to stay there post September and therefore do not qualify for a September Guarantee. In addition there are young people who are NEET with long standing issues who are not willing to engage in looking at provision for September and therefore do not have an offer for September. This means it's unclear yet whether we will increase the overall performance from last year.

PED06 04: (Háf Bell) Too many young people were in employment without training last year, which does not qualify as full participation by Raising the Participation Age (RPA) rules. Whilst we have raised this with schools in terms of the guidance given to young people about RPA the percentage meeting RPA continues to drop and we are below National, Regional, LCR and Statistical Neighbours figures. Further analysis of the data after submission in March 2019 has identified we also need to challenge more thoroughly the information given to ensure it is employment without training or whether there is an element of training involved – this could have the potential to improve our results by a small margin.



Ref:	Milestones	Quarterly Progress
PED06a	Closely monitor the cohort of young people not in education, employment or training and identify common patterns/issues to inform actions, guide the effective use of resources and to identify any future commissioning needs (Háf Bell) (March 2020)	
PED06b	Work with schools, the College and training providers to review the post 16 offers of learning made to young people and increase the amount of offers made before the end of an academic year (Háf Bell) (July 2019)	
PED06c	Work with schools, the College and training providers to report where young people progress to Post 16 as quickly as possible, so those who haven't been progressed can be identified and contacted to offer support (Háf Bell) (October 2019)	
PED06d	Work with Post 16 education and training providers in the borough to support the development of provision that does have clear progression opportunities (Háf Bell) (March 2020)	
<b>Support Commentary:</b>		
PED06a: (Háf Bell) Analysis of the cohort continues to take place and where we can adapt and make changes to working practice we have done. There are gaps identified in the support we can offer young people who are long term NEET but we have been unable to identify any existing service to meet the gap, or funding to commission services.		
PED06b: (Háf Bell) Further to this work we have increased the September Guarantee performance from 67.2% in 2018 to 84.5% this year.		
PED06c: (Háf Bell) Will apply in September 2019.		
PED06d: (Háf Bell) A training provider in the borough had to cease provision in June 2019 due to funding issues. A new training provider is looking to deliver in Halton, although this has not progressed beyond initial discussions at present.		

## 7.0 Financial Summary



Children and  
Families Q1 2019.20



EIP Q1 2019.20  
Final.doc

## 8.0 Appendix I

8.1 Symbols are used in the following manner:

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

8.2 Direction of Travel indicator

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

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

8.3 Key for responsible officers:

**AMc** Ann McIntyre, Operational Director, Education, Inclusion and Provision Service

**TC** Tracey Coffey, Operational Director, Children and Families Service

## Directorate Performance Overview Report

**Directorate:** People Directorate (ASC – Public Health)

**Reporting Period:** Quarter 1 - 1<sup>st</sup> April 2019 to 30<sup>th</sup> June 2019

### 1.0 Introduction

1.1 This report provides an overview of issues and progress within the Directorate that have occurred during the first quarter.

### 2.0 Key Developments

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

#### Adult Social Care:

##### **Mental Health Services:**

**Developing the use of the Mental Health Resource Centre in Vine Street, Widnes:** following the successful redevelopment of the Mental Health Resource Centre in Vine Street, services continue to be developed as part of the process of delivering a more comprehensive mental health service for local residents. The intention remains to develop a 24-hour crisis service from the building in partnership with the CCG, which would help to provide faster support for people and would ensure that they receive timely and appropriate support.

##### **Debt Management:**

In February 2017 Halton Borough Council was owed a substantial amount of money in payments relating to assessed charges for care for a number of service users. A report was submitted at this time outlining a proposal to use invest to save money to fund a community care worker post to address the issues relating. The debt recovery project has been running for some time now.

A community care worker is in post, and was appointed a year ago currently funded for 2 years out of invest to save monies. The role has cemented the processes established as part of the debt recovery project and has been able to support adults identified through this process to have access to safeguarding processes, assessments, review and ensure that they have the support that they need to manage their own financial affairs and reduce the stress and anxiety related to challenges that they have had in managing their financial affairs.

As anticipated one of the main side benefits of the role is in relation to ensuring debt is recovered and there has been a marked impact on total debt seeing a sustained reduction in the total debt over the past 6 months as outlined above. In May 2019, HBC internal audit completed and audit of the debt recovery process. While a number of

recommendations from this audit, the point of most relevance to this report is the acknowledgement of the critical role that the community care worker role has had in supporting the debt recovery process, particularly in preventing inappropriate referrals through to the legal debt recovery team as well as the obvious successes in managing the overall size of debt owed to the council.

The community care worker has identified that a significant proportion of accrued debt could be prevented at an early stage by ensuring that conversations are held with people who have been admitted to 24 hour care (or their families) at an early stage in the their admission.

The role of the community care worker in this process was as part of a wider range of preventative measures aimed at slowing or reducing the amount of new debt accrued and dealing with this in the most effective manner once it was identified that debt had begun to build up. The community care workers focus is on using debt as an indicator of possible underlying social problems and following an initial fact funding process engaging in Care Act assessment and review if required. However the post has proved successful and a proposal is being taken forward to create a permanent post.

### **Public Health**

Halton have contributed to a successful bid through the Cheshire and Mersey Cancer Prevention Group, a subgroup of the Cancer Alliance, and been awarded over £1.2million to implement activities to improve uptake of cancer screening programmes, these will include a cervical screening text message reminder service as well as a programme to target those who do not respond to screening invites, and those who following attendance at screening, fail to follow up when referred for further investigations.

## **3.0 Emerging Issues**

### **Adult Social Care**

#### **Mental Health Services - national developments:**

Work continues nationally to develop and publish a new Mental Health Act, although this has been taken over by more recent political priorities. The work on developing the Act has been supported by a range of social care organisations, including the Association of Directors of Adult Social Services, the British Association of Social Workers and the national AMHP leads group.

The role of social work within mental health services has recently been scrutinised by the All-Party Parliamentary Group on Social Work; this group has made a number of recommendations designed to promote the role of the social model of mental health in the new legislation, and the central role of social work within this as experts in working within this model.

At the same time, a new national workforce plan for the Approved Mental Health Practitioner role has been issued in draft, and is due to be finalised shortly. This aims to improve the working conditions for AMHPs, improve recruitment and retention, develop consistent training across the country and promote the role within multidisciplinary mental health working.

## Launch date announced for specialist social work regulator

At a national Association of Directors of Children's Services conference, the Minister for Children and Families, Nadhim Zahawi has announced Monday 2 December 2019 as the date when Social Work England will take over from the [Health and Care Professions Council](#) (HCPC) as the new social work regulator.

In preparation for the announcement, significant progress has been made to ensure a smooth and safe transition for social workers. Social Work England will become the new regulator later this year subject to this successful development continuing.

Speaking about the announcement, Colum Conway, Chief Executive of Social Work England, said: "We are delighted to be able to announce that we will soon become the new specialist regulator for social workers. As a social worker, I understand the positive impact that professionals have on millions of people. I also understand the complexity of the work and the competing priorities in the role. That is why we are putting collaborative working at the heart of all we do and our recent consultation on rules and standards was just one example of this. "Over the course of the year we will continue to work with the HCPC to ensure an efficient and smooth transition. We are also committed to exploring new approaches that offer responsive and proportionate regulation – empowering professionals to be the very best they can be."

Marc Seale, Chief Executive of HCPC, said: "We will continue to work closely with Social Work England to ensure there will be a smooth transition. Good progress has been made so far, and this will continue until the regulatory functions are effectively transferred. Until that time, we are committed to regulating the profession and delivering our core purpose of public protection. We will also ensure that our work on the regulation of the 15 other professions remains unaffected by our focus on the transfer of social workers."

### **Public Health**

Nationally reported smoking rates have increased in Halton for the first time in 2 years, taking Halton above the national average. While this is concerning, the data is obtained from self-reported national survey results which can vary significantly year on year based on the number and type of individuals able to be contacted to take part in the survey. Despite this, Halton will continue to support smoking cessation and lifestyle services to ensure we can continue to encourage people to make healthy lifestyle choices.

## **4.0 Risk Control Measures**

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. During the development of the 2017/18 Business Plan, the service was required to undertake a risk assessment of all key service objectives with high risks included in the Directorate Risk Register.

As a result, monitoring of all relevant 'high' risks will be undertaken and progress reported against the application of the risk treatment measures in Quarters 2 and 4.

### **Progress against high priority equality actions**





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

## 6.0 Performance Overview

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

### Commissioning and Complex Care Services

#### Key Objectives / milestones

Ref	Milestones	Q1 Progress
1A	Monitor the effectiveness of the Better Care Fund pooled budget ensuring that budget comes out on target	
1B	Integrate social services with community health services	
1C	Continue to monitor effectiveness of changes arising from review of services and support to children and adults with Autistic Spectrum Disorder.	
1D	Continue to implement the Local Dementia Strategy, to ensure effective services are in place.	
1E	Continue to work with the 5Boroughs NHS Foundation Trust proposals to redesign pathways for people with Acute Mental Health problems and services for older people with Mental Health problems.	No data available
1F	The Homelessness strategy be kept under annual review to determine if any changes or updates are required.	No data available
3A	Undertake on-going review and development of all commissioning strategies, aligning with Public Health and Clinical Commissioning Group, to enhance service delivery and continue cost effectiveness, and ensure appropriate governance controls are in place.	

#### Supporting Commentary

1A. Work is ongoing to review our overall approach to managing the financial risks in the pool.

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

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




1D. During the last quarter work has continued to plan for provision of post diagnosis community dementia support from October 2019 (when the current contract finishes). It is anticipated that the Dementia Care Advisor service will remain, to ensure continuity of care for people living with dementia and their carers in line with where the current and projected demand for services lies, whilst complimenting the wider dementia care and support offer available in the borough. The Admiral Nurse Service continues to deliver support to families with the most complex needs relating to caring for someone living with dementia.











1E. No data available

1F. No data available



3A.


### Key Performance Indicators

Older People:		Actual 18/19	Target 19/20	Q1	Progress	Direction of Travel
ASC 01	Permanent Admissions to residential and nursing care homes per 100,000 population 65+ <i>Better Care Fund performance metric</i>	TBC	TBC	141.9	TBC	N/A
ASC 02	Delayed transfers of care (delayed days) from hospital per 100,000 population. <i>Better Care Fund performance metric</i>	479 May 19	TBC	403 May 19	N/A	
ASC 03	Total non-elective admissions in to hospital (general & acute), all age, per 100,000 population. <i>Better Care Fund performance metric</i>	4952	TBC	4952		
ASC 04	Proportion of Older People (65 and over) who were still at	85%	TBC	N/A	N/A	N/A

	home 91 days after discharge from hospital into reablement/rehabilitation services (ASCOF 2B) <b>Better Care Fund performance metric</b>					
<b>Adults with Learning and/or Physical Disabilities:</b>						
ASC 05a	Percentage of items of equipment and adaptations delivered within 5 working days (HICES)	N/A Merged data in 18/19	97%	98%		N/A
ASC 05b	Percentage of items of equipment and adaptations delivered within 7 working days (VI/DRC/HMS)	N/A Merged data in 18/19	97%	68%		N/A
ASC 06	Proportion of people in receipt of SDS (ASCOF 1C – people in receipt of long term support) (Part 1) SDS	78%	78%	71%		
ASC 07	Proportion of people in receipt of SDS (ASCOF 1C – people in receipt of long term support) (Part 2) DP	36%	45%	32%		
ASC 08	Proportion of adults with learning disabilities who live in their own home or with their family (ASCOF 1G)	86%	89%	86%		
ASC 9	Proportion of adults with learning disabilities who are in Employment (ASCOF 1E)	5.0%	5%	5.1%		
<b>Homelessness:</b>						
ASC 10	Homeless presentations made to the Local Authority for assistance in accordance with Homelessness Act 2017. Relief Prevention Homeless	117	500			No data available
ASC 11	LA Accepted a statutory duty to homeless households in accordance with homelessness Act 2002	10	100			No data available



ASC 12	Homelessness prevention, where an applicant has been found to be eligible and unintentionally homeless.	6	17			No data available
ASC 13	Number of households living in Temporary Accommodation Hostel Bed & Breakfast					No data available
ASC 14	Households who considered themselves as homeless, who approached the LA housing advice service, and for whom housing advice casework intervention resolved their situation (the number divided by the number of thousand households in the Borough)	1.64%	6.00%			No data available
<b>Safeguarding:</b>						
ASC 15	Percentage of individuals involved in Section 42 Safeguarding Enquiries	N/A	TBC	52%	N/A	New measure, targets to be confirmed
ASC 16	Percentage of existing HBC Adult Social Care staff that have received Adult Safeguarding Training, including e-learning, in the last 3-years (denominator front line staff only).	61%	56%	61%		
ASC 17 (A)	DoLS – Urgent applications received, completed within 7 days.	N/A	80%	N/A	N/A	N/A
ASC 17 (B)	DoLS – Standard applications received completed within 21 days.	N/A	80%	N/A	N/A	N/A
ASC 18	The Proportion of People who use services who say that those services have made them feel safe and secure – Adult Social Care Survey (ASCOF 4B)	95.57%	82%	N/A	N/A	N/A
<b>Carers:</b>						

ASC 19	Proportion of Carers in receipt of Self Directed Support.	100%	99%	95.4		
ASC 20	<i>Carer reported Quality of Life (ASCOF 1D, (this figure is based on combined responses of several questions to give an average value. A higher value shows good performance)</i>	7.1% 2018/19	9	N/A	N/A	N/A
ASC 21	<i>Overall satisfaction of carers with social services (ASCOF 3B)</i>	52.1% 2018/19	50	N/A	N/A	N/A
ASC 22	The proportion of carers who report that they have been included or consulted in discussions about the person they care for (ASCOF 3C)	77.6% 2018/19	80	N/A	N/A	N/A
ASC 23	Do care and support services help to have a better quality of life? (ASC survey Q 2b) <b>Better Care Fund performance metric</b>	92.1% 2018/19	93%	N/A	N/A	N/A

### Supporting Commentary

#### Older People:

ASC 01 There is currently an issue with the panel spreadsheets which is being investigated to ensure that permanent admissions are being recorded correctly, an update will be provided before PPB

ASC 02 No targets have yet been set for 2019/20

ASC 03 The CCG did not witness the reductions planned for in 2018/19. A significant part of this was the increase in the number of admissions being recorded at Whiston hospital (+1332, +14%) on 17/18, these admissions were generated by an increase in the number of A&E attendances (+1690, +10%) and a corresponding reduction in the number of attendances at the Widnes UCC (-3827, -10%) A recent deep dive by the CCG has identified that the most likely cause for this movement of patients is a reducing level of patient satisfaction of the Widnes UCC. Further patient insight work is being carried out to determine the reasons behind this reduction in satisfaction however an increase in waiting times appears to be a significant factor.  
In addition to the number of people attending A&E at Whiston the CCG, alongside Knowsley and St Helens CCG's, has queried the number of people admitted for very short lengths of time (on occasion less than 15 minutes) this has been the subject of an MIAA audit and the CCG are in discussions with the Trust about how best to progress this issue in 2019/20.

ASC 04 Annual collection only to be reported in Q4. Data published October 2019, the latest data for 19/20 will be available in October 2020

ASC 05a Target exceeded in Q1

ASC 05b Waiting for commentary

### **Adults with Learning and/or Physical Disabilities:**

ASC 06 Work being done looking at the measure.

ASC 07 The Q1 figure is lower than the same period last year. Targets for 19/20 are in the process of being set following completion of year-end processes.

ASC 08 We are aware of issues with data quality with Primary support reasons, this may change the numerator meaning the percentage of clients will be lower.

ASC 09 There are 21 people with a learning disability in paid employment. The percentage is based on the number of people with a learning disability "known to" the Council. The known to figure can fluctuate each month as people have been added to Care First or their assessments have been completed; this will have an overall effect on the percentage.

### **Homelessness:**

ASC 10 No data available

ASC 11 No data available

ASC 12 No data available

ASC 13 No data available

ASC 14 No data available

### **Safeguarding:**

ASC 15 New measure, targets to be confirmed

ASC 16 We have exceeded this target and staff continue to access the appropriate training.

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

17 (A)

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

ASC 18 Annual collection only to be reported in Q4, (figure is an estimate).

**Carers:**

ASC 19 On target to meet this measure

ASC 20 This is the Biennial Carers Survey which will commence in December 2020












ASC 21 This is the Biennial Carers Survey which will commence in December 2020

ASC 22 This is the Biennial Carers Survey which will commence in December 2020

ASC 23 This is the Biennial Carers Survey which will commence in December 2020

**Public Health****Key Objectives / milestones**

Ref	Milestones	Q1 Progress
PH 01a	Increase the uptake of smoking cessation services and successful quits among routine and manual workers and pregnant women.	<input checked="" type="checkbox"/>
PH 01b	Work with partners to increase uptake of the NHS cancer screening programmes (cervical, breast and bowel).	<input checked="" type="checkbox"/>
PH 01c	Work with partners to continue to expand early diagnosis and treatment of respiratory disease including Lung Age Checks, and improving respiratory pathways.	<input checked="" type="checkbox"/>
PH 01d	Increase the number of people achieving a healthy lifestyle in terms of physical activity, healthy eating and drinking within recommended levels.	<input checked="" type="checkbox"/>
PH 02a	Facilitate the Healthy child programme which focusses on a universal preventative service, providing families with a programme of screening, immunisation, health and development reviews, and health, well-being and parenting advice for ages 2½ years and 5 years.	<input checked="" type="checkbox"/>

PH 02b	Maintain and develop an enhanced offer through the 0-19 programme for families requiring additional support, For example: teenage parents (through Family Nurse Partnership), Care leavers and support (when needed) following the 2 year integrated assessment.	
PH 02c	Maintain and develop an offer for families to help their child to have a healthy weight, including encouraging breastfeeding, infant feeding support, healthy family diets, physical activity and support to families with children who are overweight.	
PH 03a	Continue to develop opportunities for older people to engage in community and social activities to reduce isolation and loneliness and promote social inclusion and activity.	
PH 03b	Review and evaluate the performance of the integrated falls pathway.	
PH 03c	Work with partners to promote the uptake and increase accessibility of flu and Pneumonia vaccinations for appropriate age groups in older age.	
PH 04a	Work in partnership to reduce the number of young people (under 18) being admitted to hospital due to alcohol.	
PH 04b	Raise awareness within the local community of safe drinking recommendations and local alcohol support services through delivering alcohol awareness campaigns, alcohol health education events across the borough and ensuring key staff are trained in alcohol identification and brief advice (alcohol IBA).	
PH 04c	Ensure those identified as having an alcohol misuse problem can access effective alcohol treatment services and recovery support in the community and within secondary care.	
PH 05a	Work with schools, parents, carers and children's centres to improve the social and emotional health of children.	
PH 05b	Implementation of the Suicide Action Plan.	
PH 05c	Provide training to front line settings and work to implement workplace mental health programmes.	

#### PH 01a **Supporting commentary**

Halton Stop Smoking Service works continually to help support local people quit smoking, with extra emphasis placed on routine and manual workers and pregnant women where extra support is required. To date this quarter (QTR) Halton Stop Smoking Service has seen 33 maternal referrals compared to a total of 40 maternal referrals in QTR 1 last year. Complete Quarterly data for the Stop Smoking Service is not measured until August 2019. Therefore, current data is suggesting that there could be more referrals to be recorded for Quarter 1 than the same period last year.

NB. The same criteria applies to successful quits for pregnant clients. So far successful quits for pregnant women are on a par with the same period last

year.

Among the Routine and Manual group, there have been 41 accessing the service and 13 quitting (data set is incomplete; covers to August 2019). Data for the same period last year (18/19) is 47 accessing and 33 quitting.

Brief Intervention training has been delivered to Midwives this quarter taking total number of Midwives trained to 25. This reflects the successful partnership working between Halton Midwives and the Stop Smoking Service.

Intermediate training has been delivered to Pharmacies during Quarter 1.

**PH 01b** Halton Health Improvement Team continued to actively engage in promoting the PHE Cervical Screening uptake campaign and engaged with an estimated 10,000 local people. The workplace health program ran a series of Cancer Awareness workshops with employers throughout Halton. These workshops focused on making staff aware of the signs and symptoms of breast, bowel, lung and testicular cancer, signposting to local support services and highlighting the importance of screening.

In addition, as part of the Cheshire and Merseyside Cancer Prevention Group, we have been successful in bidding for funding through the Cancer transformation fund available to Cancer Alliances. The bids will enable us to work across Cheshire and Merseyside to develop targeted approaches to improve uptake of screening, including a cervical screening text message reminder service, an initiative to identify and target individuals who have not responded to a screening offer of who have attended screening but fail to progress through the pathway.

**PH 01c Supporting commentary**

The use of the lung age check within the workplace health program has increased this quarter. This continues to drive referrals into the stop smoking service. The Stop Smoking Service also continue to deliver Lung Age checks to clients aged 35yrs and over as per NICE guidelines for COPD and refer appropriately those clients that may need further investigation to GP's.

Health improvement Services are engaged with multiple partners on a newly formed Respiratory Steering group co-ordinated by Halton CCG, aimed at improving respiratory pathways. The Stop Smoking Service has increased venues to deliver from as a result of partnership working with the Respiratory Health Team.

Halton is continuing to progress - at speed - the development of the Targetted Lung Health Checks with Knowsley, in addition to identifying and scanning those at highest risk of lung cancer, it will identify other respiratory conditions such as COPD, ensuring rapid access to the right pathways and treatments, as well as directing people to the Halton Smoking Cessation Service.

**PH 01d Supporting commentary**

Halton Weight Management Service has had over 200 new referrals this quarter. The service continues to provide healthy lifestyle advice and physical activity on a weekly basis to overweight Halton residents. The tier 2 group based approach is supplemented by an integrated tier 3 service for those

requiring dietetic input.

Physical activity sessions continue to be provided for clients with a history of cardiac, respiratory, neurological or chronic pain diagnoses. Specialist gym based sessions have recently been added to assist with re-introducing clients to exercise that have had physical or mental barriers to engaging previously.

**PH 02a Supporting commentary**

The Bridgewater 0-19 service, including health visitors, school nurses and Family Nurse Partnership (FNP) continues to deliver all the elements of the Healthy Child programme to families in Halton. All NCMP measurements have been completed for this year and school health profiles are being agreed to be ready for September.

**PH 02b**

**Supporting commentary**

The Family Nurse Partnership service continues to be fully operational with a full caseload and works intensively with first time, teenage mothers and their families.

**PH 02c Supporting commentary**

Infant feeding support, introduction to solid food sessions and the healthy school offer are available to families, to support achieving and maintaining a healthy weight. A draft healthy weight strategy has been produced using a whole system approach to obesity which will support healthy weight in children.

Progress continues to be made in many of the areas on the Infant feeding strategy action plan, and the operational group is continuing work on refreshing the action plan for 2020. The action plan will focus on ensuring all new mothers will be supported on discharge to feed their baby, whether breast or bottle feeding and then offered continued support through the child's early years on all aspects of infant feeding. The action plan also includes continued work towards maintaining BFI status for Halton i.e. refreshing breastfeeding policies, social marketing campaigns and parent education sessions to encourage healthy early years.

The Healthy schools programme continues to support all schools in Halton around the PSHE curriculum utilising a whole school approach.

Health Improvement continue to deliver Fit 4 Life camps, parent bitesize workshops, community outreach sessions and half-day practitioner brief intervention training across the borough, to support frontline staff, parents and families.

**PH 03a Supporting commentary**

The Campaign to End Loneliness across Halton is underway following the Halton Loneliness conference earlier in the year. The Loneliness steering group meets regularly to drive the campaign forward ensuring that materials are being distributed far and wide to various organisations and businesses across the borough to help raise awareness and promote a single point of access for people who have been affected by loneliness to get help and support.



The Health Improvement Team also delivers Age Well training which is aimed at giving people who work and live in the community the opportunity to improve their knowledge and understanding of loneliness and how it affects older people living in the borough. This also helps to build practical skills using tools that identify people who may be at risk of loneliness and help build their confidence in giving out advice on how to overcome loneliness. At the end of the session delegates will sign a pledge to end loneliness as part of our Campaign to End Loneliness in Halton.

Sure Start to Later Life continue to work across Halton, supporting older people to engage with activities in the local community, the team hold regular events for older people and are now running an additional Get Together in Widnes (in addition to the Grangeway get together in Runcorn) which is an opportunity for older people to come together, socialise and make connections with health and wellbeing services. The additional get together has been well attended, with 80 people attending the first 3 events this year.

**PH 03b Supporting commentary**

The falls steering group continues to meet regularly to monitor progress made against the falls strategy action plan. This quarter, two falls workshops including a wide variety of stakeholders, have been held to map the current falls pathway and identify gaps/areas for improvement. A Primary Care audit has also be initiated to reduce variation, improve patient flow/pathway management for those who have had a fall or are at risk of falling. The findings from both workshops and the audit are to be presented at the next falls steering group in September.

**PH 03c Supporting commentary**

Uptake of flu vaccination for the year 2018/19 was poorer than the previous year in all groups, except the school based programme. In Halton we have failed to significantly increase the uptake of vaccination amongst people with long term health conditions that make them more susceptible to flu. We have begun work already in anticipation of the 2019/20 flu season starting in Setember 2019. We have undertaken a joint comunicatons meeting between Halton and Warrington to understand how we can best work together, pool resources and help improve the messaging and approaches we take to encourage people to attend for Flu vaccinations, we will be working jointly throughout the season.

We have also begun discussions with Primary Care Networks to explore options for delivering the vaccination differently to certain cohort groups to help improve access and uptake.

We have worked with the CCG to develop a respiratory improvement strategy exploring how we can incorporate Flu and Pneumonia vaccination into improvement programmes and ensure practices can maximise all oppportunities to protect older people.

**PH 04a Supporting commentary**

Data for 2015/16-2017/18 shows the Halton rate for alcohol admissions in the under 18s has decreased slightly from the previous period. Halton has seen a greater reduction than England, the North West and St



Helens since 2006/07-2008/09. Despite this decrease, the Halton rate remains significantly higher than the England average, though the rate is similar to the North West and significantly lower than St Helens' rate

**PH 04b Supporting commentary**

Good progress is being made towards implementing the Halton alcohol strategy action plan.

We are working with partner organisations to influence government policy and initiatives around alcohol: 50p minimum unit price for alcohol, restrictions of all alcohol marketing, public health as a fifth licensing objective.

The Stop Smoking Service continues to deliver Audit C screening and offers Brief Advice when appropriate to clients wishing to reduce their alcohol intake. 151 clients received Audit C screening from the Stop Smoking Service in Q1.

**PH 04c Supporting commentary**

We continue to monitor activity of the commissioned Drug and Alcohol misuse service through CGL and see good numbers of people referred for treatment and support. The completion of treatment rate for Halton continues to be above the PHE and CGL national average.

**PH 05a Supporting commentary**

12 educational settings have been engaged and supported using the whole settings approach. Riverside College is currently being supported via the One Halton Population work stream. A multi-agency steering group has been established and an action plan in the process of being implemented to help improve the mental health and wellbeing of young people. A training package for staff who work with early years is in development along with suicide awareness for staff working with children and young people. The Time to Change young people steering group has been established and plans are being developed to deliver anti-stigma and discrimination activities to young people in Secondary Schools and Riverside College.

**PH 05b**

We are in the process of analysing the first year's data from the Real Time Surveillance system, which we will assess against the 2018 Suicide Audit when completed (currently underway). The suicide prevention action plan is continuously driven forward by the suicide prevention partnership board. The plan links closely with the Cheshire and Merseyside No More Suicides strategy. A real time surveillance intelligence flow is in place which will enable faster identification of potential trends and clusters. The suicide prevention pathway for children and young people has been developed and is currently in the process of being signed off by relevant partners and boards. Champs have been successful in their C&M NHSE funded self-harm and suicide prevention application, with work due to focus on those who have died by suicide who previously self-harmed; the recently completed self-harm audit across the Champs foot print will be used to inform this new piece of work. Champs have also undertaken a bereavement service audit to identify any gaps in provision across the Champs footprint.

**PH 05c Supporting commentary**

The following training is available to improve early detection of mental health conditions and improve mental health and wellbeing

Training for staff who work with adults:

- Mental Health Awareness
- Mental Health Awareness for Managers
- Stress Awareness
- Stress Awareness for Managers
- Suicide Awareness











Training for staff who work with children and young people:











- Mental Health Awareness
- Self-Harm Awareness
- Staff wellbeing (school Staff)





A training package for staff who work with early years is under development along with suicide awareness for staff who work with children and young people.

### Key Performance Indicators

Ref	Measure	18/19 Actual	19/20 Target	Q1	Current Progress	Direction of travel
PH LI 01	A good level of child development (% of eligible children achieving a good level of development at the end of reception)	64.5% (2017/18)	66.5% (2018/19)	Annual Data		
PH LI 02a	Adults achieving recommended levels of physical activity (% of adults aged 19+ that achieve 150+ minutes of moderate intensity equivalent per week)	62.8% (2017/18)	64.2% (2018/19)	Annual Data		
PH LI 02b	Alcohol-related admission episodes – narrow definition (Directly	830.2 (2017/18)	827.7 (2018/19)	832.1 (Q4 17/18 – Q3 18/19)		

	Standardised Rate per 100,000 population)					
PH LI 02c	Under-18 alcohol-specific admission episodes (crude rate per 100,000 population)	57.6 (2015/16-17/18)	55.6 (2016/17-2018/19)	62.5 (Q4 15/16 – Q3 18/19)		
PH LI 03a	Smoking prevalence (% of adults who currently smoke)	15.0% (2017)	14.8% (2018)	17.9% (2018)		
PH LI 03b	Prevalence of adult obesity (% of adults estimated to be obese)	33.7% (2017/18)	33.2% (2018/19)	Annual Data		
PH LI 03c	Mortality from cardiovascular disease at ages under 75 (Directly Standardised Rate per 100,000 population) <i>Published data based on calendar year, please note year for targets</i>	90.4 (2016-18)*	88.9 (2017-19)	92.7 (Q2 2016 – Q1 2019)		
PH LI 03d	Mortality from cancer at ages under 75 (Directly Standardised Rate per 100,000 population) <i>Published data based on calendar year, please note year for targets</i>	175.8 (2016-18)*	170.9 (2017-19)	184.2 (Q2 2016 – Q1 2019)		

PH LI 03e	Mortality from respiratory disease at ages under 75 (Directly Standardised Rate per 100,000 population) <i>Published data based on calendar year, please note year for targets</i>	55.6 (2016-18)*	50.5 (2017-19)	54.9 (Q2 2016 – Q1 2019)		
PH LI 04a	Self-harm hospital admissions (Emergency admissions, all ages, directly standardised rate per 100,000 population)	340.0 (2017/18)	337.7 (2018/19)	328.4 (Q2 17/18 – Q1 18/19)		
PH LI 04b	Self-reported wellbeing: % of people with a low happiness score	9.7% (2017/18)	9.4% (2018/19)	Annual Data		
PH LI 05ai	<b>Male</b> Life expectancy at age 65 (Average number of years a person would expect to live based on contemporary mortality rates) <i>Published data based on 3 calendar years, please note year for targets</i>	17.5 (2015-17)	17.6 (2016-18)	Annual Data		
PH LI 05aii	<b>Female</b> Life expectancy at age 65 (Average number of years a person would	19.3 (2015-17)	19.4 (2016-18)	Annual Data		

	expect to live based on contemporary mortality rates) <i>Published data based on 3 calendar years, please note year for targets</i>					
PH LI 05b	Emergency admissions due to injuries resulting from falls in the over 65s (Directly Standardised Rate, per 100,000 population; PHOF definition)	2937.1 (2017/18)	2900.0 (2018/19)	2896.4 (Q3 17/18 – Q2 18/19)		
PH LI 05c	Flu vaccination at age 65+ (% of eligible adults aged 65+ who received the flu vaccine, GP registered population)	73.7% (2017/18)	75.0% (2018/19)	Annual Data		

### Supporting Commentary

**PH LI 01** - Data is released annually.

**PH LI 02a** - Data is released annually.

**PH LI 02b** - The rate of alcohol-related admissions episodes for the year to Q3 2018/19 is marginally above both the rate for 2017/18 and the target set for 2018/19. With one quarter left in 2018/19 and the current value so close to the target, it is not possible to say whether the target will or will not be met at the year's end.

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

**PH LI 02c** - Under 18 alcohol-specific admissions have increased to the 3-year period ending Q3 2018/19. The value is above both the actual value for 2015/16 to 2017/18. With the current value so far above the target for 2016/17 to 2018/19, it is likely that the target will not be met.

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

**PH LI 03a** - Figures for 2018 indicate that smoking prevalence has increased from 15% in 2017 to 17.9% in 2018. This increase has led to a prevalence significantly higher than that of England. Although figures are based on annual survey data, and self-reported smoking status, the figure does indicate that prevalence may be higher than seen for the previous two years (2016 and 2017).

**PH LI 03b** – Data is released annually.

**PH LI 03c** - As of Q1 2019, we are marginally above the target for premature mortality from CVD. However, it is too early in the year to define whether or not we are on track to meet the target.

*Mortality indicators are now based on 3-year periods*

**PH LI 03d** – Data for the 3-year period to the end of Q1 2019 shows that the rate of premature mortality from cancer is both above the (provisional) figure for 2016-18 and also even further above the target set for 2017-19. However, with a further 9 months remaining in the current period, we cannot yet say whether the target will or will not be met. *Mortality indicators now based on 3-year periods.*

**PH LI 03e** - For the three year period to the end of Q1 2019, the rate of premature mortality from respiratory disease was below that of 2016-18. However, it is above the target set for 2017-19 and with 9 months remaining in the current target period, we cannot define whether or not target will be achieved. *Mortality indicators now based on 3-year periods.*

**PH LI 04a** - The year period to the end of Q1 2018/19, the rate of self-harm hospital admissions was below the value for 2017/18 and the target value for 2018/19. However, with 9 months remaining during 2018/19, it is not yet possible to say whether we will or will not meet the target for the year.

**PH LI 04b** - Data is released annually.

**PH LI 05ai** - Data is released annually.

**PH LI 05a<sup>ii</sup>** – Data is released annually.

**PH LI 05b** – Too early in the year, and too close to target value to specify whether we will or will not meet the target for 2018/19. However, as of Q2 2018/19, we are marginally below the target for the year.

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

**PH LI 05c** - Data is released annually.

## APPENDIX: Explanation of Symbols

Symbols are used in the following manner:

### Progress

**Green**



**Objective**  
Indicates that the objective is on course to be achieved within the appropriate timeframe.

### **Performance Indicator**

*Indicates that the annual target is on course to be achieved.*

**Amber**



Indicates that it is uncertain or too early to say at this stage, whether the milestone/objective will be achieved within the appropriate timeframe.

*Indicates that it is uncertain or too early to say at this stage whether the annual target is on course to be achieved.*

**Red**



Indicates that it is highly likely or certain that the objective will not be achieved within the appropriate timeframe.

*Indicates that the target will not be achieved unless there is an intervention or remedial action taken.*

### Direction of Travel Indicator

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

**Green**



Indicates that **performance is better** as compared to the same period last year.

**Amber**



Indicates that **performance is the same** as compared to the same period last year.

**Red**



Indicates that **performance is worse** as compared to the same period last year.

**N/A**

Indicates that the measure cannot be compared to the same period last year.

## Performance Overview Report – Enterprise, Community & Resources

Reporting Period: **Quarter 1 – 1<sup>st</sup> April 2019 – 30<sup>th</sup> June 2019**

### 1.0 Introduction

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

### 2.0 Key Developments

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

#### **Financial Services**

##### *Final Accounts*

- 2.2 Following closure of the 2018/19 year-end accounts, the draft Statement of Accounts was signed off as required by the Operational Director, Finance on Friday 31<sup>st</sup> May 2019 and passed to external auditors for them to start the audit of the accounts. An update report on the audit findings will be reported to Business Efficiency Board on 24<sup>th</sup> July 2019.

##### *2018/19 Financial Outturn*

- 2.3 The 2018/19 outturn was reported to the Executive Board on 13<sup>th</sup> June 2019. Net expenditure for the year was £2.4m above the approved budget of £109.2m. The level of the general fund balance as at 31<sup>st</sup> March 2019 stands at £5.0m, which is considered a prudent balance following review of the Council's earmarked reserves. School balances at year-end total £4.6m which will carry forward into 2019/20. Capital expenditure for the year was £21.9m, which is 64.6% of the total capital programme of £33.9m (which assumes a 20% slippage between years).

##### *Council Tax and Business Rate Collections*

- 2.4 Including major preceptors, the amount of council tax billed during 2019/20 annual billing was £62.7m. The cash collection rate for the period to 30<sup>th</sup> June 2019 is £17.6m (28%). A further £0.5m (6%) has been collected from previous year arrears.
- 2.5 Including preceptors, the amount of 2019/20 billed business rates as at 30<sup>th</sup> June 2019 is £58.8m. The cash collection rate for the period is £18.1m (30.7%)

##### *Annual Governance Statement*

- 2.6 The Council's Annual Governance Statement (AGS) has been published on the Council's website. The AGS will be formally reviewed by the Business Efficiency Board at its meeting on 24<sup>th</sup> July 2019. The document explains the processes and procedures in place to enable the Council to carry out its functions effectively and includes an action plan to address any significant governance issues identified.



### *Fraud and Corruption*

- 2.7 The value of identified frauds and attempted frauds in 2018/19 totalled £70k, a slight reduction from 2017/18 when the equivalent figure was £86k. In part, this was due to the number of fraudulent Single Occupiers Discount claims continuing to fall. Since 2016 the Council's Fraud Investigator Officers have worked closely with the Council Tax team to target this type of fraud and irregularity which has proved very successful and resulted in significant year on year reductions in the level of this type of fraud. The overall level of identified fraud in Halton continues to be low when compared to other local authorities of a similar size and profile

### **Policy, People, Performance & Efficiency**

#### *Recruitment Demand*

- 2.8 A high volume of recruitment work continues with high demand for Adult Social Care resources in the People Directorate resulting in a continued stream of posts to be filled. The multi-disciplinary approach to such exercises, using the expertise of HR, Marketing, Social Care and Customer Intelligence colleagues proved to be very effective during 2018/19, and will be deployed again as required. This model of recruitment will be deployed into other areas during 2019/20 to tap into the local labour market and attract new applicants to advertised roles in other business disciplines, as required.

#### *Level 3 Disability Confident Leadership Award*

- 2.9 The Organisation Development Service, in conjunction with other services within the Council, has achieved the Level 3 Disability Confident Leadership Award. The Council has already undertaken and achieved the self-assessment at level 2 and is recognised as a Disability Confident Employer.
- 2.10 The Council will also be acting as a champion for the Disability Confident Scheme within our local and business communities. We will encourage and support other businesses in our supply chains and networks to become Disability Confident. In doing so, we will be showing disabled people that we are leading the way in getting every business to become Disability Confident and benefitting from being able to draw from the widest possible pool of talent and skill, and are securing, retaining and developing disabled staff.

#### *ILM Leadership & Management Programmes*

- 2.11 An ILM Level 5 Award in Leadership & Management is currently underway and a cohort of 12 started in April 2019 and are due to complete in July 2019. Further ILM 3 and 5 Leadership & Management programmes have also been planned and advertised for later in the year.

#### *Staff Mental Health and Wellbeing*

- 2.12 Learning and support is being strengthened to help employees to maintain good mental health, through the delivery of a range of learning opportunities focused on stress management, conflict management, and developing resilience. 1:1 Mindfulness and Group Sessions continue to be delivered to promote good mental health in the workplace. Collaborative work is underway with colleagues in the Health Improvement Team to develop approaches to wellbeing in line with the 'Time to Change' pledge.

### *Traded Service Update*

2.13 Annual traded service level agreements with Halton schools for 2019/20 are now in place and recruitment for the new academic year commencing September 2019 is in hand. As a result of the changing funding situation in schools, a surge in restructuring activity within schools is currently being experienced, meaning that resources in the HR Employment Relations Service are under significant pressure. Contingent resources have had to be engaged within the service to manage this demand.

### **ICT and Support Services**

#### *Mobile Device Management*

2.14 Mobile Device Management (MDM) that are now part of the M365 suite of products will also become part of the proposed developments moving forward. This will allow the authority to manage all mobile devices such as Mobile Phones, iPads, and Laptop's remotely increasing the levels of security across this extensive estate of devices.

#### *SharePoint Development*

2.15 SharePoint 2019 is now under development and this major upgrade is underway together with the creation of a clustered server solution based within the Halton Data Centre Locations allowing for greater resilience and uptime.

#### *One Stop Shops / Contact Centre*

2.16 The One Stop Shop staff continue to deliver council services through our location in Widnes and Runcorn and during this financial quarter handled 23,352 cases with average wait times at Halton Lea and Widnes within target:

2.17 The Contact Centre during the first quarter handled 21,252 calls. The average wait time for the third quarter was 5 minutes and 3 seconds. These calls resulted in 27,521 cases being logged relating to customers enquiries:

### **Legal and Democratic Services**

2.18 During May the revised Constitution was approved by Executive Board and full Council, the Local and European elections were successfully carried out and the installation of the new Mayor and Deputy Mayor took place.

2.19 The Council's final submissions have now been made to the Boundary Commission in respect of the ongoing review.

### **Economy, Enterprise and Property**

#### *LCR Apprenticeship Hub Team*

2.20 The Combined Authority are working with the Apprenticeship Hub to secure alternative funding to sustain and enhance skills and apprenticeship advice and support across the City Region. The proposed new service will build on the innovative and successful practice of this programme and provide added value through a centralised approach.

- 2.21 The Apprenticeship Hub have delivered 43 outreach meetings to over 850 individuals across the City Region this quarter and presented an evaluation of the ESF contract deliverables at the PPB on the 24th June 2019.
- 2.22 The Apprenticeship Ambassador network had a launch event in January 2019, at this launch The Hub committed to hosting 2 conferences per year to engage and support the Ambassadors. We delivered the first conference on the 21st June 2019 to over 50 delegates which included key note speakers, networking opportunities and training on Presentation skills.

*Adult Learning*

- 2.23 The Self-Assessment Report and Quality Improvement Plan for the Adult Learning Team was completed in Quarter 1. Both of these documents, together with a range of other documents and information, were submitted to the Combined Authority as part of the due diligence process for the devolution of the Adult Education Budget from 1st August 2019.
- 2.24 The Adult Learning Team submitted 2 Test & Learn pilot programme plans to the Combined Authority as part of the devolution of the Adult Education Budget. One will focus on digital marketing and coding for learners and the 2nd will be a reading project aimed at non-readers in the borough who will be supported by a volunteer.

*Cross divisional*

- 2.25 The Combined Authority launched its Skills Capital Prospectus (Single Investment Fund) in Q1. Closing date for applications is August 2019 and Officers are working to submit an application to enhance the facilities for learners at Kingsway Learning Centre.
- 2.26 A number of European Social Fund (ESF) calls were published during Quarter 1. Halton's external funding team supported in the bid writing for the Skills & Apprenticeship Hub call, which will help sustain the Apprenticeship Hub. Submission is 2nd July 2019.

*Sci-Tech Daresbury*

- 2.27 Procurement of Project Violet is ongoing with tender deadline of 3rd July. 5 bidders were invited to tender and the project. On target is on target for start on site in September.
- 2.28 An Armed Forces Covenant was signed by the Joint Venture on behalf of the campus – promoting the benefits to campus companies.

*3MG*

- 2.29 Alstom have confirmed the land they require at HBC Field for future phases, which consists of 7.4 acres for development and 5 areas for rail sidings. This leaves a balance of 25 acres which can be put to market. A report will be considered by Executive Board in July.

*Regeneration*

- 2.30 Onward Housing and Riverside have appointed Avison Young to produce a Murdishaw delivery plan and work is anticipated over the coming months on stakeholder and public consultation.

Property Services

*Belvedere - Proposed Care Home*

2.31 The feasibility study carried out in respect of converting Belvedere, which is currently surplus to requirements, into a 30 bed care facility for older vulnerable people with complex needs, is to be refreshed following further discussions with the Adult Social Care team in order to better determine likely costs. Capital funding is currently being sought for the project as unfortunately the bid submitted to the One Public Estate fund to help develop the project was unsuccessful.

*Oakmeadow - Refurbishment*

2.32 Works to convert the first floor offices back into residential accommodation to create more bed space for the elderly are now complete, 11 bedrooms having been created, 4 with ensuite shower rooms. Additional works are now also going to be carried out at ground floor level to further improve the facility which will mainly consist of redecoration and new floor coverings and is due for completion by August.

*Millbrow Care Home - Proposed Refurbishment*

2.33 A feasibility study has been completed in respect of upgrading the facilities at Millbrow. We are currently in the process of assessing and prioritising works as it is likely that they will have to be phased over the next couple of years, subject to funding and due to the complexity of carrying the works out in an operating care home.

*Beechwood Primary SEMH Unit*

2.34 Works commenced on site in April and are progressing well with completion being due for the start of the September term. When complete the unit will cater for up to 6 pupils in foundation stage/Key Stage 1 with Social, Emotional and Mental Health challenges.

*Halton Lodge Primary SEMH Unit*

2.35 A contractor has just been appointed following the tender process, and works are likely to start on site in late July with completion being due prior to the Christmas break.

*Well Windmill Hill Project*

2.36 The feasibility study has been developed over the past 12 months with regards the options for the Well Windmill Hill Integrated Hub. Following further discussion between all stakeholders the latest preferred option is to focus on developing the Church facility, as such that is now being explored further.

*Education and Corporate Maintenance Programme*

2.37 The Education Programme of work for 2019/20 has now been approved by Executive Board and full Council. 13 individual projects have been identified and all are being developed in order to ensure they are completed by year end. The majority of the works will be undertaken across the summer period.

2.38 The 2019/20 Corporate maintenance programme has been approved by the Asset Management Working Group (AMWG). The various projects are now being developed and will be implemented across the year to ensure the works are complete by year end although, some projects may have to be deferred to 2020/21 due to the accommodation works.

*Orchard House - Refurbishment*

- 2.39 Works to convert Orchard House, a large domestic bungalow, into 2 separate units for adults with substantial learning disabilities are due to go out to tender later this month, with a view to having works completed by year end.

*Office Accommodation*

- 2.40 As previously indicated works to convert the Halton Suite in to office accommodation are nearing completion, following which, further works to convert the fitness suite at the Stadium in to office space will commence in order to create enough capacity to relocate the remaining staff from Kingsway House, to facilitate us vacating the building by Oct 2019.

*Changing Places Facilities*

- 2.41 Works to create a Changing Places toilet facility are almost complete at the Catalyst Museum. The facility when fully complete will enable people who cannot use standard accessible toilets, such as those with profound and multiple learning disabilities, motor neurone disease, multiple sclerosis and cerebral palsy, to use the facilities.
- 2.42 Similar to above, works have now commenced on site in respect of providing a Changing Places facility within the pavilion building at Phoenix Park, Runcorn which are due to be completed by late July 2019.

*External Funding*

- 2.43 In the quarter, 31 new enquiries for funding advice were received; this peaked at 17 in June, and demand remains high.
- 2.44 £41,000 was secured in external funding and bids were submitted in the quarter worth almost £11 million with 2 large scale ESF bids being written on behalf of the Liverpool City Region (LCR).

*Asset Management*

- 2.45 A schedule of sites has been compiled to form the basis of the asset disposal programme. Next steps to consult internal colleagues further and present the draft programme to the Members Asset review Panel and then seek approval from the Council's Executive Board in September 2019. Additionally the Asset Valuation programme for 2019/20 has now commenced.

*Halton Growth Hub*

- 2.46 Growth Hub in the Borough of Halton is delivered by Halton Growth Hub Partnership made up of Halton Borough Council and Halton Chamber of Commerce and Enterprise. Halton Chamber of Commerce and Enterprise is the lead partner and contract holder with respect to the delivery of Growth Hub locally.
- 2.47 In Quarter 2019-20 the Halton element of the Liverpool City Region Growth Hub Programme assisted 181 unique companies.

*Delivering the Hydrogen Economy North West Event*

- 2.48 A major conference entitled 'Delivering the Hydrogen Economy NW', wholly paid for by commercial sponsorship, was organised and delivered by the Council at The Heath Business and Technical Park, in June 2019. The event attracted over 200 delegates and generated positive press and media attention spotlighting the Council, its partners and the emerging northwest hydrogen economy.

## **Policy, Planning & Transportation**

### *Emergency Planning*

- 2.49 During the quarter the Emergency Planning team successfully carried out a Control Of Major Hazards (COMAH) Off Site Emergency Plan exercise for Emerald in Widnes in May 2019.
- 2.50 Having dealt with the fire at the Golden Triangle Industrial Estate, Halebank, Officers are continuing to respond to issues in conjunction with other teams within the Council and external partners. A formal debrief will take place in the near future.

### *Planning and Policy*

- 2.51 Work is continuing on the evidence base to support the local plan. The Consultation will begin in late July 2019 and end in September 2019. Following consultation, the plan will then be reported to full Council for consideration prior submission to the Secretary of State.
- 2.52 A Planning application has been received for the erection of 237 dwellings and 100 extra care apartments, together with car parking, landscaping, roads, bridges, footways, drainage infrastructure at Sandymoor, Runcorn.

### *Silver Jubilee Bridge and Highway Structures Maintenance*

- 2.53 Site works for the Silver Jubilee Bridge (SJB) steel arch painting project have continued, with Phase 7 painting completed in May 2019. Surface preparation and painting work commenced on Phase 8 in June 2019. Additionally steelwork painting on Hutchinson's Sidings Bridge was completed in April 2019.

### *Mersey Gateway*

- 2.54 The design process for HBC's preferred option for the Runcorn Approach Viaduct (RAV) western cantilever and parapet modification scheme has been completed and the design process for the SJB cable change project has progressed during Quarter 1 2019/20.
- 2.55 Preparations have been made for HBC's contractor for the SJB works, Balvac, to relocate their site compound to the Widnes side of the bridge in early July (enabling demolition and modification works on the RAV to be completed).

### *Carriageway Condition Survey*

- 2.56 In line with Highways Asset Management plan, the annual surveys for carriageway condition are in the process of being arranged and undertaken following a new procurement exercise. The process of Highways Asset Management seeks to intervene early which may require additional investment in the shorter-term to prevent the need for a greater investment in the longer term.

### *Work Programme Updates*

- 2.57 Liverpool John Lennon Airport Runway End Safety Area. Construction commenced January 2019 and is substantially complete and the Warrington Road to Watkinson Way Halton Housing Trust (HHT) funded footpath link is programmed for August 2019.

## **Community & Environment**

### *Halton Stadium*

- 2.58 Crucial Crew is a multi-agency training programme which has been held at the Stadium for a number of years. Unfortunately the Police and Fire Service have found it necessary to remove their support and it is therefore likely that this event will move next year to the specialist centre in Warrington.
- 2.59 Work is now complete on the newly refurbished Karalius Suite this work has enabled the Stadium to release the Halton Suite to be used for staff accommodation for approximately 80 staff and this will contribute to the Council further reducing accommodations costs.

### *School Meals*

- 2.60 School Meals has again been inspected by the Hospitality Assured, gaining great recognition of a service that has seen self- improvement over the past 9 years, this is a prestigious award and one this service can be rightly proud of achieving over the past 9 years, it is used to measure the quality of a service and the continued improvement of that service.
- 2.61 Due to the low take up of meals within a number of schools, Officers are visiting the Head Teachers and Finance Managers to discuss options with them and following visits to a number of schools are finding they are receptive to the plans being put forward.

### *Library Service*

- 2.62 Work was completed in June on an investment in replacement self-service technology in all libraries to upgrade from the outdated machines, which will enhance the customer experience and introduce tighter procedures to make sure that services are more accurate.
- 2.63 Halton's first 'Readathon' was a big success engaging schools, nurseries and communities in reading for improved wellbeing and the Summer Reading Challenge has now launched, with a space theme, and this year is accompanied by a programme of 150 family activities taking place across the 4 libraries.

### *Leisure Centres*

- 2.64 Visits to Kingsway and Brookvale have increased in recent months. Continuity of service and minor improvement will all contribute to an improved customer experience and greater satisfaction. Both new and existing staff are working very well together to bring forward suggestions for further service development opportunities.
- 2.65 Centre users have also seen the benefit of new air conditioning units in the Gyms at Kingsway and Brookvale, with a new steam generator being installed at Kingsway and painting on poolside at Runcorn Pool.

### *Sports Development*

- 2.66 Stay Strong Stay Steady is a targeted class being offered as an exit route for participants on falls prevention intervention sessions. Also Mental Health awareness training for young people (14 years+) saw 13 young people from 5 different sports attended the training delivered by Street Games.

- 2.67 Walking is now the most popular physical activity, nationally. Halton Volunteer Health Walk Leaders continue to operate a weekly schedule of walks in various location across Halton with shorter walks of around 30 minutes now operating from some GP practices. Red Cross staff have also recently attended walk leader training and will soon be leading walks every Wednesday morning in Victoria Park. It is pleasing to see an increase in the number of organisations and volunteers now leading regular walks and further information and walking schedules can be found on the following websites at [www.walkingforhealth.org.uk](http://www.walkingforhealth.org.uk) and [www.activehalton.co.uk](http://www.activehalton.co.uk)

#### *Volunteer Incentive Scheme*

- 2.68 Eight Young People have signed up the Volunteering Incentive Scheme and are currently working towards 100 volunteered hours in their clubs.

#### *Community Centres*

- 2.69 Castlefields and Upton Community Centres worked in partnership with Daresbury Science Laboratory to deliver the first, of what is hoped to be many, science shows delivered to local communities in community venues. Three 'science of the circus' shows were delivered across both venues and were attended by 200 people. More information can be found on the Councils website [here](#)
- 2.70 The Wonky Garden project continues to make good use of the space at both Ditton and Grangeway Community Centres. Their efforts from last year were recently highlighted in an episode of BBC's Britain in Bloom, which aired on 3rd April 2019.
- 2.71 Sure Start to Later Life have continued to deliver their themed events for older people into the new financial year. The events run at both Grangeway and Upton Community Centres have attracted upwards of 80 people at each of the events. A full programme of events is in place which will see monthly themed events run at both centres until November 2019. More information can be found in the link below:
- <https://hbcnewsroom.co.uk/we-are-bringing-a-little-wonderland-to-grangeway-and-upton>
  - <https://hbcnewsroom.co.uk/alice-in-halton-land>
- 2.72 A group, led by a member of staff from Upton community centre, have established a local community garden group. With the support of the local Area Forum, flower beds have been installed at the centre. The group has worked with the Community Payback team to clear the area from debris, making the area safe for its users and continues to work with Rainbows, Young Addaction and Halton Day Services to encourage children and vulnerable adults to participate in the initiative.

#### *Waste Management Enforcement Actions*

- 2.73 During Quarter 1 Officers continued to take action in relation to the irresponsible disposal of waste by individuals and this included;
- 1 Prosecution secured for fly-tipped waste at Whitehouse Industrial Estate Busway, Runcorn. The offender had been paid by a Runcorn resident to remove and dispose of the waste and subsequently fly-tipped the items. The offender received a criminal conviction and financial penalty totalling £840.
  - 1 x Prosecution secured for a small scale fly-tipping incident. Offender was issued with a Fixed Penalty but failed to pay it. The offender received a criminal conviction and financial penalty of £613.



- 3 Prosecutions secured for breach of a Section 108 Notice. The Offenders were all suspected of fly-tipping household waste in rear entries and each received a criminal conviction and a financial penalty of between £500 and £734.
- 47 formal investigations undertaken, with 54 warning letters and 142 statutory notices issued.

### 3.0 Emerging Issues

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

#### **Financial Services**

- 3.2 Later this year the Benefits Division will introduce an online system for making new claims and reporting changes in circumstances for Council Tax Reduction and Housing Benefit. Testing is currently being carried out and when implemented will make the service more accessible for customers.
- 3.3 Work is underway in revising the Medium Term Financial Strategy (MTFS). The Budget Working Group (BWG) have had an initial meeting to start the process for identifying 2020/21 savings. The MTFS is based on a number of assumptions involving business rate retention, fair funding review and future public spending plans. However much of this key information will not happen in time for the development of next year's budget which is of real concern.
- 3.4 The Council will cease making payments by cheque to its suppliers and other customers from 22nd July 2019. This will deliver cost savings to the Council and benefit suppliers and customers as they will in future receive payment directly into their bank accounts by BACS transfer.
- 3.5 The Council's Fraud Investigation Officers are currently in the process of reviewing the data matches received from the 2018/19 National Fraud Initiative (NFI) exercise and a Business Rates pilot run by the Cabinet Office. This has resulted in 8,500 being received and each match will be all assessed and investigated to determine if there is an indication that fraud has been committed. The summary results from the investigation work will be reported to the Business Efficiency Board.

#### **Policy, People, Performance & Efficiency**

##### *UK Employment Legislation*

- 3.6 The impact upon UK employment legislation following a UK exit from the EU remains largely unknown, with significant changes unlikely. This continues to be monitored on a monthly basis, with recent monitoring revealing that two new EU employment directives have been finalised for a 2022 implementation; on work-life balance rights related to paternity, parental and carers' leave/pay and flexible working; and on transparent and predictable working conditions, including a change to written statements (contracts) and new minimum employment rights which are principally aimed at the casual workforce.
- 3.7 Both would lead to changes in the Councils HR policy to some degree, however depending on the UK's Brexit terms and Government policy, these directives may or may not apply in the UK. The first would introduce 5 days' unpaid carers' leave per year and some changes to UK family leave/pay rules, the second reflects many policy aims already contained in the UK Governments Good Work Plan, elements of which are expected to result in some policy changes in the coming year related to particularised terms for all workers; a 52 week reference period for statutory holiday pay, a lower threshold for setting up information and consultation arrangements with implementation in April 2020.

*Public Sector Exit Payment Cap and Recovery regulations*

- 3.8 As previously reported revised regulations and implementation guidelines in respect of the Public Sector Exit Payment Cap and Public Sector Exit Payment Recovery regulations were subject to a new consultation on a revised set of regulations aimed at capping Public Sector Exit payments. The consultation ends in July 2019 and a phased implementation is now envisaged, however the cap could apply to most public sector bodies as early as October 2019.
- 3.9 Planning for this is problematic because the enactment of the regulations (when finalised) will require the reworking of elements of the LGPS regulations via a statutory instrument. The timing of these regulatory changes does not appear to be aligned at present and a watching brief is being maintained on this matter.

*Agency Worker Demand*

- 3.10 The engagement of agency workers to meet increased service demand in areas such as adult social care continues, however HR support is being provided to operational areas to restructure services that were TUPE's inwards and have been areas of high usage, with a view to establishing a more stable permanent staff structure. Pay rate increases for lower graded posts linked to the NJC pay award 2018-20 have inevitably pushed costs upwards.

*Strategic Partnerships*

- 3.11 The service is coordinating partnership work to develop the next iteration of a plan for the Cheshire Anti-Slavery Network, designed to further embed knowledge and measures to prevent the trafficking of vulnerable individuals into activities that constitute modern day slavery. This work will bolster awareness and preventative measures in the Cheshire area and ensure that procurement procedures and business practice is compliant with the requirements of the Modern Slavery Act 2015.

**ICT and Support Services***Hardware & Software*

- 3.12 The programme has now started for the upgrade and implementation of the new Eclipse Social Care System, replacing the existing CareFirst 6 Application suite, it is intended that the Children's services aspect of the system will be developed ahead of the Adults aspect. It is also envisaged that the Children's systems will be live by April 2020, with the Adults Systems following within 3 - 4 months of this delivery.
- 3.13 Ongoing developments within the Agresso suite to ensure PCI-DSS compliance for the acceptance of credit cards throughout the authority are underway. This relates to the Payment Card Industry Digital Security Standards, aimed at the reduction of fraud and the safeguarding of the clients data. These stringent standards bring with them some considerable changes and limitations upon how the authority can manage such payment methods.
- 3.14 The VDi rollout now has over 1,600 corporate users leaving a small number to be brought into the new desktop facility over the next quarter. This project has been a great success enabling the centralisation of services and data assets across the desktop environment.
- 3.15 Adult learning, a long standing programme driven by the authority, will also now benefit from the use of VDi. This development is now underway, the project is considerably larger than expected but will be integrated within the new Halton Learning platform currently under development and set for completion by August.

## **Economy, Enterprise and Property**

### *LCR Apprenticeship Hub Team*

3.16 The intention of the Combined Authority is to transfer the Apprenticeship Hub Team to a central location (Mann Island) to work as part of one team that combines the Apprenticeship Hub Team and the Skills for Growth team from October 2019. Two funding applications have been submitted that will determine the sustainability of these services/teams.

### *Adult Learning*

3.17 The devolved Adult Education Budget will come into effect from 1st August. The Combined Authority have awarded £150k for the delivery of some test and learn pilots and have given reassurance that devolution should lessen the bureaucratic burden on providers. However a number of changes have been introduced that may not readily align with current working practices and this will be subject to ongoing dialogue with the CA concerning delivery of the programme.

### *Climate Emergency Declaration*

3.18 Liverpool City Region, along with numerous other Local Authority areas have declared a climate emergency which, together with a clear plan of action, can be seen as a powerful catalyst for community wide action. Further information will be progressed through Executive Board in due course for ratification of the Councils approach.

### *Halton's Visitor Economy Funding*

3.19 Funding opportunities have been announced to support the role of heritage and culture in promoting the visitor economy. The Council is now working closely with two Lottery Funders, the Arts Council and the Community Fund, to try to ensure more funding comes to the Borough and this is showing some signs of success.

3.20 Work is being undertaken with Liverpool City Region (LCR) colleagues on visitor economy matters to raise the profile of the Borough. Additionally a piece of work is being undertaken with the Chamber of Commerce to encourage more businesses to become involved in a visitor economy network.

## **Policy, Planning & Transportation**

### *Silver Jubilee Bridge – Widnes Approach*

3.21 Delay to the completion of Merseylink's works on the Widnes Approach to the Silver Jubilee Bridge has affected Balvac's compound relocation to the Widnes side and measures to mitigate delay to the forthcoming works on SJB and its approaches are being examined.

### *Waste Transfer Facility*

3.22 Judicial reviews of the approval for a waste transfer facility in Halebank is to be heard on the 25th July 2019, with a decision to follow.

## Community & Environment

### *Leisure*

3.23 It is likely that the opening of a new JD Gym at a Shopping Unit at Widnes Shopping Park (formally BHS) in late summer will have an impact upon gym membership at Kingsway Leisure Centre. Consideration is now being given as to how this impact can be managed and mitigated against although it is highly probable that there will be some effect on future revenue.

### *Waste Management*

3.24 The Council's Executive Board has approved the making of a new Public Spaces Protection Order to provide enhanced powers to tackle dog fouling and other forms of irresponsible dog ownership. This will replace the existing 4 Dog Control orders with one unified order and will introduce controls upon the number of dogs being walked by an individual and a requirement to provide evidence of carrying bags in order to properly dispose of dog waste. In addition it introduces a number of new 'dog exclusion' and dogs on leads' zones.

3.25 The new Order will come into effect as of 1st November 2019. This will ensure that there is sufficient time for new signage to be put in place and for communications and awareness raising activity to be undertaken in advance of the Order coming into force to ensure that local people, and those visiting the borough, are fully informed of the control measures that it introduces.

3.26 The Order will be in place for 3 years but there is provision for the dog exclusion and dogs on leads zones contained within the Order to be varied during that time.

### *Parks*

3.27 The Council has been advised by the operators of Fiddlers Ferry Power Station that the closure of the plant in 2020 will mean that water would no longer be pumped into the Sankey Canal. As the Canal is completely reliant on the water that is pumped into it by the Station Officers are currently working on mitigation solutions and meetings have been held with key stakeholders such as West Bank Boat Club, SCARS and local angling clubs.

### *Design and Development*

3.28 Work began on phase 3 of the Peel House Cemetery in Q1 and was progressing well by the end of the period. The Phase 3 works involve laying out the cemetery grounds.

## 4.0 Risk Control Measures

4.1 Risk control forms an integral part of the Council's Business Planning and Performance Monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the suite of 2019 – 20 Directorate Business Plans.

4.2 Progress concerning the implementation of all Directorate high-risk mitigation measures will be reported at quarter 2.

## 5.0 High Priority Equality Actions

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






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

## 6.0 Performance Overview

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

## Financial Services

### Key Objectives / milestones

Ref	Milestones	Q1 Progress
FS 01a	Report 2020-23 Medium Term Financial Strategy to Executive Board - <b>November 2019.</b>	
FS 01b	Report 2020/21 revenue budget, capital programme and council tax to Council - <b>March 2020.</b>	
FS 03a	Publish the Statement of Accounts following external audit <b>by 31<sup>st</sup> July 2019.</b>	
FS 04a	Establish Treasury Management Policy and report to Council - <b>March 2019.</b>	
FS 05a	Establish and report prudential indicators to Council - <b>March 2019.</b>	

### Supporting Commentary







Progress remains on target to report the Medium Term Financial Strategy to Executive Board in November 2019 and the financial forecast is being regularly updated. Work has also commenced with Management Team and Budget Working Group to develop budget proposals for 2020/21.

At present it is uncertain that the accounts will be published on time due to a potential delay in receiving an external audit opinion.

The 2018/19 Treasury Management Policy was approved by Council on 06<sup>th</sup> March 2019 and a half year report is scheduled to be reported to Executive Board on 14th November 2019.

2019/20 prudential indicators reported to Council on 06th March 2019 as part of Treasury Management Policy and a monitoring report on track to be reported to Executive Board on 14th November 2019.

### Key Performance Indicators

Ref	Measure	18/ 19 Actual	19 / 20 Target	Q1 Actual	Q1 Progress	Direction of travel
FS LI 01	Receive an unqualified external audit opinion on the accounts.	Yes	Yes	N / A	N / A	N / A
FS LI 02	Receive positive comment (annually) from the External Auditor relating to the financial standing of the Council and the systems of internal financial control.	Yes	Yes	N / A	N / A	N / A
FS LI 03	Proportion of Council Tax that was due that was collected	94.75%	94.25%	27.98%		
FS LI 04	The percentage of Business Rates which should have been received during the year that were received	98.32%	97.50%	30.71%		
FS LI 05	Average time for processing new claims (Housing Benefit & Council Tax Reduction)	16.90 (Days)	20 (Days)	14.6 (Days)		

### Supporting Commentary

External audit expected to provide audit opinion before the end of September.

The Council's external auditor commented in the 2017/18 Audit Findings report that it was satisfied that the Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

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

The Audit Findings report relating to the 2018/19 financial statements should be received before the end of September.

The proportion of Council Tax collected is down by 0.08% compared with the same point last year. The impact of the council tax reduction scheme is continuing to be felt on collection levels although the budgeted level of Council Tax for 2019/20 is expected to be achieved.

The collection of Business Rates is showing a slight increase of 0.37% compared to the same point last year.

New benefit claims processing times have improved when compared to this time last year (18.79 days).

### Policy, People, Performance & Efficiency

#### Key Objectives / milestones

Ref	Milestones	Q1 Progress
PPPE 01a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy <b>May 2019</b>	
PPPE 02a	Establish 10 new apprentice placements within Council services, compliant with the requirements of apprenticeship legislation <b>March 2020</b>	
PPPE 02b	Establish 20 new existing employee apprenticeships to enable up-skilling in a range of business areas, compliant with the requirements of apprenticeship legislation <b>March 2020</b>	
PPPE 04b	Implement resourcing plans with service management in appropriate areas <b>September 2019.</b>	
PPPE 04c	Ongoing monitoring of agency usage and spend <b>April, September, December 2019, and March 2020.</b>	
PPPE 05a	Identify service areas with highest consistent recruitment demand, turnover, and low attraction rates <b>September 2019.</b>	

#### Supporting Commentary

Work regarding the delivery of the Organisational Development Plan is referenced within the Key Developments section of the report.

3 new Apprenticeship placements were established during quarter 1. Although no new 'conversion' apprenticeships were set up during Quarter1, 45 are currently in the pipeline, many of which will go live in quarters 2 and 3.

Information concerning Agency usage and spend is included within the preceding Key Developments and Emerging Issues sections and within the following section of this report.

**Key Performance Indicators**

Ref	Measure	18/ 19 Actual	19 / 20 Target	Q1 Actual	Q1 Progress	Direction of travel
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)	11.36 (Days)	10 (Days)	2.68 (Days)		
PPPE LI 04	Total Full Time Equivalent Staffing Establishment.	3,470	For information Only	3,426	N/A	N/A
PPPE LI 05	Total Staff (head count)	4,648	For information Only	4,549	N/A	N/A
PPPE LI 07	Total Agency Worker Cost (cumulative cost – year to date)	£1,967,098 (Gross Cost)	£1.5m (Gross Cost)	£409,288.3 (Gross Cost)		
PPPE LI 08	Apprenticeship placements (Cumulative – year to date)	15	20 (Government target is 55)	3		
PPPE LI 10 <sup>1</sup>	The percentage of top 5% of earners that are: <sup>1</sup>					
	a) Women	57.74%	50.00%	60.63%		
	b) from BME communities	2.53%	1.50%	3.45%		
	c) with a disability	0.93%	8.00%	0.88%		
PPPE LI 13	Average time to recruit (Applicant Tracking System reported figure)	N / A	19 (Days)	12 (Days)	Refer to comment	Refer to comment

**Supporting Commentary**

Sickness absence is showing a Positive outturn for Q1 when compared to same period last year, however 2.5 days would be the on-target outturn at this stage.

Costs should continue to reduce as reliance on agency workers is lessened over time and spend is showing a decrease in Quarter 1 2019/20 when compared to the same period in 2018/19 (£419,149).

During Quarter 1 two apprentices began work in Logistics and one within the Registration Service

<sup>1</sup> Performance targets for these measures take account of local demographic profiles







There is positive movement on two of the three workforce composition indicators (a) and (b), both of which are above target. Fluctuation exists in (c), due to turnover. It should be noted that recruitment in to 5% of earners is very limited, and as such scope for significant change is low.

Time to Recruit is a new indicator for 2019/20. This is the average length of time from the date a Notice of Conditional Offer is received from recruiting manager, to the date that a Written Statement of Particulars is issued to the individual employee being appointed.

### ICT and Support Services

#### Key Objectives / milestones

Ref	Milestones	Q1 Progress
ICT 01a	Continued Enhancement of the virtualization platform to enhanced or new technologies - <b>March 2020</b> .	
ICT 01b	Further development of Cloud Services Platform - <b>March 2020</b> .	
ICT 01c	SharePoint and Records Management enhancements - <b>March 2020</b> .	
ICT 02c	Improvement and enhancement of all web based customer interfaces - <b>March 2020</b> .	

#### Supporting Commentary





The extension of the new desktop facilities underway with over 1600 Virtual Desktop Users utilising the Remote Desktop Session Host (RDSH) platform for desktop access – roll-out will continue over the coming months to cover all users

Many of the authorities' internal and external clients are now successfully utilising the cloud solution which is delivering HBC services to partners, clients and internal users.

Enhancements to SharePoint and Records Management have recently been successfully undertaken with software and hardware upgrades to the underlying infrastructure within both Data Centres.

A review of the customer interface design solution has taken place with development tools constantly being assessed.




#### Key Performance Indicators

Ref	Measure	18/ 19 Actual	19 / 20 Target	Q1 Actual	Q1 Progress	Direction of travel
ICT LI01	Average availability of the Council's operational servers (%).	99.5%	99.00%	99.99%		
ICT LI02	Average availability of the Councils WAN infrastructure (%).	100%	99.00%	99.99%		

**Supporting Commentary**

Availability of servers and infrastructure remains virtually at ceiling.

Legal & Democracy**Key Objectives / milestones**











Ref	Milestones	Q1 Progress
LD 01	Review constitution - <b>May 2019</b> .	
LD 02a	To ensure that all members have been given the opportunity of a having a MAP meeting where desired.	
LD 02b	To induct all new members <b>by October 2019</b> .	

**Supporting Commentary**

The revised Constitution was approved at Annual Council in May.

All Members are given the opportunity to have a MAP meeting although this remains a matter of personal choice. The recently elected Member took part in an induction programme which reflected the fact that she had previously been a Councillor for some time. The induction of any further new members is programmed throughout the year.







**Key Performance Indicators**

Ref	Measure	18/ 19 Actual	19 / 20 Target	Q1 Actual	Q1 Progress	Direction of travel
LD LI 01	No. Of Members with Personal Development Plans (56 Total).	55 (98.21%)	56 (100.00%)	55 (98.21%)		
LD LI 02	Percentage of Members attending at least one organised Training Event.	91.00%	100%	39%		
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10 (Days)	10 (Days)	10 (Days)		
LD LI 04	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	3 (Days)	3 (Days)	3 (Days)		
LD LI 05	% of Executive Board minutes published within 5 working days after the meeting.	100%	100%	100%		

**Supporting Commentary**

All measures are presently in line with expectations

**Economy, Enterprise and Property****Key Objectives / milestones**

Ref	Milestones	Q1 Progress
EEP 01b	To increase the Key Account Management (KAM) portfolio to 75 <b>by March 2020</b>	
EEP 02c	Market the remaining land at HBC Field <b>by October 2019</b>	
EEP 02f	(3MG Ditton Corridor) Devise a partnership agreement to work with land owners and prospective developer at Foundry Lane <b>by December 2019</b>	
EEP 02g	Milestone 7 Commence construction of Project Violet (Sci-Tech Daresbury) <b>by August 2019</b>	
EEP 04c	Secure funding for new station square public realm	
EEP 07c	Deliver all programmed maintenance projects on the 2019/10 <b>programme by March 2020</b>	

**Supporting Commentary**

Because of competing priorities the current resource dedicated to KAM is reduced. The number of companies receiving KAM has, therefore, remained fundamentally static.

A report is being presented to Executive Board on 18<sup>th</sup> July 2019 requesting permission to market HBC Field. Subject to approval Savills, the retained agents for the site, will be appointed.











Work has continued during Quarter 1 regarding the development of Foundry Lane with discussions being at different stages with the land owners. .

The progression of Project Violet remains on track for contract to be awarded in August 2019 with start on site commencing in September following the necessary procurement periods.

A funding bid has now been submitted to the Liverpool City Region Combined Authority for the Station Square public realm and further information will be provided as it becomes available.

Programmed maintenance works are progressing although as a result of expenditure on staff accommodation works some adjust may prove necessary as we move throughout the year.

**Key Performance Indicators**

Ref	Measure	18/ 19 Actual	19 / 20 Target	Q1 Actual	Q1 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO <sub>2</sub> e).	14,811 tonnes CO <sub>2</sub> e (actual 17/18)	14,663 tonnes CO <sub>2</sub> e (target 18/19)	11,730 tonnes CO <sub>2</sub> e (actual 18/19)		
EEP LI 02	Capital receipts against target (Asset Disposal).	16%	TBC	N / A	N / A	N / A
EEP LI 03	Commercial and investment portfolio – rent receivable against budget.	-	TBC	N / A	N / A	N / A
EEP LI 04	Occupancy rates of commercial and investment portfolio.	99% Investment and 93% commercial	TBC	N / A	N / A	N / A
EEP LI 06	Unit Costs – office accommodation (reported annually).	£1,054	£1028	N / A	N / A	N / A
EEP LI 09	Number of People supported into work.	351	300	65		
EEP LI 10	Percentage of learners achieving accreditation.	25%	42%	23%		
EEP LI 13	Number of Businesses Supported.	220	TBC	181		
EEP LI 14	Number of individuals supported into paid work placements (ILMs)	23	22	9		

**Supporting Commentary**

The reporting requirements for emissions were amended last year whereby the figures for academies are no longer included. 2 schools have converted to Academy status in the reporting period as such the figures reflect this change.

The overall emissions for 2017/18 amounted to 14,811 tonnes. The emissions for 2018/19 are 11,730 tonnes which equates to a 20% overall reduction. Energy consumption has reduced slightly, however as the kw/h-CO<sub>2</sub> conversion factor has been amended to reflect the greater mix of renewable energy being generated the overall CO<sub>2</sub> emissions have reduced significantly.

The breakdown is as follows:- School Buildings 3531t, Corporate buildings 4624t, Unmetered supply 2173t, Fleet Transport 1088t, & Business Mileage 314t. The target for 2019/20 has been set at 11,612 tonnes CO<sub>2</sub>e, a 1% reduction. The annual figure for this indicator is a year behind and therefore only reported in the following year.

A schedule of sites has now been compiled to form the basis of the disposal programme. Next steps to present the draft programme to the Members Asset review Panel and then seek approval from the Council's Executive Board in September 2019.

Commercial investment and occupancy rates will be reported following agreement of the Asset Disposal Programme.

Unit costs of office accommodation will be reported at year end as data becomes available.

More than 65 people were supported into work in Quarter 1 but the required ESF evidence hasn't been received from employers so the additional job starts have not yet been claimed. Cumulative job starts claimed to date for 19/20 is 65.






447 learners are registered for an accredited course, 289 of these learners have achieved accreditation since the beginning of the academic year, and this figure will increase throughout the year as exam results have not yet been published. The 23% is a proportion of all learners. Learners will continue to achieve qualifications up to July 2019 and the final outturn will be available in Q2 of 2019.

Businesses supported are quantified in terms of Growth Hub brokerages in a given period. Growth Hub is delivered by Halton Growth Hub Partnership made up of the Council and Halton Chamber of Commerce & Enterprise. The Chamber is the lead partner and contract holder with respect to Growth Hub delivery.

9 individuals were supported into paid placements (ILMs).

### Policy, Planning & Transportation

#### Key Objectives / milestones

Ref	Milestones	Q1 Progress
PPT 02	To deliver the 2019/20 LTP Capital Programme <b>March 2020</b>	
PPT 03	Ensure continued unrestricted availability of the Highway network and to allow future maintenance to be delivered on a steady state, lifecycle planned basis.	
PPT 04	Continue to maintain the Highway Authorities statutory duties in accordance with Section 41 and 58 of the Highways Act.	
PPT 05	Consult on a revised draft Delivery and Site Allocations Local Plan (DALP)	
PPT 06	To ensure that at least one exercise is carried out each financial to test the COMAH plans <b>March 2020</b>	

#### Supporting Commentary

A number of LTP projects have been taken forward and these include

- Improvements to Runcorn East Station Car Park to provide additional car parking was completed in the period and construction is progressing well to provide cycle and walking improvements on Astmoor and is set for completion in summer 2019.

- Improvements to RAV West to provide footpath widening has been programmed for commencement in July 2019 and improvements to Widnes Approach Viaduct to provide reconfigured footway cycleway is programmed for August with both taking 3 months to complete.
- Construction commenced on walking and cycling improvements to Runcorn Canal Tow Path in March 2019 and is due for completion in autumn 2019.

Major Works are due to commence to provide full width and depth carriageway reconstruction at Liverpool Road from Chesnut Lodge junction to Heath Road, this work requires a road closure and is programmed for 22 July to 31 August 2019








Carriageway Surface Treatments were completed during quarter 1 at Daresbury Expressway to Central Expressway to Pitts Heath Lane roundabout, Northwich Road and Weston point slip road to Rocksavage.











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

Consultation on the Delivery and Site Allocations Plan is due to commence on the 25<sup>th</sup> July 2019.

One COMAH exercise has been successfully carried out and a further exercise is planned for quarter 4.

### Key Performance Indicators

Ref	Measure	18/ 19 Actual	19 / 20 Target	Q1 Actual	Q1 Progress	Direction of travel
PPT LI 02	Net additional homes provided	597	552	N / A	N / A	N / A
PPT LI 03	Number of affordable homes delivered (gross)	63	TBC	N / A	N / A	N / A
PPT LI 04	Processing of planning applications (%) as measured against targets for,					
	a) 'major' applications	100%	TBC	100%		
	b) 'minor' applications	96%	TBC	96.4%		
	c) 'other' applications	98%	TBC	98%		
PPT LI 05	To ensure a rolling five year supply of housing land.  Deliverable supply (units) as a % of rolling 5 year requirement.	197 *	100%	N/A	N/A	N/A
PPT LI 06	No. of people killed or seriously injured (KSI) in road traffic collisions. (5 Year Av.)	37.6	TBC	N/A		N/A

Ref	Measure	18/ 19 Actual	19 / 20 Target	Q1 Actual	Q1 Progress	Direction of travel
PPT LI 07	No. of children (<16) killed or seriously injured (KSI) in road traffic collisions. (5 year Av.)	4.4	TBC	N/A		N/A
PPT LI 08	No. of people killed or seriously injured (KSI) in road traffic collisions. (5 Year Av.)	277	TBC	N/A		N/A
PPT LI 12	Damage to roads and pavements (% above intervention levels) repaired within 24 hours.	100%	TBC	100%		
PPT LI 15	% of network where structural maintenance should be considered:					
	Principal Roads	0.3%	2.00%	N / A	N / A	N / A
	Non-Principal Roads	1.00%	4.00%	N / A	N / A	N / A
	Unclassified Roads	3%	9.00%	N / A	N / A	N / A
PPT LI 16	Bus service punctuality, Part 1: The proportion of non-frequent scheduled services on time (%):					
	Percentage of buses starting route on time	98.55%	98.55%	100%		
	Percentage of buses on time at intermediate timing points	95.00%	95.00%	82.30%		
PPT LI 18	% of bus stops with Quality Corridor accessibility features. (No. of stops – 603)	78.00% (455 Bus Stops)	80%	78%		

### Supporting Commentary

Additional homes provided and affordable homes delivered are measured annually. There were 601 (Gross) completions in 2018/19, boosted by the conversion of Castle View House to apartments under permitted development rights as against 369 the previous year. There were 4 losses through conversion.

A total of 63 affordable completions were recorded in 2018/19, down from 92 the previous year.

Planning application processing times\_ remain well above central government target figures

The supply of housing land is a provisional assessment. As the Core Strategy policy is over 5 years old the assessment is now carried out against the proposed policy figure from the Delivery & Allocations Local Plan.

Road traffic accident data not yet available from Cheshire Police.

Repairs to damage to roads and pavements continues to be dealt with positively and structural maintenance works are reported annually.






The percentage of buses starting route on time in Q1 2019/20 continues to perform above target and at the same level as 2018/19.

During Quarter 1 of 2019/20, the percentage of buses on time at intermediate timing points has shown a dip compared to the final result for 2018/19, although, it is anticipated performance will improve for Q2. Bus operators continue to monitor services to make adjustments to schedules and ensure journeys operate to time.

Nine bus stops locations have been identified for improvements during the current financial year and designs are being carried out for installation during quarters 2 and 3.

### Community & Environment

#### Key Objectives / milestones

Ref	Milestones	Q1 Progress
CE 0 1a	Deliver a promotion and educational campaign (School Meals Service) - <b>September 2019</b> and <b>January 2020</b> .	
CE 02a	Deliver a programme of extended informal learning opportunities meeting identified local targets - <b>March 2020</b>	
CE 02b	Develop a programme of cultural activity meeting identified local targets – <b>March 2020</b>	
CE 03a	Manage greenspace areas as per the agreed specification - <b>March 2020</b> .	
CE 04a	Continue to deliver communications and awareness raising initiatives to ensure that participation with the Council's recycling services is maximised and that residents comply with the requirements of the Council's Household Waste Collection Policy - <b>March 2020</b> .	

#### Supporting Commentary

A full programme has been pulled together that will see all schools visited during September 2019 to continue the work around increasing the number of Pupils having a school lunch and to raise awareness of the benefits of healthy eating.



















A programme of informal learning activity continues to be delivered including IT Clinics, school class visits, STEM activities (science, technology, engineering, maths) such as coding, digital circuits. In addition cultural learning activities have included author visits, school events, local history talks, and archive exhibitions.

Greenspace areas have been managed in accordance with programme and there have been no issues of concern during quarter 1.



During this first quarter a number of community engagement recycling events were held in locations across the borough; including Victoria Park, Runcorn Town Hall and town centre. At each location Officers provided advice and guidance on recycling and waste prevention and it is estimated that circa 400 residents were engaged with during the events.

### Key Performance Indicators

Ref	Measure	18/ 19 Actual	19 / 20 Target	Q1 Actual	Q1 Progress	Direction of travel
CE LI 01	% Take up of free school meals to those who are eligible - Primary Schools.	76.26%	TBC	80.37%		
CE LI 02	% Take up of free school meals to those who are eligible - Secondary Schools.	84.14%	TBC	79.05%		
CE LI 03	Take up of school lunches (%) – primary schools.	59.61%	TBC	60.63%		
CE LI 04	Take up of school lunches (%) – secondary schools.	74.68%	TBC	102.9%		
CE LI 05	Residual household waste per household.	607kg	TBC	141kg		
CE LI 06	Household waste recycled and composted.	40%	TBC	43%		
CE LI 07	Number of active users (physical & digital resources) of the library service during the last 12 months.	614, 391	615,000	187,090		
CE LI 08	Number of physical and virtual visits to libraries (annual total)	636, 827	700,000	184,283		
CE LI 10	Percentage of people physically inactive (KPI 2 from Active Lives survey)	27.9%	27.5%	N / A		

### Supporting Commentary

The take up of school lunches has shown appositive trend during quarter 1.

Figures for Residual and recycled household waste at estimated at present but would indicate annual targets are likely to be met.




Numbers of active library users is increasing despite national downward trends. Increase in visits against last year due to increased cultural and learning activities, expanded use of external funding to deliver projects, and improved partnerships.

The actual 2018/19 data published April 2019 and relates to data captured Nov17/Nov18. Focus is on increasing the walking opportunities in Halton. Next data expected December 2019.




## 7.0 Application of Symbols

Symbols are used in the following manner:

### Progress Symbols

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

### Direction of Travel Indicator

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