

Public Document Pack



Executive Board

Thursday, 3 December 2009 2.00 p.m.
Marketing Suite, 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

Item	Page No
(A) CORPORATE PLAN MID- TERM REVIEW	1 - 27

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.

*Please contact Angela Scott on 0151 471 7529 or
Angela.scott@halton.gov.uk for further information.
The next meeting of the Committee is on Thursday, 17 December 2009*



It's all happening IN HALTON

The Corporate Plan

2006-2011

(updated October 2009)



www.halton.gov.uk

This plan outlines goals the Council and the Borough want to achieve to help build a better future for Halton. It concentrates on the fresh challenges, priorities and achievements planned over the next five years to help improve the quality of life for people in Halton. Our vision remains constant. It is that:

Halton will be a thriving and vibrant Borough where people can learn and develop their skills; enjoy a good quality of life with good health; a high quality, modern urban environment; the opportunity for all to fulfil their potential; greater wealth and equality, sustained by a thriving business community; and safer, stronger and more attractive neighbourhoods.

Guiding principles

Halton Borough Council should be expected to maintain high standards in the way it conducts its business. In implementing actions that flow from this plan, the Council will follow a set of guiding principles. In all that we do we aim to be:

- **Sustainable** - improving the quality of life for today's Halton residents without jeopardising that of future generations while enhancing the biodiversity of the area.
- **Leaders** - the Council's role is to give clear strategic leadership to the Borough and to agree roles, responsibilities and relationships that are fit for purpose and enable people to contribute and to make a difference.
- **Fair and inclusive** - promoting equal access to opportunities and facilities, and helping to ensure that no one in the community is left behind but can access the opportunities and progress being made in Halton.
- **Good value** - being economical, efficient and effective in delivering 'Best Value' for the public. It makes sense to invest in preventative activity that stops problems occurring rather than paying to fix things that go wrong.
- **Collaborative** - taking full advantage of the benefits for Halton from the community, organisations and groups working constructively in partnership and sharing responsibility.
- **Evidence-based** - ensuring that we learn from best practice elsewhere and make good use of research about what works in addressing the Borough's priorities. The strategy is about focusing on the issues that matter the most and investing in priorities and approaches that are based on evidence.
- **Community focused** - ensuring that residents' concerns should be of prime importance in defining how we deliver effective neighbourhood renewal.

Foreword

This plan is about our vision for the future of Halton, and the steps we need to take together to bring about real improvements that will change lives for the better. This is not an overnight business. We're in it for the long haul. Some improvements will be visible in the short term, others may take years to show their full benefit.

The issues that most concern people are local ones. The Council plays the central role in responding to the needs of local people and communities.

Our task is to improve public services, to make better use of the public's money and to raise the quality of life in the Borough. People increasingly expect and demand services that are responsive to their needs. The Council will lead in agreeing local priorities and convening services to meet them.

Halton people need a joined-up response to their problems. A major strength of the Council is its potential to achieve this coherent approach. The focus of this Corporate Plan is to move from strategy building to implementation

The long-term vision for Halton is set out in the Community Strategy. It is based around building sustainable communities that are more

prosperous, healthier and more cohesive but, just as importantly, diverse. Communities that draw strength from their distinctive identity and contribution to life in Halton. Places that have a common sense of ownership and pride. A place where people feel connected to Halton because of its distinctive history and heritage and because it is a place whose future they are helping to shape.

Halton must have a thriving local economy, good transport links, access to culture and sport, an attractive and sustainable local environment, free from crime and fear of crime, where people benefit from education for all ages and enjoy healthy fulfilling lives. It must be a place where people respect and care for each other and share a sense of responsibility and pride.

Statistics are not the only measure of success. As the years pass local people should have lives and neighbourhoods that are better than they are now. All this adds up to an ambitious agenda for change.

Good services are the foundation on which the council's credibility depends. Halton has a track record of service improvement and is committed to continual improvement. It is essential to maintain the momentum of transformation, even in the tighter financial environment likely in the next few years.

The challenge is to improve the quality and responsiveness of services, tailor them more closely to users' needs, provide choice where appropriate, while containing costs and taking every opportunity to improve efficiency. We must work with our partners to join up services and make them easier for people to access.

We must aim for closer involvement with users in the design and delivery of services, better and timelier information on performance measures and better communication by the council.

Progress towards our strategic targets is reviewed annually, and it is pleasing to see that we are making substantial headway. There remain some areas, for example health, where there is still room for improvement before we achieve our targets.

While we can take pride in what has been achieved to date, there is still much more to do.

This is a most important document because it sets out a vision of a Halton we would like to see emerge over the next ten years. It sets out the steps we need to take together to bring about real improvements that will change lives for the better.

Those steps concentrate on the things that matter to most people.

The Strategy is about focusing on the issues that will make the biggest difference in the long run. I commend it to you.

Councillor Tony McDermott
Leader of the Council



Introduction

Halton has inherited more than its share of problems, many rooted in the area's industrial past. Making the Borough a better place to live and work presents some major challenges and opportunities for us all.

Our corporate plan sets out what, within available resources, we plan to achieve over the next five years towards the delivery of the longer term vision for Halton. This Corporate Plan is about making lives better for all the communities of Halton. It is about steps we need to take together to bring about real improvements that will change lives for the better. In particular, we must set about achieving real progress on the strategic priorities that are set out clearly in this plan:

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

The purpose of the Corporate Plan to date has been to outline key actions that are being undertaken by the Council between 2006 and 2011, to contribute to the delivery of the borough's Sustainable Community Strategy and Local Area Agreement outcomes.

Each year we report on the progress we have made in meeting organisational targets. However, this year, 2009, we are now mid-way through the delivery of the Corporate Plan and, therefore, it has been appropriate to take stock of what the Council is doing and to set out

future plans and activities, which reflect increasing demands on Local Government and the public sector as a whole.

The Corporate Plan 'refresh' will be used to inform and support the development of directorate plans thereby, maintaining consistency between corporate, directorate and departmental priorities.

We know that in anything that we do our key goal is to raise the quality of life of in the borough. To do this, we need to continue to make better use of public money to deliver our services in the most efficient and effective way possible. Reviewing and refreshing the Corporate Plan has helped us to remain focused on achieving this.

Since the Corporate Plan was written in 2006, there have been gradual changes in a number of Government policy priority areas. For example, although the UK has entered into recession there has also been a growing role for cities and city regions in generating economic growth; neighbourhoods and 'localities' have gained prominence with greater emphasis on getting community 'buy in' not only in the delivery, but also the designing of services; the introduction of Multi-Area and Local Area Agreements has encouraged an increase in multi-agency service delivery.

In refreshing this Plan we have reflected on the Council's Community Leadership role in acting as a broker between the public and service providers. We recognise that the Council is responsible for orchestrating limited resources not just on behalf of the organisation, but for the area as a whole. To this end the Council is promoting partnerships and alliances to dovetail and mainstream strategies of other agencies working in the borough. We also acknowledge that reducing resources will mean that there will be greater pressure to deliver high quality services and that a change in approach will be needed to further promote community 'buy-in' and change in customer behaviour.

These principles will be inform the development of a future Corporate Plan, work on which is due to commence during the second part of 2010 for publication in 2012.



Making Progress

The transformation of Halton that has been taking place over the last decade or so is gathering pace. After years of decline the population has grown and is projected to remain stable for the next ten years.

Over the last 12 months there have been several significant developments for the Borough Council:

Overall, the performance of the Council's services has continued to improve. Progress against our five priorities continues to be made, including:

- Health outcomes in Halton are improving and the gap between average life expectancy in Halton and the rest of the country is reducing.
- The number of older people helped to live at home has increased and Halton is now amongst the best in the country.
- An increasing number of Halton's schools are accredited under the Healthy School Standard. It is important to get people off to healthy start in life. Nationally, Halton is among the ten best performing authorities in this respect.
- The 3MG development continues to thrive and grow with further structural landscaping and infrastructure improvements having taken place recently. The Stobart Group has invested more than £60 million in the area.
- Castlefields Regeneration Programme was one of only four schemes shortlisted by the Homes & Communities Agency (HCA) Leadership Award. It was recognised that as well as reshaping the Castlefields area the programme is having a positive impact on the people who live there.
- Between 2006 and 2008 there was a 16% improvement in Halton's performance at year 5 A*-C including English and Maths. As a result we have continued to set inspirational and challenging targets within our schools.
- Another aspect of improving life chances is the provision of libraries and cultural facilities. Halton Lea Library underwent a £1.3 million refurbishment with funding from the Big Lottery. New features include a community history library, children's library and café.
- Work is well advanced on the integration of Children's Services. The Common Assessment Framework is being implemented, and following a period of extensive consultation and work with partners, four mini Children's Trusts have been established covering Looked After Children, Children and Adolescent Mental Health Services, Children with Disabilities and Preventative Services.
- The Council continues to ensure that benefit claims are dealt with promptly to minimise financial disadvantage. All housing benefit performance indicators are top quartile and the benefit fraud investigation assessment of the service judges it to be "Excellent".
- Safety standards in reaction to the night time economy within Halton have improved licensing standards, with alcohol related violent crime reductions of 39% from 2007/8.
- Road safety has improved significantly in recent years from an average of 157 Killed or Seriously Injured (KSI)/year between 1994 and 1998 to an average of 72 in 2008.

- Serious acquisitive crime rates are currently 18% lower now than the baseline year of 2007/8, reducing crime in the area of domestic burglary, theft of a motor car, theft from a motor car and robbery (personal and business).
- Supporting People is a national grant funded programme that has enabled over 2,500 vulnerable members of our community to maximise their independence within their own homes. It also offers a range of supported accommodation for older people, people with a learning disability, mental health problems, people with substance misuse issues, ex-offenders, women fleeing domestic violence, single homeless and homeless families, young care leavers and teenage parents.

Planning a Better Future for Halton

This Plan is about what is most important for Halton and about working together to improve the quality of life for all who live and work in the Borough. It sets out key priorities and shows the direction we need travel in together. It sets challenging improvement targets. It provides an overall guide and framework for the activities of the Council over the medium term.

A range of more specific plans and initiatives will translate the broad aims and objectives of the Plan into action on the ground. To make real progress we will need to concentrate upon what matters most, and what will make the difference in planning a better future for Halton. This includes:

- Knowing where we are heading, focusing on the priorities and agreeing clear objectives.
- Working productively together, sharing understanding of the Borough's problems and their root causes, and joining up and co-ordinating our efforts to tackle them.
- Championing Halton's cause in the wider world, lobbying at regional and national levels, and working with wider UK and European partners for mutual benefit.
- Learning from experience, finding out and putting into practice what works best.
- Checking on our achievements, monitoring progress and keeping on track.

Service Planning Framework

The process to develop this Community Strategy was important. It was vital that it was inclusive. Many people and groups were involved in the dialogue and debate so we could build consensus on what was important and how we should go forward. Some of the key steps included:

- A review of our achievements.
- A new State of Halton Report was commissioned to look objectively at statistical conditions, changes and trends in social, economic and environmental conditions.
- A major telephone survey of residents backed up by focus groups was carried out to seek their views on what life is like, and should be like in Halton. This was allied with a raft of other attitudinal information from the Halton 2000 Panel and the quality of life survey.
- A review of regional and national strategies was carried out to assess the likely impact of this activity in Halton.
- An inclusive process of debate and discussion on the way forward took place with members, officers, and interested partners.
- A thematic assessment of the challenges facing the Borough and a thoroughgoing review of outcomes, outputs and targets was carried out. These helped to demonstrate how the strategy and partnership working could make a difference in the future.
- Consultation and needs analysis as part of the Children's and Young Peoples Plan underpins this plan.

This plan highlights key objectives for each priority and improvement targets by which the Council's, and Halton's, success can be judged.

The Corporate Plan presents the Council's response to how it will help to implement the agreed sustainable Community Strategy. The Corporate Planning Framework consists of a hierarchy of plans that are directly aligned to ensure that the corporate priorities and strategic objectives of the Council are cascaded down the organisation through properly outcome-focused targets. This is known as the 'Golden Thread'.

The **Sustainable Community Strategy** outlines how the Halton Strategic Partnership intends to transform Halton over the next five years.

The **Corporate Plan** sets out how the Council will deliver its contribution to achieving a community strategy. The Plan provides focus for all that the Council will do over the next five years.

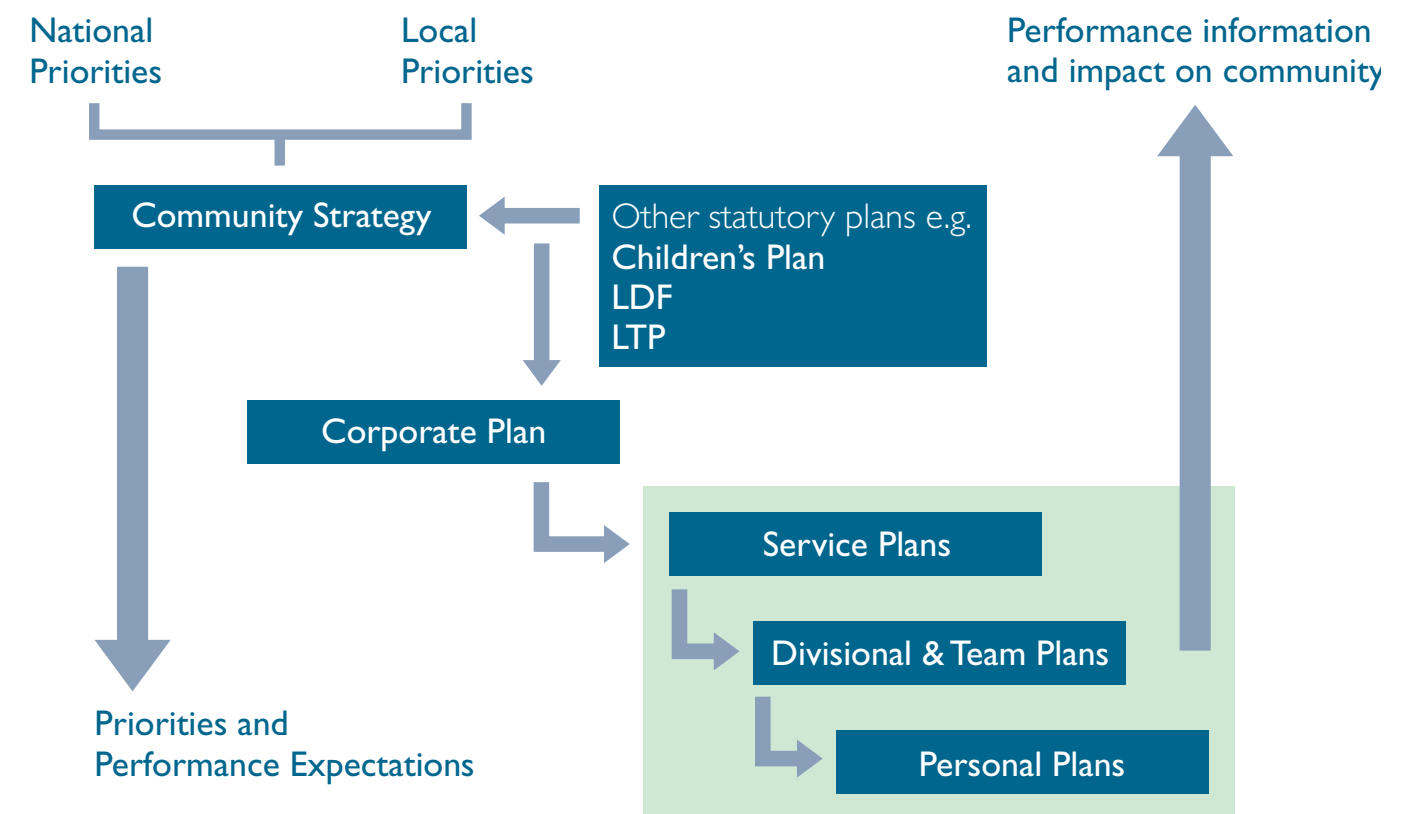
Service Plans set out how the Council's Directorates intend to deliver their particular responsibilities and address the key challenges facing them to help deliver the Corporate Plan.

Divisional Plans outline the key tasks needed to help deliver the Directorate Plans and ensure that tasks are properly managed and delivered.

The **Personal Development Plans** of individual employees ensures that every employee has a set of professional and personal objectives that will help to deliver the corporate objectives, and that their training and development is focused on corporate aims.

Integrating service planning with resource planning is essential to make sure we can achieve our vision. An essential part of the Corporate Plan is the Council's medium term Financial Plan and its Workforce Development Plan. These are part of the framework for managing the resources that will help to deliver the Corporate Plan. The service plans provide the focus for the Council's performance management system.

Halton's Strategic Planning Framework



Quality & Challenge

In 2004 Halton was rated by the Audit Commission as being "Excellent". This was based on the Council's ability to deliver on current priorities and to plan for the future. In 2008 Halton was again assessed as one of the top category of performing Councils (4*).

The Council is obviously proud of this accolade. However, this is not viewed as an end in itself but rather as a demonstration that the Council is delivering the quality of services that Halton people deserve.

This external challenge and verification by Government inspectors is vital and very much welcomed by the Council.

What is Halton Like?

Halton is a largely urban area of 118,900 people. Its two biggest settlements, Widnes and Runcorn, face each other across the River Mersey, ten miles upstream from Liverpool.

The population of Halton was in decline for over a decade, but has recently started to increase. Between 1991 and 2002 the estimated Borough population decreased by 6,500 people from 124,800 to 118,300 in 2002. However, in 2003 there was a small increase in the population and in 2008 the estimated population was an estimated 119,800.

Though located in Cheshire, Halton shares many of the social and economic problems more associated with its urban neighbours on Merseyside. The latest Index of Multiple Deprivation (IMD) for 2007 not only contains some of the latest data available, but also is one of the most comprehensive sources of deprivation indicators, as some 37 different indicators are used.

It shows for example that overall, Halton is ranked 30th nationally (a ranking of 1 indicates that an area is the most deprived), but this is third highest on Merseyside, behind Knowsley and Liverpool, and tenth highest in the North West.

Bespoke research to get a better picture of life in Halton was commissioned in 2005. The Local Futures Group produced a 'State of the Borough' Audit of economic, social and environmental conditions. This was updated in 2008. This is a timely and necessary assessment of the challenges and issues that face Halton.

Performance is assessed according to how well the borough scores on a range of carefully selected benchmark indicators of economic, social and environmental wellbeing. It provides a perspective on the state of Halton by looking at how it compares with other districts, how it rates within the North West region, and also how it performs compared to the country as a whole.

The Audit demonstrates that the Borough is performing well in terms of its current economic performance and structure. However, the level of human capital and trends in economic growth may present problems for the future. This is particularly so given the district's poor performance in terms of social and environmental indicators, which may create difficulties attracting the best qualified people to the Borough.

Halton's performance on education and skills, and low levels of home ownership point to problems of inclusiveness, with groups of residents not sharing in the current levels of economic prosperity.

Our Vision for Halton

Our vision for Halton has not changed, and continues to guide our priorities and actions. It is:

Halton will be a thriving and vibrant Borough where people can learn and develop their skills, enjoy a good quality of life with good health; a high quality, modern urban environment; the opportunity for all to fulfil their potential; greater wealth and equality; sustained by a thriving business community; and safer, stronger and more attractive neighbourhoods.

This remains a pledge to secure a better future for the people of Halton. It is about giving everyone the opportunity to fulfil their potential and pursue the sort of life that suits them. The Council will work vigorously to see this vision realised.

This Plan outlines the goals that the Council wants to achieve to help build a better future for the Borough and make sure that:

- The community is offered leadership which maintains open and democratic processes that encourage local people to become involved in decisions that directly affect them and future generations.
- The community receives value for money services of the highest quality that are accessible, affordable and focused on local needs.
- The Council is a first class employer that engages a well-trained, motivated and committed workforce in a working environment of trust, cooperation and respect.

How we go about achieving the vision and aims is almost as important as the vision itself. We have adopted underpinning values to guide both how we will put the long-term vision and aims into effect and how we will act in our day-to-day work. These form a commitment to:

- Closing the gap between the most deprived communities in the Borough and in Halton overall.
- Tackling inequality and promoting community cohesion, so that no community is disadvantaged.
- Making what we do sustainable so that our quality of life is protected and enhanced for the benefit of current and future generations.

Our Focus

Councils play a crucial role in providing essential services in the communities they serve. Making sure that these key services are provided to the highest possible standard and at reasonable cost is fundamental, and the Council will continue to strive for service excellence in all areas.

We measure our performance against both national and local indicators, which are published annually in our Best Value Performance Plan. We aim to improve our performance, as measured by these indicators, year on year, through the life of this plan. What sets Halton Borough Council apart from other authorities, however, is the particular focus that we place on key issues in our community.

Taking action is one thing, but unless it is focused on the right things it is unlikely to yield the right results. This is why the Council invests a good deal of time and resources sounding out public opinion and gathering the facts and figures needed to identify the overall priorities for the Borough. From this it was possible to identify a number of Key Priorities for the Borough over the medium term which address the overall aim of making it a better place to live and work. These include:

- Improving Health.
- Improving the skills base in the Borough.
- Improving educational attainment across the Borough.
- Creating employment opportunities for all.
- Tackling worklessness.
- Tackling low wage economy.
- Improving environmental assets and how the Borough looks.
- Creating prosperity and equality of opportunity.
- Reducing crime and anti-social behaviour.
- Improving amenities for all age groups.

- Further economic and urban regeneration.
- Tackling contaminated land.
- Creating opportunities/facilities/amenities for children and young people.
- Supporting an ageing population.
- Minimising waste/increasing recycling/efficient waste disposal.
- Increased focus on community engagement and citizenship.
- Running services efficiently.

The key challenge is how best to frame the response to these through the Corporate Plan. To do this challenges have been grouped into six key themes, which are:

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

We intend to focus heavily on these key issues and to channel extra resources year on year into efforts to achieve challenging targets in each chosen priority area. If we succeed in this enterprise, we will realise our Vision for Halton.

The next section looks at how we organise ourselves to deliver our priorities; and the measures we intend to take over the next five years to improve our efficiency and effectiveness. Each section comprises:

- A statement of the priority.
- Its overall aim.
- Why the priority was chosen.
- Key objectives.
- Shared improvement targets.
- The Council's contribution and key areas of focus.



A Healthy Halton

Our overall aim

To create a healthier community and work to promote well-being, a positive experience of life with good health (not simply an absence of disease), and offer opportunities for people to take responsibility for their health with the necessary support available.



Why Health?

Statistics show that health standards in Halton are amongst the worst in the country. Because of this health has been singled out as a priority in most urgent need of improvement across the borough. As previously discussed the population in Halton is ageing which could put even greater demands on health and social care services.

At the same time lifestyle choices in the borough especially amongst the young, in terms of diet, smoking, alcohol, exercise and other factors continue to give cause for concern for the future.

Key Objectives for Halton.

- A To understand fully the causes of ill health in Halton and act together to improve the overall health and well-being of local people.
- B To lay firm foundations for a healthy start in life and support those most in need in the community by increasing community engagement in health issues and promoting autonomy.
- C To reduce the burden of disease and preventable causes of death in Halton by reducing smoking levels, alcohol consumption and by increasing physical activity, improving diet and the early detection and treatment of disease.
- D To respond to the needs of an ageing population by addressing the needs of older people, improving their quality of life and thus enabling them to lead longer, active and more fulfilled lives.
- E To remove the barriers that disable people and contribute to poor health by working across partnerships to address the wider determinants of health such as unemployment, education and skills, housing, crime and environment.

Shared Improvement Targets.

By 2011 we aim to:

- Increase adult participation in sport from 20.13% (2006 baseline) to 24.02%: Sport: NI 8.
- Slow the rate of increase in alcohol-harm related hospital admissions from 2180 in 2007/08 to 2323 in 2009/10 and 2309 by 2010/11: Alcohol related hospital admissions: NI39.
- Increase the number of drug users in effective treatment from 513 (2007/08 baseline) to 544: Drug Treatment: NI 40.
- Increase the prevalence of breast feeding at 6-8 weeks from birth from 12.1% (Quarter 2 2008) to 23%: Breast feeding: NI 53.
- Reduce obesity in primary school age children from 22.4% to 21.3%: Obesity NI: 56.
- Reduce the conception rate in girls under 18 by 55%, compared to 1998: Conception: NI 112.
- Reduce the number of young people misusing substances from 12.6% in 2008 to 9.8% in 2011: Substance Misuses: NI 115
- Reduce all age all cause mortality for males from 906 per 100,000 population (2007/08 baseline) to 755: Life expectancy: NI 120.
- Reduce all age all cause mortality for females from 673 (2007/08 baseline) to 574 by 2010/2011: Life expectancy: NI 120.
- Increase the number of people age 16+ who have stopped smoking from 914 per 100,000 population (2007/08 baseline) to 1128: Lifestyle: NI 123.
- Improve the number of people over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently from 30.4% (2008 base) to 32.8%: Independent living: NI 139.
- Improve the number of vulnerable people supported to maintain independent living from a Baseline in 2007/08 of 98.17%, to a target of 99.04% in 2011: NI 142.
- Number of adults in contact with secondary mental health services in employment - target to be set by March 2010: Mental Health: NI150.

Local Targets.

- Reduce the death rate in under 75s from circulatory disease by 57% in 2009-11 from 1995-97 baseline.
- Reduce the 3 year average death rate from Cancer in under 75s by 25% in 2009-11 from 1995-97 baseline.
- Increase the number of people with a long term condition supported to be independent and in control of their condition from 43% (07/08 baseline) to 49% (2010/2011): Managing long term conditions: NI 124.

Council Contribution and Key Areas of Focus

In order to contribute in meeting these community objectives and shared improvement targets for a Healthy Halton the Council, during the lifetime of this Corporate Plan has identified the following Key Areas of Focus: -

Area of Focus 1

Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.

Examples of future planned activity include: -

- Improving the current and future health of Halton school children by increasing the children's intake of a variety of fresh fruit and vegetables by increasing the access and availability of healthier nutritionally balanced school meals;
- Ensuring that all Halton schools are accredited to the Halton Healthy School Standard.
- Increase the take up of free school meals by eligible children.
- Improving the availability of a variety of fresh fruit and vegetables in Council buildings raising employees' daily consumption at work.
- Increasing the percentage of healthier menu items in Council canteens.
- Increase the number of pupils having a school lunch, to raise awareness, and increase levels, of healthy eating.

Area of Focus 2

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

Examples of future planned activity include: -

- Improving the health of Halton school children by increasing the percentage of children participating in sport for fun and fitness.
- Improving access to information on healthier lifestyles and services. (e.g., gym membership, healthy eating, stress counselling)
- Improving community sports facilities.
- Promoting healthy lifestyle through implementation of the school sports coordinator programme.
- Review Sports Strategy and Facilities Strategy
- Increase the community usage of the stadium and to maintain and improve the health of Halton residents.
- Continue to improve Parks, Sports Grounds, Open Spaces and Local Nature Reserves
- Increase the community usage of the stadium to maintain and improve the health of Halton residents.

Area of Focus 3

Delivering programmes of education to improve the health of Halton residents

Examples of future planned activity include: -

- Developing relevant and accessible information for young people on drugs and alcohol, their effects and support services across Halton.
- In partnership with the PCT review access to services and activities to secure improvements in breast feeding rates.
- Building capacity in educational settings: improve the sexual health of Halton school children by increasing the percentage of schools participating in PHSE/SRE training and development.
- Develop and re-programme supporting people services.
- Via the Early years/Sure Start Strategy, the Council aims to reduce the number of mothers who smoke during their pregnancy.

Area of Focus 4

Helping people to manage the effects of ill-health, disability and disadvantage.

Examples of future planned activity include: -

- Improving the health and well-being of children with disabilities in Halton and their families by increasing the number of short breaks available to them.
- Improving the health and well-being of looked after children via the joint work of Social Care and the Primary Care Trust (PCT), by increasing the proportion of looked after children with up to date immunisations, dental checks and health assessments.

- Improving the health and well being of vulnerable adults particularly older people by increasing the number of older people gaining access to holistic care packages.
- Increase and deliver an improved range of services and support for carers, according to the Halton Carers Strategy.
- Enabling community centres to deliver programmes for vulnerable adults.
- Establishing a single service for drug users and those in recovery.
- Providing travel planning, advice and training to increase the accessibility of health facilities.

Area of Focus 5

Actively managing the environmental factors that are detrimental to good health.

Examples of future planned activity include: -

- Safeguarding the health of Halton residents by continuing to review and assess air quality against the Government's health-related air quality standards and seek to ensure that existing standards are being met.
- Safeguarding the health of Halton residents by identifying the contaminated sites within the Borough, which present a significant risk to human health, to implement a programme of inspection prioritised by high, medium and low risk.
- Implementing the 'Delivering Accessibility' and 'Better Air Quality' Strategies contained within the Council's LTP2.
- Continue to identify and classify potentially contaminated sites from available data.

Area of Focus 6

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

Examples of future planned activity include: -

- Commission specialist housing provision for older people with higher levels of need.
- Review of Long Term Conditions and Therapy services commissioned jointly with NHS Halton and St Helens.
- Inter generational activities project established as part of the review on early intervention and prevention aimed at improving outcomes for Older People.
- Review of Long Term Conditions and Therapy services commissioned jointly with NHS Halton and St Helens.
- Redesign the Supported Housing Network to meet the needs of those with the most complex needs.
- Implement strategy to deliver improved services to younger adults with dementias.
- Develop commissioning strategy for challenging behaviour/Autism Spectrum Disorder.
- Reducing number of bed days.
- Developing improved the mental health services for Halton women.
- Developing and implement Halton's five-year Supporting People Strategy to meet the needs of vulnerable people locally.

Area of Focus 7

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

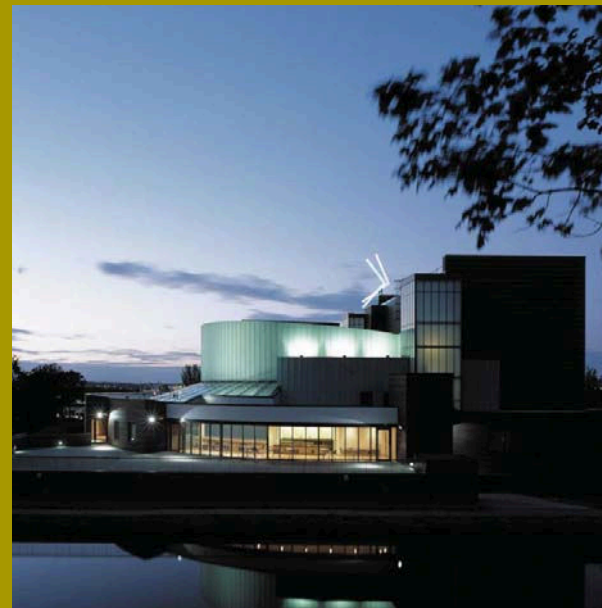
Examples of future planned activity include: -

- As part of the review on early intervention and prevention aimed at improving outcomes for Older People, develop a meaningful engagement strategy with Service Users.
- Review and revise the Carers' Strategy, to ensure that Carers' needs within Halton continue to be met.
- Make it easier for employees to access healthy options for travelling to and from work.
- Develop programmes to enable Halton people to benefit from 2012 London Olympics.
- Increase the community usage of the stadium.
- Improve the long-term health of children and young people by reducing incidences of sales of products such as tobacco, solvents and alcohol to this group -
- Implement the Council's Access Plan
- Reduce road casualties within the borough.
- Improving social inclusion for vulnerable adults to enable them to access community activities.

Halton's Urban Renewal

Our overall aim

To transform the urban fabric and infrastructure, to develop exciting places and spaces and to create a vibrant and accessible borough that makes Halton a place where people are proud to live and see a promising future for themselves and their families.



Why Urban Renewal?

Modern day Halton has inherited an exceptional legacy of obsolete and poor quality land, buildings and physical infrastructure that undermines the development potential and attractiveness of the area. Putting this right is a key to greater prosperity and boosting the image of the borough. This is why Urban Renewal is Halton Borough Council's second most important priority.

Key Objectives

- A To create and sustain a twenty first century business environment with the required variety and quality of sites, premises and infrastructure that can support high levels of investment and economic growth and increase Halton's competitiveness;
- B To promote regional employment sites at 3MG, Daresbury and the Widnes Waterfront;
- C To secure the commencement of the construction of the Mersey Gateway bridge by 2011;
- D To revitalise the town centres; to create dynamic, well-designed high quality commercial areas that can continue to meet the needs of local people, investors, businesses and visitors;
- E To support and sustain thriving neighbourhoods and open spaces that meet people's expectations and add to their enjoyment of life;
- F To ensure Halton designs in and maintains high levels of accessibility to places and spaces, so that opportunity and need are matched, and provide excellent connectivity to the wider world through transport and ICT links;
- G To enhance, promote and celebrate the quality of the built and natural environment in Halton including tackling the legacy of contamination and dereliction, to further improve the borough's image.

Shared Improvement Targets

Satisfaction

Assist in raising residents' overall satisfaction with the area to 74% (Satisfaction NI 5) from a position of 70% in 2008;

Climate Change

Reduce per capita CO2 emissions within the local authority area to 8.98 tonnes per capita (Climate Change NI 186) from a position of 10.1 tonnes per capita in 2007-08;

Waste

Ensure 34% of municipal waste is recycled or composted by the local authority (Waste NI 192) from 25.1% in 2007-08;

Housing

Build additional homes within Halton at an annual rate of 518 (Housing NI 158);

Transport

Improve access to services and facilities by public transport. Targets set for access to Whiston and Warrington Hospital (100%) and Runcorn and Widnes campuses of Riverside college (89% and 93% respectively) (Transport NI 175).

Shared Improvement Targets

Jobs

Assist in maintaining the 2007 jobs density baseline of 59,000 (JCP nomis data). (Note: The current Economic Recession will negatively impact on all employment initiatives for next 2 years. Therefore, it would be imprudent to show growth against this baseline).

Reclamation

Bring 10 hectares of derelict land back into beneficial use Annually (being the average over 21 years, as detailed in report of 2002);

Mersey Gateway

Facilitate the relocation of 78 businesses affected by the construction of the Mersey Gateway Bridge.

Council Contribution and Key Areas of Focus

To contribute to meeting these community objectives and shared improvement targets for Urban Renewal in Halton, the Council has identified the following Key Areas of Focus:-

Area of Focus 8

Exploiting the benefits of investment opportunities by creating a physical environment that is attractive and responsive to the needs of existing and potential business.

Examples of future planned activity include:-

- Continued support for the North West Strategic Site at the 3MG intermodal rail freight park and integrated transport and logistics facility, which will enhance the economy of the region;
- Continued support for the Widnes Waterfront where low quality industrial land is being regenerated to offer new commercial, retail and leisure facilities enhanced by environmental, infrastructure and public realm improvements;
- Reviewing and modifying the Council's industrial property portfolio to support new and developing enterprise.
- Increasing targeted niche marketing of the Borough's economic development opportunities, particularly in relation to Widnes and Runcorn town centres and the Widnes Waterfront
- Ensuring new development is sustainable, adaptable and that it meets the requirements of future users in the long term.

Area of Focus 9

Maintaining and developing local transport networks which meet the needs of residents, businesses and visitors.

Examples of future planned activity include:-

- Delivering the Mersey Gateway project;
- Increasing the number of passenger trips on accessible transport services; the number of local bus passenger numbers; and, the number of bus stops with Quality Corridor features;

- Increasing the percentage of users satisfied with local bus services and the provision of public transport information;
- Increasing the percentage of firms with Travel Plans;
- Implementing the transport strategies, policies and programmes contained within the council's Local Transport Plan and measuring its progress using mandatory and local targets;
- Implementing the Council's Access Plan to address transport barriers;
- Providing travel planning, advice and training to increase the accessibility of regeneration initiatives;
- Improving access to major employment areas such as the Widnes Waterfront and 3MG.

Area of Focus 10

Revitalising the economy by sustaining and developing an environment that complements the core brand values of existing and potential investors.

Examples of future planned activity include:-

- Upgrading public open space on strategic corridors within Halton, through landscaping measures (including seasonal-effect and bulb planting), roundabout sponsorship schemes to underpin improved maintenance and new 'gateway' features;
- Encourage more start-ups and company progression by developing the Council's property portfolio and providing premises for new business start-ups and small business expansions. These will be informed by the adopted Enterprise Development Strategy And Action Plan;
- Investing in the physical and social infrastructure of the Borough to support and develop the competitiveness of the local economy, through initiatives such as strategic improvements transport networks and of accessibility.
- Implementing the Widnes Waterfront development programme.

- Progressing the regeneration of Halton's town centres through joint ventures working, individual development, redevelopment and renewal schemes as appropriate;
- Maximising the leverage into Halton of external funding for capital development projects;
- Implementing the regeneration action area Supplementary Planning Documents (SPDs) within the Local Development Framework, i.e., 3MG, Widnes Waterfront, Castlefields;
- Encouraging the continued development of regionally important industrial and commercial sites at Daresbury Park, the North West Strategic Site at Daresbury Laboratories and International Science and Technology Park, Mersey Gateway Port (formerly Weston Docks), Manor Park and The Heath.
- Facilitating and encouraging significant private investment in employment generating projects within the Borough;
- Reclaiming derelict or contaminated land for soft and/or hard end uses.

Area of Focus 11

Maintaining levels of affordable housing provision within Halton that provide quality and choice and meets the needs and aspirations of existing and potential residents.

Examples of future planned activity include:-

- Facilitating new housing planning permissions (with good supporting facilities and settings) at a level that respects the net housing growth figure allowed by Regional Spatial Strategy (RSS) and the Local Development Framework (LDF);
- Delivering the Government's Growth Point for Halton, St Helens and Warrington;
- Monitoring progress towards meeting the 'decency standard' set by Government for existing housing;

- Achieving uplift in the overall quality of housing in the Castlefields Regeneration Area, with an emphasis on widening choice of tenure;
- Delivery of the Castlefields Regeneration Programme by the Council and its partners.

Area of Focus 12

Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

Examples of future planned activity include:-

- Management/improvement plans to be in place for each major park, recreation area and local nature reserve, which includes ensuring that access for all is enhanced;
- Upgrading all local parks to 'Green Flag' standards;
- Ensuring that all new development in the Borough and changes to maintenance regimes (delivered by the Council) respect the Halton Biodiversity Action Plan agreed with English Nature;
- Creating local nature reserves and wild spaces that support the Council's efforts to deliver urban renewal and a better quality of life in Halton;
- Implementing the detailed action points to improve the habitats and species highlighted in the Biodiversity Action Plan.

Children & Young People in Halton

Our overall aim

Halton's ambition is to build stronger, safer communities which are able to support the development and learning of children and young people so they grow up feeling safe, secure, happy and healthy, and are ready to be Halton's present and Halton's future



Why Children and Young People?

Children and young people are the future of Halton. In time they will become the adults that take responsibility for all aspects of life in the borough. Therefore, it is self evident that we should invest in Halton's future by investing in them. This will make sure they have the best possible start in life, have places to go and things to do that are positive and life enhancing, and the opportunity to fulfil their potential and succeed.

Key Objectives

Halton's Children's Trust has identified three entrenched areas, where a strong partnership approach is needed to improve outcomes for children and young people. These will form the foundation for the new Children and Young People's Plan 2009-11. These areas under which the key outcomes can be clustered, are:

- A Children and young people do well wherever they live and whatever their needs
- B Children and young people are physically, emotionally and sexually healthy
- C Young people are successful when they leave school.

Safeguarding plays a significant role in each of these identified areas of work and will be a consistent factor as each priority is addressed. In order to continue embedding the message that safeguarding is everybody's business we must identify a fourth priority area. This is:

- Children and young people will feel safe at home, in school and in their communities

Shared Improvement targets

Halton Local Area Agreement Indicators relating to Children & Young People By 2011 we aim to:

- Increase the stability of placements for looked after children from 69% in 2008 to 81.5% by 2011: Children in Care: NI 63.
- Reduce the proportion of children in poverty from 27% in 2008 to 24.2% by 2011: Children in Poverty: NI 116.
- Reduce obesity among primary school age children in Year 6 from 22.4% in 2008 to 21.3% by 2011: Child Obesity: NI 56.
- Reduce the under 18 conception rate by 55% by 2011 from the 1998 figure: Teenage Pregnancy: NI 112.
- Increase the proportion of young people achieving a Level 3 qualification by the age of 19 from 33.5% in 2008 to 42.2% by 2011: Level 3 Qualification: NI80.
- Reduce the number of 16-19 year olds not in education, employment or training from 11.5% in 2008 to 7.7% by 2011: Not in education, employment or training: NI 117.
- Reduce the number of first time entrants aged 10-17 entering the Youth Justice System from 249 in 2007/08 to 234 by 2010/11: First time entrants: NI 111.
- Reduce the number of young people misusing substances from 12.6% in 2008 to 9.8% in 2011: Substance Misuses: NI 115.

Local indicators

- Reduce the 13% gap in attainment of 5 A*-C GCSEs (including English and Maths) by 25% between those living in the worst 10% Lower Super Output Areas nationally and the Halton average in the three years to 2011
- Reduce the number of children killed and seriously injured from an average of 33 (1994-1998) to an average of 13 by 2010
- Increase children and young people's satisfaction with parks and play areas from 39% in 2008 to 42% by 2011: NI 199

Council Contribution and Key Areas of Focus

In order to contribute in meeting these community objectives and shared improvement targets for Children and Young People in Halton the Council, during the lifetime of this Corporate Plan, has identified the following Key Areas of Focus: -

Area of Focus 13

Improving the educational attainment of pupils in Halton, by providing effective teaching and school support.

Examples of future planned activity include: -

- Reducing the number of children/young people requiring a statement of Special Education Needs and, in particular, in segregated provision i.e. special schools.
- Raising standards of achievement including attainment, at all key stages, particularly for vulnerable groups.
- Improving behaviour in schools.
- To raise standards of attainment in literacy and numeracy for pupils at KS1 and 2 and secure effective transition between years 5/6 and year 7.

- Improve attendance so that the total annual attendance (measured in half days) in all primary and secondary schools in Halton is increased.
- Review and evaluate the Early Years Outcome Duty project to provide a consistent framework for Early Years provision.
- Deliver Social & Emotional Aspects of Learning Programmes to targeted schools.
- Develop a multi-agency intervention plan for each child identified in persistent absent cohort to improve their attendance and reduce their risk of becoming Not in Education, Employment or Training.
- Ensure that procedures and processes are in place to meet legislative and guidance requirements around Children Missing from Education.
- Provide targeted interventions from Educational Welfare Service to further improve the attendance of children who are in need of safeguarding.

Area of Focus 14

To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.

Examples of future planned activity include: -

- Improve outcomes for young people leaving care
- Implement a marketing strategy to improve recruitment of foster carers
- Implement and monitor Children's Workforce Development Council development standards for foster carers

Area of Focus 15

To deliver effective services to children and families by making best use of available resources.

Examples of future planned activity include: -

- To reduce surplus places in schools. Numbers of surplus places will need to be rigorously monitored and appropriate action taken where schools have more than 25% surplus places.
- Develop the plan for Phase 3 Children's Centre Capital and Child Care Capital.
- To continue to develop the range of Extended School provision within Halton.
- Commence the process of primary school re-organisation through the Primary Capital Programme.
- Develop integrated systems for intelligent use of data.

Area of Focus 16

To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.

Examples of future planned activity include: -

- Provide travel planning, training and advice to address travel problems faced by children & young people.

Area of Focus 17

Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.

Examples of future planned activity include: -

- Improving the engagement of young people.
- Reducing the numbers of 16 to 19 year olds not in education, employment or training.

- Improve opportunities for personal development of young people through providing work related learning opportunities.
- Collaboratively deliver a range of needs led diplomas at levels 1, 2 & 3.

Area of Focus 18

To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support.

Examples of future planned activity include: -

- Deliver a range of teenage drop-in centres in hotspot wards addressing sexual health, alcohol misuse, and emotional health.
- Implement strategy to deliver a broader range of community based SRE services to young people.

Area of Focus 19

To ensure a safe environment for where they are supported and protected from abuse and neglect.

Examples of future planned activity include: -

- Implement strategy for Locality Working.
- Establish early intervention pathways across children 0-5, school age, and 13-19 outside of schools settings.
- Audit the implementation of the neglect protocol ensuring there are interagency minimum standards.
- Pilot an integrated Targeted Support to Families service for children in need.

Employment, Learning & Skills in Halton

Our overall aim

To create an economically prosperous borough that encourages investment, enterprise and business growth, and improves the opportunities for learning and development together with the skills and employment prospects of both residents and workforce so that they are able to feel included socially and financially.



Why Employment, Learning and Skills?

A robust economy lays the foundation for any prosperous and successful place and provides jobs, opportunities, wealth and aspirations for local people. Historically, in Halton there has been a sustained mismatch between the needs of local business and the skills of local people, low rates of entrepreneurship and high levels of welfare dependency, meaning that opportunity and need are out of balance and contributing to the widespread deprivation in Halton. Sustainable economic growth and prosperity requires a commitment to encourage and support a vibrant business sector together with a renewed commitment to creating sustainable employment, and high quality learning and skills opportunities to satisfy all stakeholders in Halton.

Key Objectives for Halton.

- A To foster a culture of enterprise and entrepreneurship and make Halton an ideal place to start and grow economic activity.
- B To develop a culture where learning is valued and raise skill levels throughout the adult population and in the local workforce.
- C To promote and increase the employability of local people and remove any barriers to employment to get more people into work.
- D To develop a strong, diverse, competitive and sustainable knowledge- based local economy.
- E To maximise an individual's potential to increase and manage their income, including access to appropriate, supportive advice services.

Shared Improvement Targets By 2011 we aim to:

Halton Local Area Agreement Indicators relating to Employment, Learning & Skills in Halton

By 2011 we aim to:

- Reduce the proportion of working age people claiming out of work benefits in the worst performing neighbourhoods from 31.5% in 2007/2008 to 28.5% by 2010/2011: Benefits: NI153.
- Increase the proportion of the working age population qualified to at least Level 2 from 60.1% in 2007/2008 to 67.5% by 2010/2011: Level 2 Qualification: NI 163.
- Maintain the VAT registration rate at 42.8% through to 2010/2011: VAT Registration: NI 171.

Local Indicators By 2011 we aim to:

- Reduce the proportion of adults with no qualifications from 14,800 in 2007 to 12,240 in 2011.
- Increase the proportion of adults qualified to Level 3 from 12,400 in 2007 to 15,875 in 2011.
- Increase the rate of self-employment from 5.2% in 2008 to 6.8% in 2011.
- Ensure unemployment in any Lower Super Output Area is less than 20% above the average.

Council Contribution and Key Areas of Focus

In order to contribute to meeting these community objectives and shared improvement targets for Employment, Learning and Skills in Halton the Council, during the lifetime of this Corporate Plan has identified the following Key Areas of Focus:-

Area of Focus 20

To increase self-confidence and social inclusion by providing opportunities to adults to engage in Skills for Life learning. (literacy; numeracy; Skills for Life ICT and English for speakers of other languages

Examples of future planned activity include:-

- Reducing the number of residents with Skills for Life needs.
- Delivering a variety of academic, vocational and leisure type courses that engage and interest people as a first step back to learning.
- Offering both non-accredited and accredited routes to a level 2 qualification (equivalent of GCSE grade A* to C).
- Developing a new approach to English for speakers of other languages (ESOL), thus better aligning ESOL provision to support community cohesion.
- To ensure future growth sectors in Halton are clearly identified and employability and training pathways are put in place to ensure local residents are able to benefit from future employment opportunities within these growth sectors.

Area of Focus 21

To improve access to employment by providing opportunities to enhance employability skills and knowledge.

Examples of future planned activity include:-

- Promotion of apprenticeships both within the council and also with local businesses.

- Offer pathways to skill development where participation is recognised as well as qualifications and progression encouraged.
- Designing and delivering high quality adult and family learning opportunities across Halton to a wide range of adults and in a wide range of locations including learning centres, schools and Children's Centres.
- Develop training opportunities to enable people to move into employment. - for example through the Halton Employment Partnership, a range of sector specific employability courses developed in conjunction with employers, are available which include the opportunity to gain industry standard qualifications to enhance employment prospects.
- Ensure that all Council-led adult flexible learning programmes have recognised and accessible progression routes within the further education sector.
- Delivering Neighbourhood Employment Initiatives including the Neighbourhood Outreach Programme, Neighbourhood Employment Strategies and Neighbourhood Employment Officers.

Area of Focus 22

Working with employers to identify and secure opportunities for the unemployed.

Examples of future planned activity include:-

- Taking the lead in promoting Positive Action Employment & Training initiatives for specific groups of resident's e.g. young people, people aged 50+ etc.
- Promoting Train to Gain which will support local businesses in identifying skills gaps amongst employees and providing and/or facilitating appropriate training.

- Assisting residents into work and supporting local employers with their recruitment needs and providing in-work support service to help people to retain their new job; for example, the Halton Employment Partnership offers a one stop shop training and recruitment service to local people and residents.
- Working collaboratively under the umbrella of the Employment, Learning and Skills Partnership to provide a complete employment offer for local businesses.

Area of Focus 23

To provide transport facilities that meet the needs of those people in Halton accessing employment and training.

Examples of future planned activity include:-

- Implementing the transport strategies, policies and programmes contained within the Council's LTP2 and measure its progress using both mandatory and local targets
- Implementing Halton's Access Plan to address transport barriers to employment and training opportunities.
- Provide travel planning, training and advice to increase opportunities for employment & training.
- To identify the schemes to be funded under the phase 1 of the Mersey Gateway Sustainable Transport Strategy and to advise the Mersey Gateway team of this programme, which will form part of the information available for bidders (December 2009)

This work identifies key schemes that will increase the accessibility, convenience and attractiveness of the public transport system and improve and introduce facilities to encourage greater use of sustainable modes of travel.

The Programme extends over the period 2014 - 2025 and is to be delivered through the following Improvement Themes:

- Theme 1 - Development of first phase of new bus based rapid transit network for the Borough;
- Theme 2 - Further expansion of rapid transit network and introduction of complementary service improvements and concessionary travel scheme for young people (Workwise);
- Theme 3 - Introduction of new Mobility Smartcard
- Theme 4 - Further development of mobility management initiatives;
- Theme 5 - Walking and Cycling Improvements;
- Theme 6 - Improvements to bus/rail interchange and railway stations in Halton;
- Theme 7 - Development of Park & Ride facilities in Halton;
- Theme 8 - Canals and waterway improvements;
- Theme 9 Improvements to Halton Curve

Area of Focus 24

To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups.

Examples of future planned activity include: -

- Supporting residents from disadvantaged groups such as incapacity benefit claimants, lone parents, young people, the 50+ and those from disadvantaged wards in to work.
- Provide in-work support for people moving into employment to ensure they remain in work.
- Increasing the employment rate from 69.9% by tackling economic inactivity that will reduce the number of residents claiming non-work related benefits, particularly those in disadvantaged groups;
- Delivering a supported employment service that provides specialist support for disabled residents who want to work;
- Deliver a pilot Employment Retention Service to help residents that have disabilities or health conditions to remain in work rather than falling out of work and on to benefits;
- Managing the Neighbourhood Learning in Deprived Communities Project (Skills for Jobs).
- Offering a rapid response to both individuals and businesses facing redundancy. This includes offering information, advice and guidance and support for re-training.

Area of Focus 25

To increase employment opportunities and business start ups in Halton, by developing an enterprise culture.

Examples of future planned activity include: -

- Closing the gap between the Halton self-employment rate and that of the NW average.
- Building an enterprise society in which small firms of all kinds thrive and achieve their potential. This includes increasing the number of people considering going into business; improving the overall productivity of small firms, and encouraging more enterprise in deprived communities.
- Delivering Enterprising Halton new business start-up programme which provides 1:1 business advice, counselling and support and a business aftercare academy.



A Safer Halton

Our overall aim

To ensure pleasant safe and secure neighbourhood environments, with attractive, safe surroundings, good quality local amenities, and the ability of people to enjoy life where they live.



Why a Safer Halton?

Crime and the fear of crime affect everybody's lives. It is a major concern according to every survey of Halton residents. These surveys also show that cleaner, tidier neighbourhoods would make the biggest difference to improving life for people in their local area. We want Halton to be a clean, green, safe and attractive place to live. People should tolerate, value and respect each other, their property and the places where they live.

Key Objectives for Halton.

- A To investigate and tackle the underlying causes of crime and disorder and respond effectively to public concern by reducing crime levels.
- B To improve the understanding of alcohol and drug/substance misuse problems, their impact in Halton, and reduce the harm they cause.
- C To create and sustain better neighbourhoods that are well designed, well built, well maintained, safe and valued by the people who live in them, reflecting the priorities of residents.
- D To understand and tackle the problem of domestic abuse in all its forms.
- E To reduce the levels of crime that disproportionately affect some of the more deprived areas within the borough.

Shared Improvement targets. By 2011 we aim to:

- **Residents Satisfaction**
Increase residents overall satisfaction with their local area from 70.4% in 2008 to 75% in 2010); Overall satisfaction: NI 5.
- **Thriving Third Sector**
Increase voluntary and community sector satisfaction from 22.2% (2007/8) to 29.7% (2010/11) by creating a strong environment in which it can thrive: Thriving third Sector: NI 7.
- **Crime**
Reduce acts of serious acquisitive crime from 16 per 1000 population in 2007/08 to 15 per 1000 population by 2010/11: Serious acquisitive crime: NI 16.
- Reduce the assault with injury crime rate by 7.5% compared to 2008/09: Assault with injury: NI 20. Reduce the re-offending rate of prolific and priority offenders by 19% each year until 2011: NI 30.
- **Anti- Social Behaviour**
Reduce the perceptions of anti social behaviour from 24.4% in 2008 to 21% by 2010/11
Perceptions of anti social behaviour: NI 17.
- **Anti –Social Behaviour Local Target**
Ensure that the number of ASB incidents per 1000 population in the worst 5 lower super output areas are in line with the rest of the borough, reducing the current difference by at least 5% each year.
- **Domestic Abuse**
Reduce the repeat incidents of domestic abuse from 127 in 2007/08 to 108 by 2010/11: Repeat incidents of domestic violence: NI 32.
- **Arson**
Reduce the number of arson incidents from 1277 in 2007/08 to 855 by 2010/11: Arson: NI 33.
- **Alcohol**
Slow the rate of increase in alcohol-harm related hospital admissions from 2180 in 2007/08 to 2323 in 2009/10 and 2309 by 2010/11: Alcohol related hospital admissions: NI 39.

- **Drug Use**
Increase the number of drug users in effective treatment from 513 in 07/08 to 544 by 10/11; Drug users in effective treatment: NI 40.
- **Road Casualties Local Target**
Reduce the number of people killed or seriously injured in road traffic accidents by 7.2% from the 2008 figure (10.7%) by 2011; Road traffic fatality NI47.

Council Contributions and Key Areas of Focus

In order to contribute in meeting these community objectives and shared improvement targets for a Safer Halton the Council, during the lifetime of this Corporate Plan has identified the following Key Areas of Focus: -

Area of Focus 26

Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.

Examples of future planned activity include: -

- Increasing the number of young people taking part in leisure activities.

Area of Focus 27

Reducing the physical effects of anti-social and criminal behaviour.

Examples of future planned activity include: -

- Improve drug and alcohol services through the re-tendering of the contract together with St Helens and Warrington.
- Reducing the percentage of underage sales of age-restricted goods year on year to child test-purchasers.
- Taking a minimum tolerance approach to environmental crime, for example working with Police Community Support Officers to deliver programmed enforcement initiatives.

- Responding to incidents of offensive graffiti within 48 hours of notification.
- Responding to incidents of fly-tipping within 48 hours of notification.
- Removing dangerous, abandoned vehicles within 24 hours of notification.

Area of Focus 28

Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.

Examples of future planned activity include: -

- Maintaining an appropriate provision and standard of street lighting in the face of sharply rising energy costs.
- Progress the necessary steps to ensure the construction of the new Mersey Gateway
- Reducing the number of people killed, seriously or slightly injured in road traffic collisions through physical improvements to the highway network and implementing a wide range of local, sub-regional and national road safety initiatives, as detailed in the Council's LTP2 Road Safety Strategy ;
- Working through Cheshire Safer Roads Partnership to implement strategic road safety initiatives;
- Improving the condition of principal, classified and unclassified roads and footpaths;
- Increasing the percentage of pedestrian crossings with facilities for disabled people;
- Reducing the number of third party compensation claims received due to alleged highway / footway defects;
- Increasing the percentage of footpaths and Rights of Way that are easy to use;
- Increasing the percentage of bus stops with Quality Corridor accessibility features;

- Increasing the accessibility of colleges and hospitals;
- Increasing the percentage of people of working age living within a catchment area of a location with more than 500 jobs by public transport and/or walking;
- Increasing the number of local bus passenger journeys originating in the authority area in one year;
- Increasing the numbers of new and replacement bus shelters;
- Increasing the numbers of school and work based travel plans;
- Increasing the punctuality of bus services;
- Undertaking flood and coastal erosion risk management.

Area of Focus 29

Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.

Examples of future planned activity include: -

- Improvements to parks and open spaces, including provision of a new play area at Hale Park, refurbish and enhance the play area at Town Park and construct a new play area at Spike Island.
- Implement environmental improvements, including installation of new street furniture and landscape improvements.
- Providing year-round floral planting schemes, and a Four Seasons events and entertainment programme.
- Implement Supplementary Planning Document on Designing for Community safety.

Area of Focus 30

Improving the social and physical wellbeing of those groups most at risk within the community.

Examples of future planned activity include: -

- Ensuring that appropriate action is taken in response to all reported hate crime incidents
- Halton Borough Council with the Crime and Disorder Partnership is committed to working towards a cohesive community, where people from different backgrounds and cultures, share a common vision and a sense of belonging.
- Continuing to directly support domestic refuge places within the Borough and tackle domestic abuse in all its guises.
- Increasing the number of vulnerable young people receiving targeted education, including harm reduction information, as a percentage of all young people in Halton.



Corporate Effectiveness & Efficient Service Delivery

Our overall aim

To create the maximum effect on the quality of life in the communities of Halton through the efficient use of the Council's resources.



Why Effectiveness and Efficiency?

The preceding sections of this plan set out some vital and challenging objectives and targets for Halton. For the Council to make the fullest contribution to achieving these objectives, it must make sure that the action it takes is effective, and that its resources are deployed in the most efficient way possible to maximise that effect.

To ensure effectiveness our actions must be targeted on our priorities, evidence based, and be focused on the needs of the community, especially its more disadvantaged sections. To achieve this the Council will need to work in partnership with others and demonstrate clear vision and leadership.

Through democratic accountability and full engagement the Council will ensure that this vision, and the actions that flow from it effectively reflect the priorities of the community it serves.

Key Objectives

- A To empower local people to have a greater voice and influence over local decision-making and the delivery of services.
- B To deliver services in a fair, equal, accessible way to all residents.
- C To translate vision and priorities into action and delivery - both directly and through influencing others.
- D To redirect resources (financial, human and physical) towards the delivery of the objectives and targets set out in this plan.
- E To improve continuously the quality and efficiency of services.

Improvement targets By 2011 we aim to:

- **Empowerment**
Increase the percentage of people who feel that they can influence decisions affecting their local area by 5%. Operate neighbourhood management in at least three of the most disadvantaged parts of the Borough.
- **Equality**
Improve the quality of life of people living in the most disadvantaged areas of the Borough, narrowing the gap between those areas and the rest of Halton (as measured by the Index of Multiple Deprivation).
 - Achieve excellent level in the Equality Framework from Local Government.
- **Customer focus**
Improve public satisfaction with the way the Council runs things (BVPI 55).
 - Provide access to Council services face to face, by telephone, and electronically outside normal office hours, and increase the number of services that can be delivered to the doorstep through mobile working.
- **Performance**
Through an effective performance management to achieve year on year improvements in 75% of the government's best value indicators, with particular emphasis on those relating to our priorities.
- **Efficient use of Resources**
 - Achieve over £2.5 million efficiency gains year on year.
 - Save £1 million per annum through improved procurement.
 - Reduce energy consumption by 11%.
 - Be re-accredited to the Investors in People Standard in 2010.

Council Contribution and Key Areas of Focus

All organisations require a foundation from which to operate and the resources to provide the goods or services that they deliver. These resources may be financial, physical (i.e. land, buildings and equipment), intellectual (i.e. peoples skills and knowledge), or organisational (i.e. communication, policies, strategies etc).

To manage the efficient alignment of the Council's resources and enhance its organisational capability to deliver upon its priorities as detailed earlier in this plan the Council has identified the following resource priorities.

Effective partnership working

Our priority is to ensure that we constantly maintain the relationships both internally and externally which help us target customer needs and that we deploy and use them to the best effect. In addressing this corporate priority we have identified the following Key Areas of Focus:

Area of Focus 31

Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and help narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.

Examples of future planned activity include: -

- Maintain a local data observatory to monitor the quality of life in the Borough as a whole and in individual neighbourhoods so as to measure the success of the plan in improving the quality of life across the borough, and narrowing the gap between the most deprived areas and the rest.
- Implement monitor and review the community engagement strategy.

- Introduce Location Working Partners across Halton drawing on the lessons from the neighbourhood management pilot.

Area of Focus 32

Build on our customer focus by involving more service users in the design and delivery of services, and ensuring equal access for all users.

Examples of future planned activity include:

- Extend the Halton Direct Link Service by opening two more one-stop shops, providing a mobile face to face outreach service, and extending the provision of self service web-based options to cover all services delivered through Halton Direct Link.
- Develop a strategy and action plan for improving customer focus in everything we do, making best use of customer intelligence.
- Implement, monitor and review the Equality Plan to ensure that customers are treated fairly and have appropriate access to services.
- Increase the proportion of the Council's public buildings that are fully accessible to 100%.

Area of Focus 33

Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.

Examples of future planned activity include:

- Annually reviewing the Constitution of the Council to ensure that it remains fit for purpose.
- Undertaking a programme of business efficiency reviews combining the principles of best value with business process re-engineering to identify efficiency gains in priority areas.

- Ensuring that arrangements are in place to ensure business continuity.
- Embedding risk management business planning processes.

Managing Financial Resources

Our priority is to ensure that we use our financial resources effectively and to improve revenue and capital financial planning to align stakeholder expectations with service delivery. In addressing this corporate priority we have identified the following Key Areas of Focus.

Area of Focus 34

Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders.

Examples of future planned activity include: -

- Maximising the resources available to the Council through the attraction of external funding by implementing BidTrack software and Project Evaluation Toolkit.
- Preparing and publishing the Annual Accounts.
- Setting and delivering the Annual Audit Plan.
- Setting the Revenue Budget, Capital Programme and recommending the Council Tax.
- Ensuring that the capital programme is affordable, prudent and sustainable by setting and monitoring Prudential Borrowing Indicators.

Area of Focus 35

Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.

Examples of future planned activity include: -

- Implementation and promotion of e-marketplace procurement software.
- Extending the range of corporate procurement contracts

Managing the councils use of Physical and Natural Resources

Our priority is to ensure that we constantly maintain the level of physical assets that reflect the organisational need and that we deploy and use and manage them to best effect. We are also committed to reducing our use of natural resources in a way that minimises any negative environmental impact and as far as is possible makes use of sustainable business solutions.

We will continually seek to minimise the consumption of energy fuel, and other natural resources and increase recycling rates and the use of environmentally friendly goods and services, including those acquired through procurement and commissioning.

The Council will also have regard to the environmental impact of the goods and services we procure and commission and work together to achieve improvements.

The Council will continue to work together with our partners, the community and business to reduce environmental impacts and address climate change. We will monitor our environmental compliance, manage any risks and monitor and improve our environmental performance.

In addressing this corporate priority we have identified the following Key Areas of Focus.

Area of Focus 36

To reduce the council's use of energy and other natural resources and to work together with partners and the community where possible.

Examples of future planned activity include: -

- Implementing the Council's Carbon Management Plan which includes energy efficiency measures in corporate buildings.
- Manage the Council's energy consumption to meet the requirements of the Government's Carbon Reduction Commitment.
- The Council are working towards being at level 3 on the Sustainable Framework for Flexible Procurement by 2010 and reach level 5 by 2013.
- Taking part in the Energy Saving Trust one to one programme, to help the council tackle climate change through its own operations and working together with others.

Area of Focus 37

Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements.

Examples of future planned activity include: -

- Reducing the amount of outstanding Disability Discrimination Act works (nonschools) and the backlog of maintenance on our property portfolio.
- Fulfilling the requirements of Asbestos Audits and Management Regulations.
- Undertaking cyclical Property Condition Surveys.
- Increasing the proportion of the Council's public buildings that are fully accessible to 100%.

Area of Focus 38

Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensuring that customer access is improved by means of electronic service delivery.

Examples of future planned activity include: -

- Completing the ICT development and implementation of the Halton Direct Link system.
- Delivering the phased implementation of the Information Management Strategy.

Managing Human Resources

In managing our human resources our priority is to ensure that we attract and retain staff in an equitable way and ensure that they have the skills and knowledge that meet organisational need and provide opportunities for them to achieve their full potential. In addressing this corporate priority we have identified the following Key Areas of Focus.

Area of Focus 39

Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information.

Examples of future planned activity include: -

- Implementing remaining proposals of the HR/payroll software system.
- Developing and implementing a three-year People Strategy to ensure our human resource management is reflective of a modern, excellent authority and consistent with best practice.

Area of Focus 40

Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.

Examples of future planned activity include: -

- Implementing, monitoring and reviewing the Council's workforce development and learning plans to ensure that the organisation develops, and that employees are attracted, retained and equipped with the skills needed to deliver its priorities; and that a high performance, learning culture is embedded.
- Completing and implementing the single status job evaluation process to ensure a fair and competitive reward structure.



Directing and Developing Resources

All the objectives and targets outlined here are achievable. However, all of our aspirations will not happen unless we do the job properly. That means money, people, physical resources, proper intelligence and information, allied with the strength of will to use them in the best way.

A key purpose of this Plan is to ensure that the resources available are targeted and used effectively to bring about improvements in the Borough.

This means:

- Being clear and agreed about what we need to achieve so we are all pulling in the same direction.
- Maximising the funding we can generate or draw in to benefit Halton and developing our own resources and the capacity to help ourselves.
- Co-operating to be more effective, cutting out duplication and waste, and pooling the budgets, knowledge and efforts of different organisations and groups where this makes sense..
- Listening and responding to what matters most to people locally.

- Targeting what we do to where it can make the most difference.
- Doing the kind of things that experience has shown will really work and be successful.
- Checking on progress, letting people know how we are doing, and adjusting as necessary to keep on track.

The pace at which we can make progress on our priorities will depend on the availability of appropriate resources (money, time, staff, land etc).

In allocating resources and determining the overall level and make up of our budget, we have to balance the achievement of our priorities against the impact of spending levels on the council taxpayer. We are proud of having one of the lowest levels of council tax in the region, allied with our ability still to deliver top quality services to local people.

For planning purposes, it is assumed that the council tax must balance the needs of service users with the council tax payer, reflecting the national assumption underlying grant levels in the government's Spending Review.

There are a number of changes taking place in the way in which government allocates funds to local authorities, leading to uncertainty about the future levels of such funding, but the rate of growth in government funding is likely to be much lower than in recent years.

There are also considerable internal pressures on the Council's budget - for example, pressures caused by rapidly increasing demands in Children's and Adult Social Services.

Resources are already allocated to the priorities set out in this plan. However, we need to allocate resources more selectively if we are to achieve our objectives.

Given the pressures outlined above, it is clear that there will be little or no new money. We will have either to increase our efficiency and use the savings produced to fund priority areas, or redirect resources from non-priority areas.

Efficiency

Inventiveness and innovation has seen more responsible and better-run services in local government in recent years. This has been achieved in the face of increased demands and higher customer expectations.

The emphasis is very much on shifting to using resources "smartly" and to use efficiency savings to fund investments in front-line services. Efficiency is making best use of resources available for the provision of services.

Efficiency gains are achieved by one or more of the following:

- Reducing inputs (money, people, assets etc) for the same outputs.
- Reducing prices (procurement, labour cost etc) for the same outputs.
- Greater outputs or improved service quality (extra service, productivity etc) for the same inputs.
- Getting proportionally more outputs or improved quality in return for an increase in inputs.

The Council is implementing a 3 year efficiency programme to reduce costs (particularly in back office activities) whilst minimising impact on service delivery.

The resources of the Council and its partners are being focused to enable a real impact on the strategic priorities. As a result, the Council will continue to develop services to achieve the objectives and improvement targets within its corporate plan and £500,000 has been re-directed from existing budgets, year on year, to address strategic priorities.

The Council has a robust performance-monitoring framework that will be used to monitor the impact of efficiency measures on service quality. Efficiency targets will also be built into the performance management framework at the first available opportunity.

To implement this, an Efficiency Strategy Group has been established. It will aim to maximise the employment of efficient business practices to maximise efficiency gains, translate them into cash, and allow choices on their re-direction to delivery of quality front line services. Key actions already identified include:

Procurement - a procurement strategy has been developed and the Council will strengthen the corporate procurement function. A new financial management system, with an e-procurement module, has been introduced. E-procurement has been introduced and the Council is using the IDeA Marketplace software solution. The Council is also working closely with the North West Improvement & Efficiency Partnership Service Reward.

E-government - Investment in e-government has maintained strong progress and the Council has already achieved the e-government targets one year earlier than required. This was made possible by innovative, award winning software that integrates customer service with back office systems that is currently used in Halton's four One Stop Shops and the Contact Centre.

The technology allows remote service delivery, such as blue badges being dealt with in GP surgeries, and the award winning Benefits Express which allows benefits claims to be processed in the claimants' homes, slashing turnaround time.

Partnerships - Partnership working in service delivery will continue to be developed. The Council uses framework contracts for professional services.

Pooled budgets have been established with the Health Service, and a joint commissioning framework has been agreed with the PCT. This will enable joint service development to take place in such areas as mental health services and learning disability services.

A new partnership agreement for the management of sports facilities has recently been agreed, and many other examples are in the pipeline.

A review of each service will be undertaken to ensure each is cost effective and delivers value for money as well as quality services.

Energy Management - control over energy consumption by improving our purchasing, operation, motivation and training practices will result in energy savings for reinvestment into a rolling programme of further energy saving measures.

Productive Use of Time - the Council's Managing Absence policy has been reviewed, the aim is to reduce levels of sickness absence year on year. In addition, a homeworking pilot is to be evaluated later in the year.

Managing Risks

The Council recognises the scale of its ambition and is realistic in its expectations of what can be achieved given the scale of resources being deployed.

In addition it also recognises that risk management must be an integral part of the performance management framework and business planning process. This will increase the probability of success (and reduce the likelihood of failure) by systematically identifying, evaluating and controlling the risks associated with the achievement of its objectives.

The risk management process focuses attention and resources on critical areas, provides more robust action plans and better informed decision-making. It also fosters a culture where uncertainty does not slow progress or stifle innovation and ensures the commitment and resources of the Council to produce positive outcomes.

As part of implementing this Corporate Plan the Council has adopted a Risk Management Strategy and established a Strategic Risk Register. The Strategy sets out the risk management objectives; the role and responsibilities for risk management of the authority; the categorisation of risks and the approach to risk management action plans.

The Council's risks can be broadly categorised as either "strategic" or "operational".

Strategic risks cover those threats/opportunities that could impact upon the achievement of medium and long-term goals. Operational risks cover those threats/opportunities that could impact upon the quality of service delivery.

Complementing this is the Council's business continuity management planning. This provides plans and procedures to ensure the Council can continue its functions in the event of a major emergency.

Equality & Diversity

The Council is determined to deliver its vision of a better future for Halton's people. We are committed to equality for everyone regardless of age, sex, caring responsibilities, race, religion, sexuality, or disability. We are leaders of the community and will not accept discrimination, victimisation or harassment.

This commitment to equity and social justice is clearly stated in the adopted Equal Opportunities Policy of the Council. This states that the Council:

- Is committed to promoting equal opportunities in Halton.
- Values diversity and encourages fairness and justice.
- Wants equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation.
- Will combat discrimination and will use its position of influence in the Borough, wherever possible, to help overcome discriminatory barriers.

The Council will work collaboratively to develop effective procedures and policies to combat all forms of unlawful discrimination and to share good practice. It will ensure that all services are provided fairly and without discrimination.

Reasonable adjustments will be made so that services are accessible to everyone who needs them. People's cultural and language needs will be recognised and services will be provided which are appropriate to these needs.

Partners will monitor the take up of services from different sections of the population. The information collected will be used to inform service planning and delivery.

Equality Impact Assessments will also be carried out on Council policies and services to assess how policies and services impact upon different sections of the community. The results of the Equality Impact Assessments highlight areas for improvement that are dealt with through an Equalities Improvement Plan.

The Council takes complaints seriously. People who feel that they have been unfairly treated have the right to use the complaints procedure established by the Council.

Community Engagement & Customer Focus

Wholesale improvement in the quality of life enjoyed by local people can only come about if a significant part of the community is involved in making it happen. This can take place informally in many different ways within the community itself. But this has to be complemented by action taken with the support of a variety of public, voluntary and other bodies.

The views of the public were an important factor in deciding the overall themes and thrust of this Corporate Plan. Channels of communication like the Borough's Area Forums and the Police Participation and Delivery meetings provide extra ways to share, discuss and resolve local issues.

A whole range of services actively consult with and involve their customers, and staff from a range of organisations work closely day to day with local people.

The Council sees itself, through this Plan, as providing leadership. This can only be achieved if we remain in touch with the people and communities we represent and serve.

The Plan aims to create an environment in which everyone can get involved in making things happen in Halton. We want to foster active participation by as many people and agencies as possible. The Council wants to look for ways to make itself more accountable to communities through customer focus, consultation and communication.

The Council has spent a considerable effort in developing an inclusive approach to engagement through an innovative community engagement strategy and network arrangements.

Performance Marketing

Halton Borough Council will regularly review activities and services, to ensure that it is addressing the priorities identified within this plan. We will allocate resources to these priority areas, and monitor their effective use in the short and longer term.

We recognise that the solutions to some of these issues will take time to implement, and involve close working with our partners if we are to see real improvements. However, we do expect to see some benefits in the short term in all areas, and where we find progress is not being made then resources will be re-allocated.

The Council has developed a performance management framework that will assist in the monitoring and review process. This framework identifies the audiences involved in monitoring performance and the frequency and approach required to undertake it effectively.

This Plan highlights key objectives for each strategic theme and improvement targets by which success can be judged. These targets collectively form a Scorecard, which is a key component of the Council's overall Performance Management Framework.

The Council will report back the public each year on progress against this Scorecard in its annual Performance Plan, along with the full range of Public Service Agreement and Best Value Performance Indicators.

This Plan runs for five years, at which point we expect it be reviewed. It is an important step, but only a step, in a much longer journey to build a better future for people in Halton. If we succeed in achieving our targets, they will translate into real improvements for local people, including:

- Longer, healthier lives.
- A better urban environment and reasons to feel pride in Halton.
- Higher standards of education and skills and the greater employment and other life chances that go with them.
- Fewer people trapped by poverty, excluded or held back through some form of deprivation or disadvantage.
- The freedom to feel safe and enjoy life in an attractive neighbourhood.

This is why it is important to know how we are doing and what headway we are making in meeting the improvement targets we have set ourselves. By monitoring progress closely we can identify and build on successes, provide necessary assistance or support where progress has not met expectations, and adjust our efforts and resources to adapt to changing circumstances.

The performance management framework provides a mechanism through which those responsible for service delivery can be held to account. It also provides a process highlighting areas where performance has not moved on as expected, so that necessary assistance and support can be made available.

The framework for monitoring and review is essential in making judgements as to whether progress is being made against our stated targets and provides a basis for continued improvement.

Council Strategies and Plans

Delivering our priorities also means ensuring that all our strategies and plans - and the plans of other relevant organisations - dovetail together. The main strategies and plans which underpin our priorities are:

- Best Value Performance Plan (which includes details of all the specific performance targets we will be working towards).
- Local Development Framework.
- Integrated Equality & Diversity Policies.
- Economic Development & Tourism Strategy.
- Town Centre Strategies.
- Local Transport Plan.
- Education Development Plan.
- Children & Young People's Plan.
- Health Strategy.
- Sport Strategy.
- Joint Commissioning Strategy for Older People.
- Air Quality Action Plan.
- Climate Protection and Sustainable Energy Strategy.
- Household Waste Management Strategy.
- Halton Community Strategy.
- Crime and Drugs Strategy.
- Housing Strategy.

The Council's Corporate Plan is linked to this whole range of other plans, strategies and reports. These fit together as a system designed to achieve progress on Halton's key strategic priorities and to deliver improvement for local people.



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