



Executive Board

**Thursday, 22 February 2007 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
1. MINUTES	
2. DECLARATIONS OF INTEREST	
Members are reminded of their responsibility to declare any personal or personal and prejudicial interest which they have in any item of business on the agenda no later than when that item is reached and (subject to certain exceptions in the Code of Conduct for Members) to leave the meeting prior to discussion and voting on the item.	
3. CORPORATE SERVICES PORTFOLIO	
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In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation procedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.

REPORT TO: Executive Board

DATE: 22nd February 2007

REPORTING OFFICER: Operational Director – Financial Services

SUBJECT: Budget 2007/08

WARD(S): Borough-wide

1.0 PURPOSE OF REPORT

- 1.1 To recommend to Council the budget, capital programme and council tax for 2007/08.
- 1.2 At the time of writing the report, the Cheshire Police and Fire Authorities had not set their budgets and council tax precepts. These will be reported verbally to the Executive Board and will be incorporated in the recommendation and also shown on the Council summons.

2.0 RECOMMENDATION TO COUNCIL: That the Council adopt the resolution set out in Appendix A, which includes setting the budget at £95.041m and the Band D Council Tax for Halton (before Parish , Police and Fire precepts) of £1,043.45.

3.0 SUPPORTING INFORMATION

Local Government Finance Settlement

- 3.1 The Government has recently announced the Final Local Government Finance Settlement for 2007/08, and it includes Formula Grant totalling £52.025m made up of £8.051m revenue support grant and £47.974m as the Council's share of national non domestic rates.
- 3.2 As far as the non domestic premises are concerned, the rate is fixed centrally by the Government, and for 2007/08 has been set at 44.4p in the £, and 44.1p for small businesses. The Council merely acts as tax collector, paying over the full proceeds of the business rate to the Government, which is paid back to authorities as part of the Formula Grant.

Budget 2007/08

- 3.3 The Executive Board Sub-Committee receives regular reports summarising spending in the current year against the budget. The latest report indicates that spending is expected to be within the overall budget, and it is anticipated that balances at 31st March 2007 will be broadly as planned when the budget was set last year. Following the large scale voluntary transfer of the housing stock, the Housing

Revenue Account will be closed and any balance will transfer to general fund. Given the gloomy budget outlook set out in paragraph 3.7, it would be prudent to establish an Invest to Save fund with these balances.

- 3.4 The Executive Board considered the level of growth and savings at its Away Day meeting on 11th January 2007 and agreed to consult the Policy and Performance Boards and Area Forums. Any comments will be reported to and considered by the Executive Board at the meeting. One Area Forum will not have met before the meeting of the Executive Board and any further comments will be reported to the Council.
- 3.5 The proposed growth and savings are shown in Appendices B and C and after taking account of the growth and savings, the budget totals £95.041m. The budget continues the policy of utilising £350,000 from the windfall gain arising from the commutation adjustment in 2004/05. In addition, it provides a further £500,000 for the Revenue Priorities Fund and assumes this money will be used to offset part of the cost of the agreed growth.
- 3.6 The Local Government Act 2003 places a requirement on the Chief Financial Officer to report on the robustness of the estimates included in the budget and the adequacy of the reserves for which the budget provides. In my view the budget setting process and the information provided should be sufficient to allow the Council to come to an informed view regarding the 2007/08 budget, capital programme and council tax and balances and reserves should provide sufficient resilience to meet the financial consequences of any unforeseen events.

Budget Outlook

- 3.7 The Government's Comprehensive Spending Review (CSR07) is expected to be published in July 2007. This will set the level of public sector spending for the three years 2008/09 to 2010/11. However, the Government have already indicated that public sector spending will be under greater constraint than before. CSR07 is also expected to set more challenging targets for efficiency gains, with cashable savings of 3% each being identified in the Chancellor's Pre-Budget report. It becomes more and more difficult to make these savings, so consideration of budget options will begin earlier next year.

Capital Programme

- 3.8 The Government has issued the single capital pot spending guidelines. These total £6.813m and are supported either through the RSG system or by grant. Relevant Directorates will report detail spending proposals to the Executive Board separately.

- 3.9 The proposed new starts programme is shown in Appendix D. In addition, the Priorities Fund of £750,000 has again been set aside for new starts, to be spent on the five priorities set out in the Community Plan. All of this expenditure will be funded by grants and contributions or internal resources through the Capital Reserve, which is expected to remain above the minimum target level.

Halton’s Council Tax

- 3.10 The tax base (Band D equivalent) has been set at 37,392 and the combined effect of the budget, government support and council tax base gives a Band D Council Tax for Halton of £1,043.45, an increase of £39.17, or 3.9%.
- 3.11 The Government still retains reserve capping powers, and it has made it clear that they expect Local Authorities to limit council tax rises to an increase of less than 5%. It is expected that the recommended increase in council tax would avoid the prospect of capping.

Parish Precepts

- 3.12 The Parish Councils have set their precepts for the year as shown below, with the resultant additional Council Tax for a Band D property being as follows:

	Precept	Additional Council Tax	Basic Council Tax
	£	£	£
Hale	17,565	24.33	1,067.78
Daresbury	3,000	21.43	1,064.88
Moore	2,900	8.24	1,051.69
Preston Brook	3,500	10.57	1,054.02

Average Council Tax

- 3.13 In addition, it is also necessary to calculate the average Council Tax for the area as a whole. This is the figure required by Government and used for comparative purposes and for a Band D property is £1,044.17.

Police Precept

- 3.14 The Police Authority have set their precept on the Council at £????? which is £????? for a Band D property, an increase of £????? or ?????%. The figures for each Band are shown in Recommendation 4 in Appendix A.

Fire Precept

- 3.15 The Fire Authority set their precept on the Council at £????? which is £????? for a Band D property, an increase of £????? or ?????%. The figures for each Band are shown in Recommendation 5 in Appendix A.

Total Council Tax

- 3.16 Combining all these figures will give the total Council Tax for 2006/07, and these are shown in Recommendation 6 in Appendix A. The total Band D Council Tax (before Parish precepts) is £?????.
- 3.17 It is expected that Halton's Total Council Tax will continue to be amongst the lowest in the north west. Given that nearly half of all properties in the Borough are in Band A, and also 85% of properties are in Bands A-C, most households will pay less than the "headline" figure. In addition, many households will receive reduced Council Tax bills through Benefits or Personal Discounts, and these adjustments will be shown on their bills.
- 3.18 A complex set of resolutions, shown in Appendix A, needs to be agreed to ensure that the Budget and Council Tax level are set in a way which fully complies with legislation.

Prudential Code

- 3.19 The Local Government Act 2003 has introduced the Prudential Code which provides a framework for the self-regulation of capital expenditure. The key objectives of the Code are to ensure that the Council's:
- capital expenditure plans are affordable;
 - external borrowing is within prudent and sustainable levels; and
 - treasury management decisions are taken in accordance with good professional practice.
- 3.20 To demonstrate that Authorities have fulfilled these objectives, the Prudential Code sets out a number of indicators which must be used. These are in the course of preparation and will be set out in Appendix E and monitored throughout the year and reported as part of the Treasury Management quarterly monitoring reports to the Executive Board Sub-Committee.

4.0 POLICY IMPLICATIONS

- 4.1 The areas of growth and savings will impact across all services.

5.0 OTHER IMPLICATIONS

5.1 The budget will support the Council in achieving the aims and objectives set out in the Community Plan for Halton and the Council's Corporate Plan.

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

Document	Place of Inspection	Contact Officer
Local Government Finance Report (England) 2007/08	Municipal Building	Nick Finnan

APPENDIX A

**DRAFT RESOLUTION FOR SUBMISSION TO THE COUNCIL
AT ITS MEETING ON 7th MARCH 2007**

RECOMMENDATION: that the Council adopt the following resolution:

1. The policies outlined in this paper be adopted, including the Budget for 2007/08, the growth and savings set out in Appendix B, the Capital Programme set out in Appendix C, and Prudential Indicators set out in Appendix D.
2. That it be noted that at the meeting on 13th December 2006 the Council agreed the following:
 - (a) For 2007/08, in accordance with the Local Government Act 2003 and with regulations made under Section 33(5) of the Local Government Finance Act 1992, a Council Tax Base of 37,392 being the amount calculated by the Council, in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) Regulations 1992, as its Council Tax Base for the year, and
 - (b) For the Parishes, the Council Tax base for each Parish for the year 2006/07 be set as follows:

Parish	Tax Base
Hale	722
Daresbury	140
Moore	352
Preston Brook	331

being the amounts calculated by the Council, in accordance with Regulation 6 of the Regulations, as the amounts of its Council Tax Base for the year for dwellings in those parts of its area to which special items relate.

3. In accordance with the relevant provisions of the Local Government Finance Act 1992 (Sections 32 to 36), the following amounts be now calculated by the Council for the year 2007/08 and agreed as follows:
 - (a) £271,145,384 – being the aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (e) of the said Act.

- (b) £176,077,219 – being the aggregate of the amounts which the Council estimates for the items set out in Section 32(3)(a) to (c) of the said Act.
- (c) £95,068,165 – being the amount calculated by the Council for the year 2006/07 in accordance with Section 32(4) of the Local Government Finance Act 1992 as its budget requirement for the year.
- (d) £56,024,551 – being the aggregate of the sums which the Council estimates will be payable for the year into its General Fund in respect of redistributed Non-Domestic Rates (£47,973,592) and Revenue Support Grant (£8,050,959).
- (e) £1,044.17 – being the amount at 3(c) above less the amount at 3(d) above all divided by the amount at 2(a) above, calculated by the Council, in accordance with Section 33(1) of the Local Government Finance Act 1992, as the basic amount of its Council Tax for the year.
- (f) £26,965 – being the aggregate amount of all special items referred to in Section 34(1) of the Local Government Finance Act 1992, each individual Parish precept being:

	£
Hale	17,565
Daresbury	3,000
Moore	2,900
Preston Brook	3,500

- (g) £1,043.45 Local Government Finance Act 1992, as the basic amount of Council Tax for the year for dwellings in those parts of its area to which no special item relates.
- (h) Part of the Council's Area

	£
Hale	1,067.78
Daresbury	1,064.88
Moore	1,051.69
Preston Brook	1,054.02

being the amounts given by adding to the amounts at 3(g) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 2(b) above, calculated by the Council, in accordance with Section 34(3) of the Local Government Finance Act 1992, as the basic amounts of its

Council Tax for the year for dwellings of its area to which one or more special items relate.

(i) Part of the Council's Area

Band	Hale	Daresbury	Moore	Preston Brook	All other Parts of the Council's Area
	£	£	£	£	£
A	711.85	709.92	701.12	702.68	695.63
B	830.49	828.24	817.98	819.79	811.57
C	949.14	946.56	934.83	936.91	927.51
D	1,067.78	1,064.88	1,051.69	1,054.02	1,043.45
E	1,305.07	1,301.52	1,285.40	1,288.25	1,275.33
F	1,542.35	1,538.16	1,519.11	1,522.48	1,507.21
G	1,779.63	1,774.80	1,752.81	1,756.70	1,739.08
H	2,135.56	2,129.76	2,103.38	2,108.04	2,086.90

being the amounts given by multiplying the amounts at 3(g) and 3(h) above by the number which, in the proportion set out in Section 5(1) of the Local Government Finance Act 1992, is applicable to dwellings listed in a particular band divided by the number which in that proportion is applicable to dwellings listed in Valuation Band D, calculated by the Council, in accordance with Section 36(1) of the Local Government Finance Act 1992, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

4. It is further noted that for the year 2007/08 the Police Authority have stated the following amounts in precepts issued to the Authority, in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwellings shown below:

	£
A	
B	
C	
D	
E	
F	
G	
H	

5. It is further noted that for the year 2007/08 the Fire Authority have stated the following amounts in precepts issued to the Authority, in accordance with the Local Government Act 2003 for each of the categories of dwellings shown below:

	£
A B C	
D	
E F G H	

6. That, having calculated the aggregate in each case of the amounts at 3(i), 4 and 5 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2007/08 for each of the categories of dwellings shown below:

Band	Hale	Daresbury	Moore	Preston Brook	All other Parts of the Council's Area
	£	£	£	£	£
A B C					
D					
E F G H					

being satisfied that:

- (a) The total amount yielded by its Council Taxes for the said financial year will be sufficient, so far as is practicable, to provide for items mentioned at 3(a) to (d) above; and, to the extent that they are not, to be provided for by any other means.
- (b) Those amounts which relate to a part only of its area will secure, so far as is practicable, that the precept or portion of a precept relating to such part will be provided for only by the amount yielded by such of its Council Taxes as relate to that part.

7. The Operational Director – Financial Services be authorised at any time during the financial year 2007/08 to borrow on behalf of the Council by way of gross bank overdraft such sums as he shall deem necessary for the purposes of this paragraph, but not such that in any event the said overdraft at any time exceeds £10m (£1.5m net) as the Council may temporarily require.

APPENDIX B**PROPOSED SAVINGS**

£

Savings – All Directorates

Supplies and Services	50,000
Modification to Terms and Conditions	50,000
Maintain Staff Turnover Target	400,000
Maintain Lower Contingency	750,000

1,250,000

Children and Young People

Termination of contract with Relationship Centre for Domestic Violence Support	30,000
Termination of 2 Filing Clerk Posts	38,000
Agency and Boarding Out	75,000
Reduction in Glendale Unit Budget	30,000
Emergency Duty Team	15,000
Loss of 20 hour Residential Social Worker post at the Inglefield Respite Unit	13,000
Termination of 2 posts within the School Improvement Service	93,400
Termination of two full time equivalent Early Years posts	109,900
Termination of one SEN administrative post	17,100
Increased Income to be recouped from across the Directorate through charging for training and services	115,000

536,400

Corporate and Policy**HDL/ITC**

Development of in-house CRM will result in reducing the cost of licences/upgrades etc.	100,000
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Directorate Restructuring

The opportunity is being taken to undertake some restructuring within the Directorate	360,000
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General Savings

Each Department will be required to make budget reductions as part of the Directorate's overall contribution	140,000
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600,000

£

Environment

Economic Regeneration	
Reduce business development	40,000
In work support services (2 years only)	40,000
Environmental & Regulatory Services	
Delete 1 vacant post	25,000
Grant for staff cost in food safety initiative (1 year only)	24,000
Planning & Policy	
Stop grant aid for Listed Building	4,000
Certificate of Lawfulness for Proposed Use of Development	25,000
Waste	
Capitalise expenditure on new and replacement litter bins	20,000
Highways & Transportation	
Capitalise remaining Street Lighting structural maintenance	100,000
Staff cost saving arising from rationalisation of Highways Division	100,000
Fleet Acquisition	100,000
	<hr/>
	478,000
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Health and Community Directorate

Culture & Leisure	
Grants to Voluntary Sector (£90,000 over 2 years)	45,000
Community Centre modernisation	50,000
Deletion of post within Parks & Countryside	25,000
Deletion of Community Development Officer	35,000
Removal of support to environmental grants	30,000
Admin Savings through Admin Review	25,000
Procurement savings re: library book supply	5,000
Reduction in voluntary arts grant	5,000
Removal of grants to primary schools for free use of premises by voluntary groups	10,000
Health & Partnerships	
Deletion of managerial and other posts	162,000
Reduction in advertising costs	40,000
Buy in Consumer Protection Service from Neighbouring authority	75,000
Staff Savings	8,000
NVQ Externalisation	39,000
Raise all fees and charges by 3% more than inflation	10,000
Older People/PSD	
Bridgewater Day Centre re-design	20,000
Procurement Savings	15,000
Re-tendering for domiciliary and residential contracts on block basis	50,000

	£
Cease Continuing Care commissioning	3,000
Review of charging policy (including introducing transport charge)	9,000
Increase charges above inflation Adults of Working Age	4,000
Reconfigure mental health services	65,000
Transport	<u>65,000</u>
	795,000
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TOTAL	3,659,400
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APPENDIX C

PROPOSED GROWTH

	£
Children and Young People's Directorate	
Edinburgh Road and Littlebourne	75,000
Redundancy/Retirement Budget	150,000
3 Residential Social Worker posts	60,000
Principal Manager for Adoption	50,000
0.5 Practice Manager (CCT3)	20,000
Building Schools for the Future	300,000
Joint Area Review	80,000
	<hr/> 735,000 <hr/>
Corporate and Policy Directorate	
Repairs and Maintenance of Council Buildings	250,000
	<hr/> 250,000 <hr/>
Environment Directorate	
Landfill Contractor Charges (£225,000 in a full year)	25,000
New Contract for Waste Disposal/Household Waste Sites	37,000
Mandatory Contaminated Land Inspections	25,000
Mersey Gateway – Additional Prudential Borrowing	200,000
	<hr/> 287,000 <hr/>
Health And Community Directorate	
Health and Community – Adults of a Working Age	220,000
Adults with Learning Difficulties Purchasing	
Increase in older population	85,000
Mental Health Social Worker for Crisis Resolution Team	35,000
Housing – Bed & breakfast costs	50,000
Independent Living team	50,000
Maintenance of Alleygates	34,000
	<hr/> 474,000 <hr/>
TOTAL	1,746,000
Less Use of Priorities Fund	500,000
NET TOTAL	<hr/> 1,246,000 <hr/>

APPENDIX D**PROPOSED NEW STARTS IN 2007/08 CAPITAL PROGRAMME**

	2007/08 Cost	Funding Costs
	£'000	£
Corporate And Policy Directorate		
Runcorn Town Hall – Refurbishment (total cost £4m)	2,500	112,500
	2,500	112,500
Environment Directorate		
Capitalisation of street lighting structural maintenance (annual provision)	100	4,500
Renew equipment for Stadium Fitness	70	3,150
Programme of replacing litter bins	20	900
Halton Stadium –function marquee	30	-
Drainage work at Runcorn HW Site	50	2,250
Part IIA contaminated land investigation (funded by grant)	170	-
Automatic air quality monitoring station (funded by grant)	20	-
Replace noise monitoring equipment	10	450
TOTAL	470	11,250
Less Grant	190	-
NET TOTAL	280	11,250
Health and Community Directorate		
Headstone Safety Project	50	2,250
New forestage for the Brindley	30	1,350
PODS utilising DFG	40	1,800
CCTV – Victoria Park	28	1,260
Additional funding for Disabled Facilities Grants	300	13,500
	448	20,160
TOTAL	3,228	143,910

APPENDIX E**PRUDENTIAL INDICATORS**

	2005/06	2006/07	2007/08	2008/09	2009/10
Affordability					
1. Ratio of financing costs to net revenue stream (estimate) – General Fund %		-0.2	0.5	1.3	2.0
2. Ratio of financing costs to net revenue stream (actual) – General Fund %	1.3				
3. Incremental impact of capital investment decisions on the Council Tax £	2.78	-	3.42	2.78	0.17
Capital Expenditure					
5. Total capital expenditure (estimate) (see Note) – General Fund £m Note: These figures will be amended as further allocations and grant approvals are received.		28.5	29.5	23.2	14.1
6. Total capital expenditure (actual) – Actual £m	27.5				
Capital Financing Requirement					
7. Capital Financing Requirement (estimate) – General Fund £m		46.7	54.4	64.2	72.0
8. Capital Financing Requirement (actual) – General Fund £m	40.6				

	2005/06	2006/07	2007/08	2008/09	2009/10
Treasury Management					
9. Adopted CIPFA Code of Practice for Treasury Management			Note: to be considered by Executive Board Sub-Committee on 15th March 2007		
10. Authorised limit for external debt £m			55.1	65.4	74.9
11. Operational boundary for external debt £m			50.1	60.4	70.0
12. External debt (actual) £m	24.0				
13. Upper limit on interest rate exposure on fixed rate debt %			75	75	75
14. Upper limit on interest rate exposure on variable rate debt %			75	75	75
15. Maturity structure of borrowing as a percentage of fixed rate borrowing %					
Under 12 months			Lower 0	Upper 50	
12 months - 2 years			0	75	
2 years - 5 years			0	50	
5 years - 10 years			0	50	
10 years and above			0	75	
16. Total principal sums invested for periods longer than 364 days					
1-2 years %			60	60	60
2-3 years %			30	30	30

REPORT TO: Executive Board
DATE: 22nd February, 2007
REPORTING OFFICER: Chief Executive
SUBJECT: Flexible Working
WARDS: Boroughwide

1.0 PURPOSE OF THE REPORT

- 1.1 To bring to the attention of the Board the work of the North West Flexible Working Group.

To seek approval from the Board for Halton to develop a programme of flexible working as an exemplar for local government best practice.

2.0 RECOMMENDATION: That

- (1) The report be noted;
- (2) The Executive Board approves the proposed actions outlined in this report;
- (3) Halton develop a programme of flexible working as an exemplar for local government best practice.

3.0 BACKGROUND

- 3.1 The attached documents set out the objectives of the NW Flexible Working Group. The need for the Group was identified out of the "Home-working in England's Northwest" project supported by the NWDA. The Group is chaired by Peter Connor from BT, and Redbrick Enterprises Ltd. acts as secretariat.

The Chief Executive has been asked to represent Local Authority interests on the Group.

3.2 The Mission

To create social and economic prosperity – and contribute to tackling the developing climate change agenda – by increasing opportunity through flexible working.

3.3 Targeted Outcomes

To raise awareness of the benefits of flexible working.

To receive and share best practice.

To showcase exemplar projects through case studies.

To develop new flexible work opportunities.

To signpost to recognised support groups and networks those who wish to develop new and existing flexible working opportunities.

To achieve a step change in thinking in respect of flexible working.

3.4 **Prospectus**

The attached Prospectus is “work in progress” and seeks to develop the NW Flexible Working Initiative.

3.5 The NW Flexible Working Group are asking partners a number of questions. These are:

“We would welcome your views on the Prospectus.

Across Local Government and the public/private/third sector there are many examples of ground-breaking projects and best practice in flexible working. The NW Flexible Working Group is keen to showcase these to celebrate progress to date and share best practice.

Please tell us about your experiences.

Do you have any exemplar projects we can showcase?

We are also keen to work with those who wish to develop new and existing projects to maximise the opportunities from Flexible Working and support new starts.

Do you have any new ideas or projects utilising flexible working?

What support do you need to deliver these ideas/projects?

How can we help?

We would also welcome any other ideas you have to develop the flexible working agenda.

Are you aware of any other existing groups who are working in this area and who we could work with to share ideas and resources?”

4.0 IMPACT ON HALTON

- 4.1 Halton has a number of flexible working pilots operating at present. These are regularly monitored and evaluated.
- 4.2 A “Home/Work Balance” Officer Group is also exploring how best to maximise flexible working to enhance service quality and efficiency and at the same time improve terms & conditions for employees. A “win-win” scenario.
- 4.3 Halton has an excellent track record of innovation (e.g. The Benefits Bus) and is continually striving to develop new ways of working. This programme will add value in this respect.

5.0 FINANCIAL IMPLICATIONS

- 5.1 Flexible working can deliver significant efficiency gains in addition to raising staff morale and creating new opportunities.

6.0 POLICY IMPLICATIONS

- 6.1 As an equal opportunities employer Halton sees real benefit in developing innovative flexible working patterns.

7.0 RISK ANALYSIS

- 7.1 Flexible working presents different challenges and all home working or alternative methods of working are fully risk assessed prior to implementation.

8.0 EQUALITY & DIVERSITY

- 8.1 Flexible working provides real opportunities to those who find normal working patterns and arrangements difficult. Flexible working will enhance considerably opportunities for many groups currently disadvantaged and out of employment and training.

9.0 BACKGROUND PAPERS

- (1) NW Flexible Working Group – Leaflet
- (2) NW Flexible Working Group - Prospectus

REPORT TO: Executive Board
DATE: 22 February 2007
REPORTING OFFICER: Chief Executive
SUBJECT: Local Area Agreement Delivery Plan
WARDS: Borough-Wide

1.0 PURPOSE OF THE REPORT

1.1 This report proposes the updating of the Action Plans for each of the five strategic priorities in order to deliver Halton's Local Area Agreement and the approval of the funding allocations contained within them.

2.0 RECOMMENDED: That

- i) the five Action Plans accompanying the report be approved;
- ii) the allocation of the Neighbourhood Renewal Fund and Safer and Stronger Communities Fund, referred to in this report and contained in the Action Plans endorsed by the Halton Strategic Partnership Board, be approved;
- iii) the allocation of the Council's Priority Funds referred to in this report including that contained in the Action Plans be approved; and
- iv) delegated authority be given to the Chief Executive in consultation with the Leader and Deputy Leader of the Council to approve amendments to the Actions Plans as necessary.

3.0 SUPPORTING INFORMATION

Halton has in place an established mechanism for managing its neighbourhood renewal programme. Since 2002, the Halton Strategic Partnership Board has ensured that there is a Specialist Strategic Partnership (SSP) for each of the five priorities. These partnerships were commissioned to produce the original Strategies and Action Plans and have produced updated Action Plans setting out their activities and investment proposals for 2007/08. They set out a programme of activity to deliver the thematic elements of the Community Strategy, and in particular to address the key measurable outcomes set out within it. Proposals within the Action Plans are expected to:

- address the priorities;
- be based on evidence of need and best practice;

- focus on prevention;
- have an exit strategy;
- help the most disadvantaged;
- be cost-effective and good quality; and
- bring an appropriate level of match funding

The Action Plans utilise Neighbourhood Renewal Fund (NRF), and in the case of the Safer Halton Partnership Safer and Stronger Communities Fund (SSCF) as well. In addition the Council has committed a substantial amount of resources through the Priorities Fund (PF). The Council monies are aimed at supporting neighbourhood renewal activity by match funding initiatives within the Action Plans. The Action Plans are appended to this report and have been considered and endorsed by the Halton Strategic Partnership Board.

For 2007/08 the Local Area Agreement will be in force, as the operational plan for the Community Strategy. A number of existing funding streams will be pooled by Government in the form of Local Area Agreement grant to help fund this. There are a number of specialist and dedicated grants for Children's Services and Waste, which will be passported through to their normal recipients in the Council, and accounted for under current procedures. The two general funding pots – NRF and SSCF – are still be the subject of an allocations process through the LSP's SSP Action Plans. The Council is Accountable Body for the Local Area Agreement and it is incumbent upon Executive Board to formally approve any allocations.

4.0 FUNDING

- 4.1 The proposals within the Action Plans will be funded from a number of sources, both public and private. For the purposes of this report the Neighbourhood Renewal Fund (NRF), Safer and Stronger Communities Fund (SSCF) and Halton Borough Council's Priorities Fund (PF) contributions have been highlighted separately.
- 4.2 This will be the final year of NRF and overall there is an 11% reduction in funding from this year. Indicative allocations were agreed twelve months ago for each of SSPs, Area Forums and Central activity. Each SSP has been through a process of review, monitoring and evaluation to arrive at its proposed allocations.
- 4.3 As members are aware, the Council has set aside £750,000 capital funding each year along with revenue funding, which increases year on year. This funding, the Priorities Fund, is intended to divert or bend mainstream spending towards the five priorities. The proposed Action Plans allocate £1,602,512 of the Revenue Priorities Fund available. The balance has been committed to support spending priorities behind the Community Strategy and Corporate Plan through the mainstream budget.
- 4.5 Appended to this report are details of the proposals within the five Action Plans. In summary, the funding implications are as follows:

	Revenue Priorities Fund	Capital Priorities Fund	Neighbourhood Renewal Fund	SSCF
A Healthy Halton	305,000	0	887,891	
Halton's Urban Renewal	25,000	750,000	771,200	
Children & Young People in Halton	454,000	0	1,039,033	
Employment, Learning & Skills	283,512	0	957,800	
A Safer Halton	235,000	0	1,129,300	765,776
Area Forums	300,000	0	300,000	
Partnership support, development and promotion	0	0	320,000	65,000
Total	1,602,512	750,000	5,405,224	830,776

- 4.6 The NRF required by the Action Plans for 2007/08 exceeds the amount available by £28,616 (0.5%). NRF is an annual cash grant, and in order to ensure that it is fully spent, it has proved necessary in the past to build in an element of over programming in the expectation that some projects will slip or under-spend. In 2007/08, 0.5% over-programming has been allowed to ensure there is no underspend. By April 2007 many of the projects will already be up and running and so the likelihood of underspend is much reduced. Nevertheless, 0.5% should be easily accommodated.
- 4.7 The Specialist Strategic Partnerships will be responsible for regular and careful monitoring of expenditure and progress will be reported to the Halton Strategic Partnership Board. The position will be reviewed in October 2007 and any necessary adjustments made then.
- 4.8 Before individual projects contained within the Action Plans can proceed, a service agreement must be entered into with the relevant Specialist Strategic Partnership and the Halton Strategic Partnership Board. These service agreements set out the expected outcomes and outputs together with quarterly expenditure forecasts. The Specialist Strategic Partnerships are responsible for monitoring progress on a

quarterly basis, and progress is reported to the Halton Strategic Partnership Board.

5.0 POLICY IMPLICATIONS

5.1 The proposals in the Action Plans have important direct implications for the Council’s key strategic objectives. There are financial implications associated with the allocation of the Priorities Fund.

6.0 OTHER IMPLICATIONS

6.1 None.

7.0 RISK ANALYSIS

7.1 The costs identified in the plans are indicative only at this stage and there is a risk that allocated monies could remain unspent at years end. However, there is now five years experience of managing this process and a combination of over programming and robust programme management is used to mitigate this risk.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 The Action Plans operationalise the Community Strategy and Local Area Agreement. A key component of that strategy is a commitment to equality and diversity in all the policies, programmes and processes that are undertaken. This commitment will be embedded in all of the actions in the plans.

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

DOCUMENT	PLACE OF INSPECTION	CONTACT OFFICER
Local Area Agreement	Municipal Building Widnes	Rob Mackenzie
Community Strategy	Municipal Building Widnes	Rob Mackenzie
Priorities Baseline reports	Municipal Building Widnes	Rob Mackenzie
Priority Strategies and Action Plans	Municipal Building Widnes	Rob Mackenzie

APPENDIX

**Proposed Neighbourhood Renewal Fund, Safer
& Stronger Communities Fund & Priorities Fund
(Revenue) Allocations**

A HEALTHY HALTON

	NRF	PF
Recipe For Health Care Scheme	28,910	
Five A Day Programme (Diet)	49,000	
Vulnerable Adults Task Force (Older People)	392,000	200,000
Voluntary Sector Counselling Support Project	39,200	
Sports Partnership	29,400	30,000
Health & Physical Activity Development Co-ordinator	39,200	
Information Outreach Services	34,300	
Reach For The Stars	34,300	
ILC Accessible Transport	24,206	
Carer Support Development/H&C Care Forum	49,000	
Healthy Living Programme	98,000	
Enhanced Sports Grants		75,000
Advocacy	63,375	
HVA Contribution	7,000	
Total	887,891	305,000

HALTON'S URBAN RENEWAL

	NRF	PF
Landlord Accreditation Programme	28,000	
Partnership Co-ordinator		20,000
Sites Purchase	100,000	
Town Centres Streetscapes	230,000	250,000
Town Centre Initiatives		75,000
Enterprise Centres	100,000	
Widnes Waterfront	94,500	190,000
Business Improvement Area	50,000	120,000
Contaminated Land Reclamation	161,700	120,000
HVA Contribution	7,000	
Total	771,200	775,000

EMPLOYMENT, LEARNING & SKILLS

	NRF	2007/08 PF
Halton People Into Jobs	180,000	
Halton ILM/Rail Maintenance	99,000	63,512
Enterprise Development	54,000	30,000
Workforce Development	44,100	
Supported Employment	128,700	
Skills For Life	56,850	40,000
Employment Outreach	112,500	30,000
Links 2 Work Project		20,000
Response to Strategy	25,069	
Benefits Bus	81,000	100,000
Train 2000	17,975	
Bill Payment Service	32,606	
Halton Family Groups	30,600	
Childcare	20,000	
Citizens Advice Bureau	68,400	
HVA Contribution	7,000	
Total	957,800	283,512

CHILDREN & YOUNG PEOPLE IN HALTON

	NRF	2007/08 PF
Neglect (ISCYP)	78,992	
Teenage Pregnancy Health	35,000	
Portage	47,500	
Speech & language	12,008	
Attendance	50,000	
HITS	63,601	
Vikings In The Community	50,000	
Access To Learning Opportunities		10,000
Care Leavers	65,000	
14 - 19 Opportunities For Exchange	40,000	
Exclusions	40,000	
Vocational Options	50,000	
Haltons 9 Priorities	64,117	217,000
Civic Pride	10,000	
Transport Barriers/ Neighbourhood Travel Team	30,000	30,000
Improving Education for Vulnerable Youngsters	30,000	17,000
Kingsway literacy Development	175,000	180,000
Youth Activity	80,000	
Halton YMCA	58,465	
Canal Boat Project	37,350	
Halton Healthy Schools Project	15,000	
HVA Contribution	7,000	
Total	1,039,033	444,000

A SAFER HALTON

	2007/08		
	NRF	PF	SSCF
Good Neighbour Pilot	26,558		
Grassroots Development	18,270		
Youth Splash	78,300	100,000	
Blue Line/Blue Border	630,924		
Business Watch			5,000
Pride Of Place	39,150	33,000	
Multi Skilled Maintenance Team	43,500		
Neighbourhood Pride	48,634		
Alcohol Harm Reduction	42,630		18,840
Area Forum Co-ordinator		30,000	
Domestic Violence	76,734		36,400
Increased Drug Treatments	26,100		
Dedicated Drugs Team			3,319
Partnership Support Grant (DAT)			65,835
Partnership Development			71,382
Anti Social Behaviour	26,750		36,000
Community Safety Team			6,000
Prolific and Persistent Offenders	46,750		
Positive Futures	25,000		
Neighbourhood Management Initiative			516,000
Graffiti Team		72,000	
HVA Contribution			7,000
Total	1,129,300	235,000	765,776

REPORT TO: Executive Board

DATE: 22nd February 2007

REPORTING OFFICER: Strategic Director – Environment

SUBJECT: Local Development Scheme 2007

WARDS: Borough Wide

1.0 PURPOSE OF THE REPORT

1.1 The purpose of this report is to seek the Board's approval of the Local Development Scheme (LDS) (**Appendix 1**).

2.0 RECOMMENDATION:

- i) **That the revision to the Local Development Scheme, appended to this report, shall come into effect from 22/03/07 or from the date on which the Council receive notification from the SoS in accordance with Regulation 11 (2) of The Town and Country Planning (Local Development) (England) Regulations 2004, whichever is earlier.**
- ii) **That the Operational Director (Environmental & Regulatory Services) in consultation with the Executive Board Member for Planning, Transportation, Regeneration and Renewal be authorised to make any changes to this document as required by the Planning Inspectorate or the Government Office for the North West or as a consequence of alterations to the joint working arrangements in relation to the Waste Development Plan Document or as a consequence of the ongoing negotiations with consultants in relation to planning policy documents to support the Mersey Gateway.**
- iii) **Further editorial and technical changes and/or correction of printing errors that do not affect the content be agreed by the Operational Director – Environmental & Regulatory Services before the document is published.**

3.0 SUPPORTING INFORMATION

- 3.1 The LDS is a public statement of Halton Borough Council's three year work programme for producing of the Local Development Framework (LDF). All Councils are required by the new Planning and Compulsory Purchase Act (2004) to produce an LDS.
- 3.2 This LDS forms the fourth LDS that has been prepared by Halton Borough Council and moves the preparation of the LDF forward to the 2007 – 2010 period. The LDS has been reviewed at this stage following the issues

highlighted in the Annual Monitoring Report and to ensure that the requirements of PPS3 are met.

- 3.3 The Government Office for the North West are keen for LDSs to become definitive programme management documents and from 1 April 2007 will only expect them to be departed from in exceptional circumstances or as agreed in response to annual monitoring. They have stated that Local Authorities should *'use experience gained from managing your LDF work programmes so far to ensure that the revised LDSs are realistic both in terms of the nature and number of DPDs proposed and the timescales proposed to prepare and submit them.'*
- 3.4 The first year of the LDS was mostly given over to the adoption of the Halton Unitary Development Plan (UDP) and the production of Supplementary Planning Documents (SPDs), which are in support of the saved policies from the UDP. The second LDS has seen the Statement of Community Involvement (SCI) adopted and the first consultation stage of the Core Strategy Development Plan Document (DPD) started. The third LDS was prepared purely to incorporate the joint working with the other Merseyside authorities on the Waste DPD.
- 3.5 This new LDS involves the production and adoption of further SPDs, the next stage of consultation on the Core Strategy DPD, the first stage of consultation on the Waste DPD and the start of the Widnes Town Centre Area Action Plan.
- 3.6 Much of the LDD production that has happened so far has been possible on the basis of Planning Delivery Grant. This has provided funding to cover the increased printing and advertising costs and to pay for consultants to undertake certain elements of work. Planning Delivery Grant will be an important resource in terms of meeting the time schedules set out in the new LDS.
- 3.7 The work programme set out in the LDS allows for the Development Plan Documents (DPDs) be produced in line with, or after the North West Regional Spatial Strategy thus providing a clearer context for the next wave of new documents. Due to the new status of RSS as part of the 'development plan', as set out in the new Planning and Compulsory Act 2004, the issues arising in the new RSS are of significant importance to Halton Borough Council and the production of the LDF.

RSS Timetable	
Process	Approximate Date
Examination in Public	31 st Oct 2006 – 15 th Feb 2007
Panel Report	Spring 2007
Publication of Proposed Changes by Secretary of State	Autumn 2007
Publication of final RSS	Late 2007

Requirements of the Local Development Scheme (LDS)

- 3.8 There are several requirements that all LDSs must adhere to:

- All Local Authorities must submit their LDS to the Secretary of State for confirmation, in accordance with Regulation 11(2) of the Town and Country Planning (Local Development) (England) Regulations 2004, that the Secretary of State does not intend to issue a direction; and
- The LDS has to show how Public Service Agreement 6 (PSA6) (set out in *Spending Review 2004, Public Service Agreement 2005-08*, ODPM, 2004) will be met.

3.9 GONW represents the Secretary of State, to whom we will submit our LDS. The Government Office will assess whether the LDS is 'fit for purpose'. It will consider the following questions:

- Is there a robust and appropriate approach to the document preparation, particularly in terms of its priorities?
- Is the LDS deliverable and is there a realistic timetable and key milestones in line with PSA targets?
- Does the LDS set out a comprehensive approach to document production, especially developing the evidence base?
- Are there any obvious omissions?
- Is the LDS easy to understand in terms of accuracy and clarity of proposals?

3.10 PSA6 requires that the planning system delivers sustainable development outcomes at national, regional and local level, through efficient and high quality planning and development management processes including achievement of Best Value standards for planning by 2008. The Service Delivery Agreement accompanying PSA6 explains that the key performance indicator is that authorities achieve the milestones set out in their LDS by March 2007.

4.0 POLICY IMPLICATIONS

4.1 The LDS sets out our general approach to document preparation. It is important that this approach reflects the Council's priorities. Once adopted, the LDS will provide a publicly available work programme for the Planning & Policy Division, providing timescales for any work started over the next three years.

4.2 The LDS must be approved by the Executive Board and submitted to the GONW. The LDS should come into effect four weeks after being submitted to the GONW, unless the Secretary of State intervenes in this period or requests more time.

5.0 OTHER IMPLICATIONS

5.1 Due to the requirement to meet the milestones set in the LDS it may be necessary in certain circumstances to call a special meeting of Full Council.

6.0 RISK ANALYSIS

- 6.1 This ambitious timetable of work will depend on continued full staff levels in forward planning and continued use of consultants to provide specialist background research on matters where there is no in-house expertise. If staff levels fall either on a temporary or permanent basis, or sufficient consultants budgets are not available then the work programme as set out in the LDS will not be achieved.
- 6.2 It is also important the statutory DPDs are backed up and justified by substantial research and evidence and a thorough sustainability appraisal. This will enable it to stand up to the test of 'soundness' that is required by Government Planning Policy Statement 12. This sets out a number of tests of 'soundness' including:

vii) the strategies/policies/allocations represent the most appropriate in all the circumstances, having considered the relevant alternatives and they are founded on a robust and credible evidence base.

7.0 EQUALITY AND DIVERSITY ISSUES

- 7.1 There are no Equality and Diversity implications arising from this report.

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

Document	Place of Inspection	Contact Officer
Town and Country Planning (Local Development) (England) Regulations 2004	Planning & Policy Division Rutland House	Andrew Pannell
Spending Review 2004, Public Service Agreement 2005-08	Planning & Policy Division Rutland House	Andrew Pannell
LDS 2005, LDS 2006 & LDS 2006/7	Planning & Policy Division Rutland House	Andrew Pannell

DRAFT

Halton Borough Council

Local Development Scheme

2007

March 2007



Operational Director
Environmental & Regulatory Services
Halton Borough Council
Rutland House
Halton Lea
Runcorn
WA7 2GW

Local Development Scheme

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Appendices

Appendix	Contents
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2	Glossary
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I Introduction

- I.1 The Planning and Compulsory Purchase Act 2004 introduced major changes to the way the planning system operates, including the need to write a Local Development Scheme (LDS).
- I.2 Each Local Authority is now required to prepare a Local Development Framework (LDF). It is anticipated that this will be shorter and more focussed than old style Local Plans and will consist of a series of Local Development Documents (LDDs).
- I.3 This LDS forms the fourth LDS that has been prepared by Halton Borough Council and moves the preparation of the LDF forward for the next 3 years.
- I.4 The LDS is a public statement of the Council's programme for the production of LDDs. It provides the starting point for local communities and stakeholders to find out what local planning policies relate to their area and outlines the timetable for the preparation of LDDs over a 3-year rolling period.
- I.5 LDDs form the policy content of LDFs and are defined as Development Plan Documents (DPDs), which are statutorily tested and Supplementary Planning Documents (SPDs) which are not statutory. The status of the LDDs, either DPDs or SPDs, is expressed in the Schedule of Proposed LDDs and the individual LDD profiles later in this document.
- I.6 The LDS provides the work programme and timetable, and is crucial to the effective delivery and implementation of the individual LDDs.
- I.7 The individual LDDs will also incorporate the processes of Sustainability Appraisal (SA), Strategic Environmental Assessment (SEA) and Habitats Regulations Assessment (HRA), where appropriate, as part of the timetable as they are prepared.
- I.8 The Council have consulted with the Government Office for the North West and the Planning Inspectorate in the development of the LDS, to ensure the timing of the examinations of the DPDs are appropriate.

Terminology

AMR – Annual Monitoring Report
 DPD – Development Plan Document
 LDD – Local Development Document
 LDF – Local Development Framework
 LDS – Local Development Scheme
 PPS – Planning Policy Statement
 RSS – Regional Spatial Strategy
 SCI – Statement of Community Involvement
 SA – Sustainability Appraisal
 SPD – Supplementary Planning Document

A glossary of terminology can be found in Appendix 2 of this document.

2 Local Development Framework Structure and Relationship between Local Development Documents

- 2.1 The key documents that make up the Halton Borough Local Development Framework (LDF) and the Development Plan are illustrated on the next page.
- 2.2 The LDF contains a number of individual Local Development Documents (LDDs). There are two types of LDDs:
- Development Plan Documents (DPDs)
 - Supplementary Planning Documents (SPDs)
- 2.3 Diagrams showing the process for the production of DPDs and SPDs can be found in Appendix I.
- 2.4 The Development Plan forms the starting point in the consideration of planning applications for the development or use of land and consists of both the Regional Spatial Strategy (RSS), prepared by the regional planning bodies and the Halton UDP (Adopted April 2005), prepared by Halton Borough Council. The policies in the UDP will remain part of the statutory Development Plan until their replacement by DPDs through the new LDF system (further information about this transitional period can be found in Section 6 on Page 18).
- 2.5 The LDF also includes several process documents including:
- the **Statement of Community Involvement (SCI)** – was adopted on 19th July 2006, it sets out the role that the community and other stakeholders will play in the production of all LDDs within the LDF as well as major planning applications for the Halton Borough area; (a copy of the SCI can be found on the Council's website at: www.halton.gov.uk/forwardplanning)
 - the **Local Development Scheme (LDS)** – which sets the timetable for the production of the LDF and provides details of each of the LDDs to be produced;
 - the **Annual Monitoring Report (AMR)** – which will assess the implementation of the programme contained in the LDS and will identify whether there is a need for a revised LDS to be prepared. In addition LDS will also monitor the extent to which policies in the LDF are being achieved and will consider what changes, if any, need to be made to a particular LDD. (a copy of the AMR can be found on the Council's website at: www.halton.gov.uk/forwardplanning)
 - **Sustainability Appraisals (SA)** - will appraise the social, environmental and economic effects of the policies in the each of the DPDs and SPDs at every stage in their production; and

- **Habitats Regulations Assessment (HRA)** - is an assessment of the potential effects of a proposed plan on one or more European sites, such as Ramsar sites, Special Protection Areas (SPAs) and Special Areas of Conservation (SACs).
- 2.6 There are several types of DPD, including:
- **Core Strategy DPD** - which sets out the vision, objectives and strategy for the spatial development of the area. It is the over-arching policy document for the LDF and all other DPDs must be in conformity with the Core Strategy, as well as the RSS
 - **Site Specific Allocations DPDs** - which will allocate land for specific uses, will include policies relating to the delivery of the site specific allocations and are also likely to provide additional development control related policies which will set the criteria against which planning applications will be decided.
 - **Area Action Plan DPDs (AAPs)** - which will provide the planning framework for areas where significant change or conservation is needed
 - **Generic Development Control Policy DPD** - which will provide additional policies to set the criteria against which planning applications will be decided.
- 2.7 A Proposals Map will also be prepared. This will illustrate all policy designations, AAPs and allocations proposals. The Proposals Map will be updated and amended following the adoption of relevant DPDs.
- 2.8 All SPDs will be cross referenced to a DPD policy which it supplements or to a saved policy from the Halton Borough UDP. SPDs will be used to expand or provide further detail relating to a policy.
- 2.9 Detailed profiles of each of the DPDs and SPDs can be found in Appendix 3.

LDF Diagram



3 Proposed LDDs

- 3.1 The table below sets out the schedule of proposed Local Development Documents (LDDs), including: a brief description for each LDD; key consultation milestones, with the dates in blue detailing when milestones have been achieved; the specific LDD's status within the Local Development Framework (LDF) process; its position in the chain of conformity; and a brief description of the LDD's contents. Detailed profiles of each of the Development Plan Documents (DPDs) and Supplementary Planning Documents (SPDs) can be found in Appendix 3.
- 3.2 Many of the production dates and consultation periods have been changed since the LDS 2006. In the case of the Core Strategy this has mainly been down to the unexpected length of time taken to complete the front-loading work, particularly work that has been undertaken on the Strategic Flood Risk Assessment and the Habitats Regulation Assessment.
- 3.3 Based on the experience of Local Planning Authorities at the forefront of the process it has become clear that it is crucial to have an appropriate evidence base and to ensure that there is sufficient time between the Core Strategy document and subsequent key development plan documents to enable a coherent and consistent policy approach within the Halton LDF. Therefore the increased time taken to produce the Core Strategy has also had a knock on effect on the production of the subsequent DPDs and SPDs, which are intended to follow on from a 'sound' Core Strategy. It has also been necessary to ensure that a sufficient amount of time has been programmed into the timetable to allow for the collection of an appropriate evidence base, including:
- a Strategic Flood Risk Assessment,
 - a Habitats Regulations Assessment,
 - Borough Wide Retail & Leisure Assessment,
 - Housing Needs Survey,
 - Gypsy & Travellers Needs Survey
 - Property Study and
 - an Urban Potential Study.
- 3.4 Due to the reasons set out above the production of some of the SPDs has been delayed to allow for resources to be focused on the Core Strategy and the preparation of other DPDs. The SPDs are expected to be produced to timetables which fit around the production of the DPDs, and the increased focus of resources on these documents. In respect of the Sandymoor SPD the delay in the production of a new flood map for the Sandymoor area has resulted in delays to the production of the SPD. In respect of the Transport and Accessibility SPD the expected production of new Government guidance which has led to delays.
- 3.5 Several new SPDs have also been added to the LDS these are expected to link to policies being prepared within the Core Strategy these include the Daresbury Science and Innovation Campus SPD, the Local List SPD and the Affordable Housing SPD.

Title	Status	Description	Geographic Coverage	Conformity	Timetable			
					Issues and Options	Preferred Options or Draft	Submission	Adoption
Core Strategy	D P D	Sets out the Vision, Sustainable Development Statement, Objectives and Strategy for the spatial development of the area.	Whole of the Borough (See Appendix 5, Map 1)	General conformity with the RSS and PPGs/PPSs.	27 th July – 7 th Sept 2006	June / July 2007	May / June 2008	Dec 2009
					Dates changed from LDS 2006/7			
New Residential Development	D P D	To allocate sites for residential development and to provide detailed policies for residential development.	To be defined	General conformity with the PPGs/PPSs, RSS and the Core Strategy DPD.	Sept 2008 – Feb 2009	Jan / Feb 2010	Dec 2010 – Jan 2011	Nov 2012
					Dates changed from LDS 2006/7			
New Employment Development	D P D	To allocate sites for employment development and to provide detailed policies for employment development.	To be defined	General conformity with the PPGs/PPSs, RSS and the Core Strategy DPD.	Sept 2008 – Feb 2009	Jan / Feb 2010	Dec 2010 – Jan 2011	Nov 2012
					Dates changed from LDS 2006/7			
New Retail & Leisure Development	D P D	To allocate sites for retail & leisure development and to provide detailed policies for retail & leisure development.	To be defined	General conformity with the PPGs/PPSs, RSS and the Core Strategy DPD.	Sept 2008 – Feb 2009	Jan / Feb 2010	Dec 2010 – Jan 2011	Nov 2012
					Dates changed from LDS 2006/7			
Joint Merseyside Waste	D P D	To allocate sites for waste related development, if necessary, and to provide detailed policies for waste development.	6 Local Authorities of Halton, Knowsley, Liverpool, Sefton, St Helens & Wirral	General conformity with the PPGs/PPSs, RSS and the Core Strategy DPD.	19 th March – 27 th April 2007	Jan / Feb 2008	Sept / Oct 2008	April 2010
Generic Development Control Policy	D P D	To provide a set of criteria based development control policies to guide development within the Borough.	Whole of the Borough (See Appendix 5, Map 1)	General conformity with the PPGs/PPSs, RSS and the Core Strategy DPD.	Jan – June 2010	May / June 2011	Oct 2011 – Mar 2012	Nov 2013
					Dates changed from LDS 2006/7			
Widnes Town Centre Area Action Plan	D P D	Provides the context for the future development of Widnes Town Centre.	As shown on Map 4 (See Appendix 5)	General conformity with the PPG/PPS and RSS. Linked to saved UDP Policy TCI & TC4.	Sept 2008 – Feb 2009	Jan / Feb 2010	Dec 2010 – Jan 2011	Nov 2012
					Dates changed from LDS 2006/7			

Title	Status	Description	Geographic Coverage	Conformity	Timetable			
					Issues and Options	Preferred Options or Draft	Submission	Adoption
Halebank Regeneration Area	SPD	Provides guidance for the comprehensive development or redevelopment of the Halebank Area.	As defined on Map 2 (See Appendix 5)	General conformity with the PPGs/PPSs and RSS. Linked to saved UDP Policy RG 05.	N/A	3 rd Nov – 15 th Dec 2005	N/A	Mar 2008
					The adoption date for this document has changed from the LDS 2006/7, pending the consideration of an application for a village green.			
Ditton Strategic Rail Freight Park	SPD	Provides guidance for the development of Ditton Strategic Rail Freight Park .	As shown on Map 3 (See Appendix 5)	General conformity with the PPGs/PPSs and RSS. Linked to saved UDP Policy E7	N/A	3 rd Nov – 15 th Dec 2005	N/A	Mar 2008
					The adoption date for this document has changed from the LDS 2006/7, pending the consideration of an application for a village green.			
Provision of Open Space	SPD	To provide guidance that will lead to appropriate level and design of open space within development.	Whole of the Borough (See Appendix 5, Map 1)	General conformity with the PPG/PPS and RSS. Linked to saved UDP Policy H3.	N/A	July 27 th – Sept 7 th 2006	N/A	June 2007
					The dates for this document have changed due to the need for a second Consultation: 1 st Feb - 1 st Mar 2007.			
Halton Lea Town Centre Strategy	SPD	Provides the context for the future development of Halton Lea Town Centre.	As shown on Map 4 (See Appendix 5)	General conformity with the PPG/PPS and RSS. Linked to saved UDP Policy TCI & TC4.	N/A	1 st Feb – 15 th Mar 2007	N/A	Sept 2007
					Dates changed from LDS 2006/7			
Runcorn Old Town Centre Strategy	SPD	Provides the context for the future development of Runcorn Old Town Centre.	As shown on Map 4 (See Appendix 5)	General conformity with the PPG/PPS and RSS. Linked to saved UDP Policy TCI, TC4 and TC10	N/A	1 st Feb – 15 th Mar 2007	N/A	Sept 2007
					Dates changed from LDS 2006/7			
Sandymoor	SPD	To provide the framework for the continued development of the Sandymoor residential area.	As shown on Map 5 (See Appendix 5)	General conformity with the PPG/PPS and RSS. Linked to saved UDP Policy H1, H2 and H3	N/A	Aug / Sept 2007	N/A	Feb 2008
					Dates changed from LDS 2006/7			

Title	Status	Description	Geographic Coverage	Conformity	Timetable			
					Issues and Options	Preferred Options or Draft	Submission	Adoption
Design of New Residential Development	S P D	To provide guidance that will lead to new developments that are well integrated into their surroundings and offer a good standard of amenity to future occupants and protect the amenity of existing occupiers.	Whole of the Borough (See Appendix 5, Map 1)	General conformity with the PPGs/PPSs and RSS. Linked to saved UDP, including Policy H2, H3, BE1 and BE2.	N/A	May / June 2007	N/A	Nov 2007
					Dates changed from LDS 2006/7			
Planning for Risk	S P D	To provide guidance for any development relating to major accident hazards including Liverpool Airport and Control of Major Accident Hazards (COMAH) sites.	Multiple sites across the Borough. To be defined.	General conformity with the PPG/PPS and RSS. Linked to saved UDP Policy S5, PR11 and PR12.	N/A	Oct / Nov 2007	N/A	April 2008
Southern Widnes Regeneration Area	S P D	Provides guidance for the comprehensive development or redevelopment of the Southern Widnes Area.	To be defined	General conformity with the PPGs/PPSs, RSS. Linked to saved UDP RGI.	N/A	Jan / Feb 2008	N/A	Mar 2009
Transport & Accessibility	S P D	Provides guidance for the development of new highways and parking standards in urban developments, include road hierarchy specification and the acceptability of homezones.	Whole of the Borough (See Appendix 5, Map 1)	General conformity with the PPGs/PPSs and RSS. Linked to saved UDP Policy TP6, TP7, TP11 and TP12.	N/A	Jan / Feb 2009	N/A	July 2009
					Dates changed from LDS 2006/7			
Daresbury Science & Innovation Campus	S P D	To provide the framework to facilitate the continued development of the science and innovation campus at Daresbury.	To be defined in consultation with key partners	General conformity with the PPGs/PPSs and the RSS. This document is expected to be linked to a policy within the Core Strategy DPD.	N/A	Jan / Feb 2010	N/A	Aug 2010
					This is a new addition to the LDS 2007.			
Runcorn & Weston Dock Regeneration Area	S P D	Provides guidance for the comprehensive development or redevelopment of the Runcorn & Weston Dock Area.	As defined on Map 7 (See Appendix 5)	General conformity with the PPGs/PPSs, RSS. Linked to saved UDP RG4.	N/A	Sept / Oct 2010	N/A	Feb 2011
					Dates changed from LDS 2006/7			

Title	Status	Description	Geographic Coverage	Conformity	Timetable			
					Issues and Options	Preferred Options or Draft	Submission	Adoption
Greening the Legacy	SPD	Will set out the strategy to 'green' brownfield sites within Halton which are presently, unsuitable/uneconomic for built development due to contamination, as well as the details for Sect. 106 agreements and use of the Local Govt Act 2000.	Whole of the Borough (See Appendix 5, Map 1)	General conformity with the PPGs/PPSs and the RSS. This document is expected to be linked to a policy within the Core Strategy DPD.	N/A	Sept / Oct 2010	N/A	Feb 2011
					Dates changed from LDS 2006/7			
Local List	SPD	Set out a definitive list of buildings and structures of local architectural and historic interest in Halton, which have not been formally recognised by statutory national designation. The list will set out how each building or structure contributes to the historical and architectural significance of their locality and set further practical guidance on how this significance should be recognised when development directly or indirectly affects them.	Whole of the Borough (See Appendix 5, Map 1)	General conformity with the PPGs/PPSs and the RSS. This document is expected to be linked to a policy within the Core Strategy DPD. Also linked to saved UDP policy BE15.	N/A	Sept / Oct 2010	N/A	Feb 2011
					This is a new addition to the LDS 2007.			
Affordable Housing	SPD	Will define the policy for securing the necessary contributions from suitable residential developments towards meeting the identified unmet housing needs in the Borough.	Whole of the Borough (See Appendix 5, Map 1)	General conformity with the PPGs/PPSs and the RSS. This document is expected to be linked to a policy within the Core Strategy DPD.	N/A	Sept / Oct 2010	N/A	Feb 2011
					This is a new addition to the LDS 2007.			

4 Timetable for LDD Production

- 4.1 The chart below (pages 13 – 16) sets out the timetable and key milestones for the production of each Local Development Document (LDD) and it updates the position of each of the LDDs from the previous year.
- 4.2 The first year of the LDS was mostly given over to the adoption of the Halton Unitary Development Plan (UDP) and the production of Supplementary Planning Documents (SPDs), which are in support of the saved policies from the UDP. The second LDS has seen the Statement of Community Involvement (SCI) adopted and the first consultation stage of the Core Strategy started, the third LDS saw the introduction of the Joint Merseyside Waste DPD.
- 4.3 This new LDS involves the production and adoption of further SPDs, the Core Strategy Development Plan Document (DPD) and the start of the Site Specific DPDs.
- 4.4 The timetable for the Core Strategy Development Plan Document (DPD) has been produced to reflect the timetable for the North West Regional Spatial Strategy (RSS) and the Halton Community Strategy. This is to ensure that the policy included within the Core Strategy can be in general conformity with the policy contained within the RSS and reflects the spatial aspects of the Halton Community Strategy.
- 4.5 Preparation of the Site Specific DPDs (New Residential Development, New Employment Development and New Retail & Leisure Development) started in July last year (2006). All the Site Specific DPDs will be prepared concurrently and are programmed to be informed by the formative stages in Core Strategy preparation and consultation. The decision has been made to run the Site Specific DPDs documents in parallel, with the exception of the Joint Merseyside Waste, to ensure that consideration is given to all the potential land allocations for each site. It is our intention that these documents will have a joint examination which will ensure that the Inspector is also able to consider all potential land allocations without the need for a review of any other land allocation documents.
- 4.6 Agreement has been reached across the Merseyside sub-region, including Halton, to prepare a joint waste DPD. This document will have the title of Halton Borough Council, Liverpool City Council, Knowsley Metropolitan Borough Council, Sefton Metropolitan Borough Council, St Helens Metropolitan Borough Council and Wirral Metropolitan Borough Council Merseyside Joint Waste Development Plan Document, but is referred to as the Joint Merseyside Waste DPD throughout this document for simplicity. It is intended to produce the Joint Merseyside Waste DPD over the next four years for adoption by April 2010, this timetable has been agreed across the sub-region.
- 4.7 The Widnes Town Centre Area Action Plan is being produced to stimulate area-based regeneration initiatives, to allocate sites for appropriate uses and to be used in

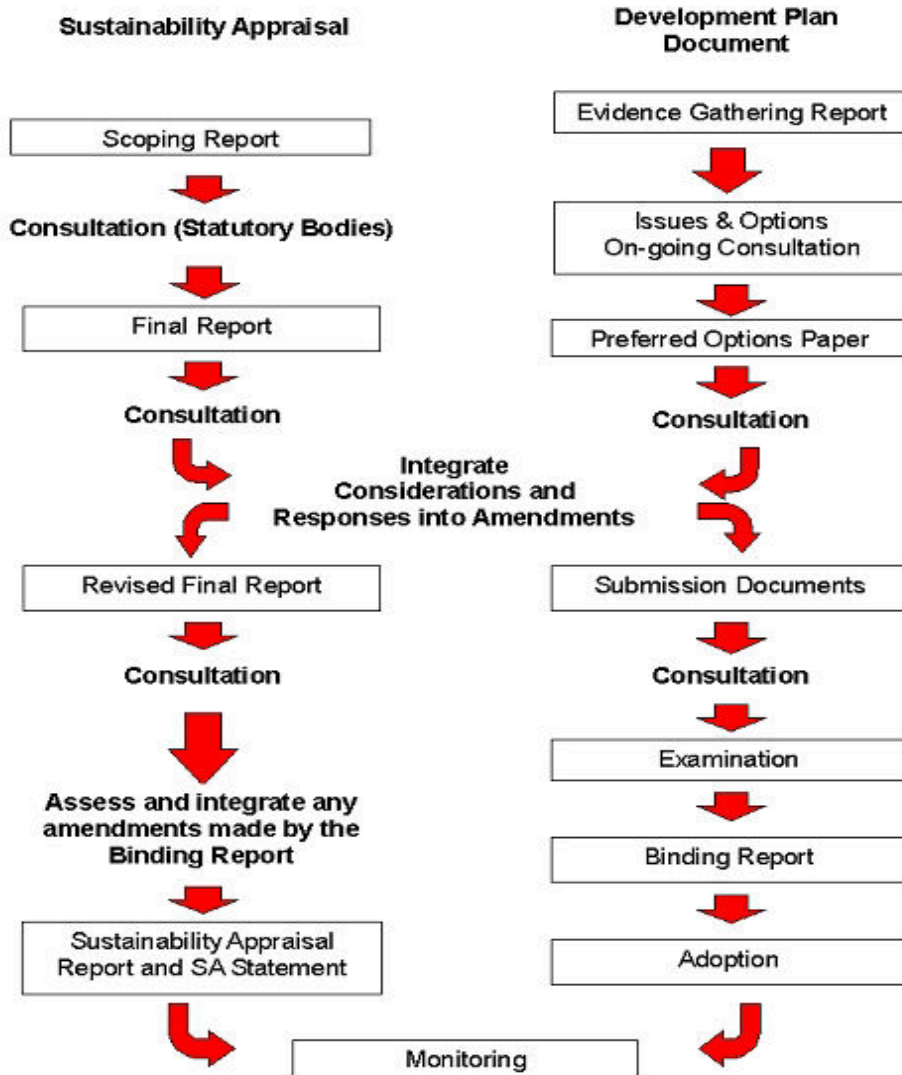
assessing planning applications in the Town Centre. It is intended that this document will be informed by the Core Strategy.

- 4.8 The Development Control Policy DPD will also follow on from the production of the Core Strategy, with production starting in 2008.
- 4.9 It should be noted that not all the documents included to commence within the time frame of the Scheme are scheduled for completion within this LDS period. This reflects the on-going nature of the Local Development Scheme (LDS).
- 4.10 Sufficient staff resources will be available to deliver the Scheme in the form of the Spatial Planning team, officers from other Council sections including Development Control and external consultants. Further details are given in Section 5.0.
- 4.11 The Proposals Map will be updated and amended following the adoption of relevant DPDs, it will express geographically the DPD policies. Although maps may be used throughout the production of the DPD the Proposals Map will only be altered on the adoption of the DPD. For example at the Issues & Options stage a map base may be used to identify an area of search, and at the Preferred Options stage a map may be used to identify sites or alternative sites. However, during the Submission stage a map will be submitted to show how the Proposals Map will be amended or added to once the DPD is adopted.
- 4.12 The timetable for each of the DPDs and SPDs incorporates the time



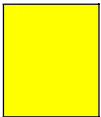

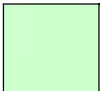

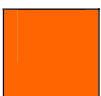
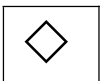
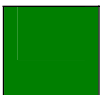
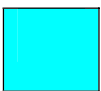


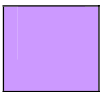


taken for the Sustainability Appraisal (SA) and where appropriate the Strategic Environmental Assessment (SEA) process. The diagram below shows the links between the SA and the DPD production process.

- 4.13 The SA and SEA processes require the:
- Identification of strategic alternatives;
 - Collection of base-line monitoring information;
 - Prediction of significant environmental effects more thoroughly;
 - Securing greater consultation with the public and environmental authorities; and
 - Address and monitoring of the significant environmental effects of the plan.
- 4.14 The documents within the LDF will also be subject to an Habitats Regulations Assessment and a Strategic Flood Risk Assessment.
- 4.15 Habitats Regulations Assessment (HRA) is the assessment of the potential effects of a proposed plan – ‘in combination’ with other plans and projects – on one or more European sites, ie Special Areas of Conservation and Special Protection Areas. The HRA will state whether the document does, or does not, affect the integrity of a European site.
- 4.16 Strategic Flood Risk Assessment (SFRA) is intended to provide a detailed and robust assessment of the extent and nature of the risk of flooding in Halton and its implications for spatial planning.


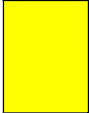




Relationship between SA and DPD production process



Key – Development Plan Documents (DPDs)

Saved Policies		
Pre-production, including commencement of document preparation	1	
Preparation of the scoping report for the sustainability appraisal, including consultation with Consultation Bodies as required by the SEA Directive and such other relevant bodies as the authority considers appropriate	2	
Preparation of issues and alternative options and initial sustainability appraisal report, including public consultation (Regulation 25)	3	
Public participation on preferred options document and sustainability appraisal report (Regulation 26)	4	
Consideration of representations and discussions with community and stakeholders	5	
Preparation of submission development plan document and any amendments to the sustainability appraisal report	6	
Submission of development plan document and sustainability appraisal report to Secretary of State	7	
Public consultation period on submission development plan document and sustainability appraisal report (Regulation 29)	8	
Pre-examination consideration of representations	9	
Consideration of alternate sites		
Pre-examination meeting	10	
Examination period, including commencement of examination	11	
Receipt of Inspector's binding report	12	
Adoption and publication of document and revised proposals map, publication of a statement setting out how the sustainability appraisal and consultation influenced the preparation of the plan, and publication of monitoring measures	13	

Key –Supplementary Planning Documents (SPD)

Pre-production, including commencement of document preparation	1	
Preparation of the scoping report for the sustainability appraisal, including consultation with Consultation Bodies as required by the SEA Directive and such other relevant bodies as the authority considers appropriate	2	
Preparation of draft supplementary planning document and sustainability appraisal report	3	
Draft supplementary planning document and sustainability appraisal report issued for public participation (Regulation 17)	4	
Consideration of consultation representations	5	
Adoption and publication of document, publication of a statement setting out how the sustainability appraisal and consultation influenced the preparation of the plan and publication of monitoring measures	6	

	LDS Period																																																	
	2007						2008						2009						2010						2011																									
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D		
SPDs																																																		
Provision of Open Space		4		5	6																																													
Halton Lea Town Centre Strategy		4		5		6																																												
Runcorn Old Town Centre Strategy		4		5		6																																												
Design of New Residential Development				4	5	6																																												
Sandymoor					4	5	6																																											
Halebank Regeneration Area							6																																											
Ditton Strategic Rail Freight Park							6																																											
Planning for Risk				2	3	4	5	6																																										
Southern Widnes Regeneration Area		1	2	3		4	5		6																																									
Transport & Accessibility							1	2	3	4	5	6																																						
Daresbury Science & Innovation Campus							1			2	3			4	5	6																																		
Runcorn & Weston Dock Regeneration Area													1			2	3	4	5	6																														
Greening the Legacy													1			2	3	4	5	6																														
Local List													1			2	3	4	5	6																														
Affordable Housing													1			2	3	4	5	6																														

5 Resources

5.1 The production of documents to form the Local Development Framework (LDF) will be lead by the Spatial Planning Section. The Spatial Planning Section currently comprises 5 spatial planning officers, 6 additional officers in the spatial, survey and monitoring team and the Planning & Policy Manager. The amount of time each officer will give to the preparation of the LDF over the current LDS period is given below:

- Planning & Policy Manager 10%
- Principal Planning Officer 50%
- Senior Planning Officer 1 75%
- Senior Planning Officer 2 75%
- Senior Planning Officer 3 50%
- Planning Officer 75%

5.2 Staff within other sections of the Council, such as Development Control and Highways, will also provide input into the production of the LDF over this LDS period. The following documents will be produced with the help of other sections:

- Generic Development Control Policy DPD
- Transport and Accessibility SPD

5.3 Consultants will also be engaged to work on some areas of the LDF where there is a lack of expertise or capacity in house. At present consultants are contributing to the preparation of the following documents:

- Halebank SPD
- Ditton Strategic Rail Freight Park SPD
- Sandymoor SPD

- Planning for Risk SPD

5.4 The Council will also be working with the other Merseyside authorities to produce the Joint Merseyside Waste DPD. The Merseyside Environmental Advisory Service Waste Planning Team will have responsibility for co-ordinating the Waste DPD preparation, drawing upon contributions from each of the six Merseyside authorities, Merseyside Policy Unit and Merseyside Waste Disposal Authority.

5.5 The Operational Director of Environmental & Regulatory Services has a strategic overview of the LDF production; and the Planning & Policy Manager is responsible for the management of the programme. A LDF Working Party has also been set up, this provides regular Member input into the production of the LDF.

6 Transitional Period

- 6.1 The Halton Borough Unitary Development Plan (UDP), which was adopted in April 2005 and the Regional Spatial Strategy (RSS) will provide the Development Plan for Halton for the North West. As part of the transitional arrangement for the new planning system the Halton Borough UDP will be automatically saved for a period of three years from the date of adoption.
- 6.2 'Saving' the existing Development Plan framework means that the UDP will still be used to determine planning applications and will remain part of the statutory Development Plan until its replacement by Development Plan Documents (DPDs) through the new Local Development Framework (LDF) system. It is important that the move to a LDF does not lead to any gap in coverage of development plan policies, and the policies within the UDP will be saved for longer than the three year period, subject to approval from the Secretary of State.
- 6.3 The Council will need to demonstrate that the policies which are to be saved reflect the principles of the Halton LDF, are consistent with current national policy, and that it is not feasible or desirable to replace them within the three years. Policies to be saved will be expected to comply with the following criteria:
- (i) where appropriate, there is a clear central strategy;
 - (ii) policies have regard to the Community Strategy for the area;
 - (iii) policies are in general conformity with the regional spatial strategy or spatial development strategy;
 - (iv) policies are in conformity with the core strategy development plan document (where the core strategy has been adopted);
 - (v) there are effective policies for any parts of the authority's area where significant change in the use or development of land or conservation of the area is envisaged; and
 - (vi) policies are necessary and do not merely repeat national or regional policy.
- 6.4 The Council's position on 'saved' policies will be updated through the Annual Monitoring Report (AMR), which will monitor the impact and effectiveness of both saved and emerging policies, including the continued relevance of saved policies as a consequence, this may lead to revisions of the Local Development Scheme (LDS).
- 6.5 A schedule has been produced outlining which elements of the existing Development Plan will be deleted or will be replaced by LDDs (Appendix 4), currently all the UDP policies are being saved, however, as the Development Plan Documents (DPDs) and Supplementary Planning Documents (SPDs) are adopted, this will be updated.

7 Evidence Base

- 7.1 Local Development Documents (LDDs) will establish the Council's planning policies. However, in preparing these LDDs, a range of background work has been prepared and collated which needs to be taken account of.
- 7.2 Whilst a number of current background documents have been listed, it should be noted that the Council may well publish others in the course of preparing LDDs to improve upon the robust and credible evidence base for the LDF. Such amendments will be listed in Local Development Scheme (LDS) review documents.
- 7.3 Background and technical studies forming part of the evidence base include:
- Annual Monitoring Report (Halton Borough Council, 2005)
 - Consulting the Communities of Halton 2005 (Halton Strategic Partnership, 2005)
 - Employment Baseline Data Report 2006 (Halton Borough Council, 2006)
 - Employment Baseline Monitoring Report (Halton Borough Council, 2005)
 - Employment Land Availability Register (Halton Borough Council, 2005)
 - Employment Land Availability Compendium 2006 (Halton Borough Council, 2006)
 - Halton Commercial Property Study (BE Group, 2006)
 - Halton Housing Requirements Study (The University of Manchester, 1999)
 - Halton Open Space Survey (PMP, 2005)
 - Halton Retail Study (Herring Baker Harris, 1996)
 - Halton Retail Study Update (Chesterton, 2002)
 - Housing Baseline Monitoring Report (Halton Borough Council, 2005)
 - Housing Baseline Data Report 2006 (Halton Borough Council, 2006)
 - Housing Land Availability Compendium 2006 (Halton Borough Council, 2006)
 - Housing Needs Study (2006)
 - Local Centres Study (Chesterton, 1999)
 - Merseyside Urban Capacity Study (White Young Green, 2004)
 - Natural Assets Strategy (Halton Borough Council, 2000)
 - NLUD Report 2006 (Halton Borough Council, 2006)
 - NLUD Compendium 2006 (Halton Borough Council, 2006)
 - Open Space Study (PMP, 2005)
 - Overall Town Centre Strategy (Halton Borough Council, 1997)
 - Quantifying Previously Developed Land in Halton (Halton Borough Council, 2005)
 - Residential Land Availability Register (Halton Borough Council, 2005)
 - State of the Borough Report (Halton Borough Council & The Local Futures Group, 2005)
 - Urban Housing Capacity Study (White Young Green & Chesterton, 2004)

- Widnes Employment Land Assessment (Business Environment Group, 2001)

7.4 Copies of each of these background documents can be found online at: www.halton.gov.uk

7.5 Whilst a number of further background documents can be predicted now it should be noted that the Council might publish others in the course of preparing LDDs. The list of Background Documents is likely to include:

- An updated Retail Study (Expected to be completed in 2007)
- Urban Capacity Study
- A joint study into the employment land requirements across Merseyside & Halton.
- Gypsy & Travellers Study (Expected to be completed in 2007)
- Strategic Flood Risk Assessment
- Habitats Regulations Assessment

8 Monitoring and Review

- 8.1 The Government requires that the Local Development Scheme (LDS) is annually reviewed and kept up to date by taking account of progress on the programme and monitoring of the evidence base and adopted policies. However, there may be a need to review the LDS more frequently if unforeseen changes occur to the Local Development Framework (LDF) programme.
- 8.2 Unforeseen developments such as the closure of a major employer may lead to the requirement for the Local Development Scheme to be reviewed earlier as this may require new SPDs or DPDs to be produced urgently whilst other documents are delayed.
- 8.3 The LDS will be reviewed through the Annual Monitoring Report (AMR), which in turn will lead to the review of the LDS. The AMR monitors the implementation and effectiveness of policies, from the beginning of April to the end of March. The AMR will be submitted to the Secretary of State before 31st December each year and published following submission.
- 8.4 The AMR will review actual plan progress over the year compared to the targets and milestones for Local Development Document (LDD) preparation set out in the LDS. It will assess:
- whether Halton Borough Council is meeting, or is on track to meet, the targets and consultation milestones set out in the LDDs;
 - if the Council is falling behind schedule or has failed to meet a target or milestone, the reasons for this;
 - the need to update the LDS in light of the above, and if so, the necessary steps and timetable;
 - whether any policies need to be replaced to meet sustainable development objectives; and
 - what action needs to be taken if policies need to be replaced.

9 Council Procedures

- 9.1 Development Plan Documents (DPD), which will form part of the Development Plan, are the responsibility of the Full Council and as such any decision relating to their adoption requires a Full Council decision.
- 9.2 The Executive Board and its sub-committee is the part of the Council which is responsible for most day-to-day decisions. The Executive Board is made up of a leader and 9 further Councillors whom he appoints, whilst the sub-committee is made of up 3 Councillors. The Executive has to make decisions which are in line with the Council's overall policies and budget. If it wishes to make a decision which is outside the budget or policy framework, this must be referred to the Full Council to decide.
- 9.3 The LDF Working Party and the Executive will consider each DPD at the Issues and Options Stage, unless this responsibility is specifically delegated to the Operational Director for Environmental and Regulatory Services. Full Council will approve the Preferred Options, as well as submission and adoption of the DPDs based on recommendations from the Executive Board.
- 9.4 Each SPD will go to the Sub-Executive Board at the Draft Public Consultation stage and the Executive Board at the adoption stage for consideration and approval.

10 Risk Assessment

10.1 In preparing the Local Development Scheme (LDS) it is important to acknowledge that the work programme has been established on the existing maximum resource capacity contained within the Planning & Policy Division.

10.2 The principle 'risk' for the process would be a delay taking place in the preparation through to adoption of individual Local Development Documents (LDDs) and therefore the wider Local Development Framework (LDF). The main areas of risk, which may lead to a delay in the implementation of the work programme, are as follows:

- **Staff turnover and delay in filling vacant posts** – It is inevitable that over a 3-year period there will be a turnover of staff within the sections responsible for producing documents. Using temporary staff or consultants or seconding staff from other departments could mitigate this risk.
- **The need for specialist consultancy input** – it is normally possible to predict where this may be required and add extra slack in to the timetable to allow for consultation and feedback between the Council and consultancy team. Where the need for specialist consultancy input has not been foreseen, as has been the case with both the Ditton Strategic Rail Freight Park SPD and the Halebank Regeneration Area SPD, it will be necessary to provide extra resources in order to 'catch up' with the timetable set out in the

LDS, or to review the timetable set out in the LDS.

- **Sickness and other absences** – It is inevitable that over a 3-year period there will be sickness or absence of staff within the sections responsible for producing documents. It is not possible to predict where and when this will happen but in devising the programmes for the production of the documents sufficient slack has been built in to allow for average staff absences.
- **Budget cuts, leading to consultancy budget cuts** – It is hoped that standards within the departments will mean that Planning Delivery Grant will continue and that the budget within the department will continue to provide sufficient resources. However, if this is not the case it may be possible that documents have to be prioritised and some documents may slip.
- **Procedural delays and / or slippage in meeting dates** – It is hoped that enough time has been built into the programme to allow for some slippage however, there may be occasions where it is necessary to provide extra resources to a particular document in order to 'catch up' with the timetable set out in the LDS.
- **The need for further or extra consultation** – it can be hard to predict where and when extra consultation may be required, as has been the case with the Town Centre Strategy SPDs and the Provision of Open Space SPD. It will now be necessary to provide extra resources to these documents in order to 'catch up'

- with the timetable set out in the LDS or to add further slippage into the LDS timetable.
- **Resource capacity of the Planning Inspectorate and other agencies to deliver elements of the process and cope with demands of the LDS work programme** – It is hoped that through close working with Government Office for the North West (GONW), the Planning Inspectorate and other agencies this risk can be reduced.
 - **Non-conformity and failure in the tests of ‘soundness’ for LDDs** – It is hoped that this risk can be minimised by working closely with GONW and the Planning Inspectorate at all milestone stages and in the run up to submission of DPD’s.
 - **Programme amendments due to unforeseen developments** – Due to the dynamic nature of many developments it is not always possible to timetable these into the LDS programme. Where this is the case it may be necessary to transfer resources to a new document, which may in turn lead to the need to review the LDS. It is hoped to minimise this risk by improving communication, within the Council and with external stakeholders such as local businesses and developers, which should provide greater notice of these developments allowing changes to be made with less negative implications.
 - **Changes in Government legislation, regulations & policy** – This may lead to documents being reviewed more quickly than has been suggested in the LDS. It has also been evident during the production of the LDF that new legislation and policy coming forward during the production of DPDs and SPDs can also cause delay in their production, as has been the case with the Habitats Regulations Assessments and Planning Policy Statement 3: Housing.
 - **Legal Challenge** – The risk to be minimised by ensuring that the DPDs are sound and based on a robust evidence base and a well audited stakeholder and community engagement system.
 - **Community fatigue** – The community are being consulted by many different agencies over a wide range of issues. We will seek to minimise consultation fatigue by consulting on a number of documents at the same time.
 - **Political Uncertainty** – Political change may mean that some proposals may be subject to change due to the different mandates and cause delay whilst new options are considered. This risk should be minimised by the use of the LDF Working Party, which includes Members from a mix of political parties, and the preparation of briefings for Members as and when required.

- The rigours of the new LDF process including maintaining a sound evidence base, higher specification community participation requirements and devising and maintaining new monitoring and performance systems will require high levels of funding and resources. The Government's Planning Delivery Grant promotes efficiencies and improvement within the development planning system but the Council does not have unlimited financial resources to underwrite the continuous and dynamic LDF process. This ongoing commitment is likely to be in excess of the cost of servicing the previous more finite UDP process and could be a significant risk factor in the production of the LDF.

11 SPG/SPDs

11.1 Supplementary Planning Guidance (SPG) can not be saved under the new system but will be considered as a material consideration until replaced by new Local Development Documents (LDDs).

11.2 Currently Adopted SPG

- Children's Day Nurseries (1999)
- Upton Rocks Local Centre, Widnes Planning Brief (2000)
- Widnes Town Centre Renewal Plan Phase 1 (2000)
- Widnes Town Centre Renewal Plan Phase 2 (2000)

11.3 Adopted SPDs

- Castlefields & Norton Priory Regeneration Area (2005)
- Design for Community Safety (2005)
- Design of New Industrial and Commercial Development (2006)
- House Extensions (2006)
- Shop Fronts, Signage and Advertising (2005)
- Telecommunications (2005)
- Widnes Waterfront Regeneration Area (2005)

11.4 The following Supplementary Planning Documents (SPDs) will be produced during the next 3 years. The majority these SPDs will be linked to saved policies in the UDP, further details of each of the SPDs can be found in Appendix 3.

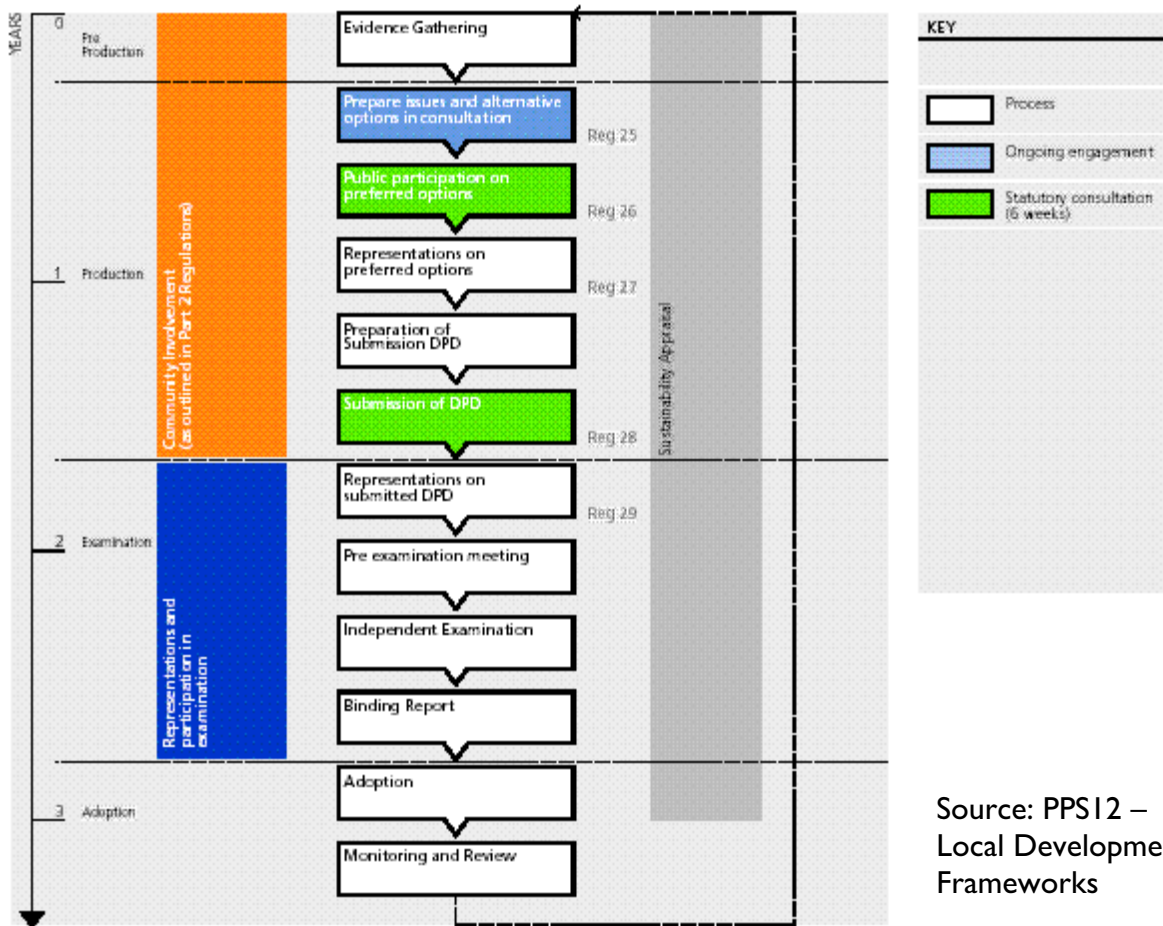
- Affordable Housing
- Daresbury Science and Innovation Campus
- Design of New Residential Development
- Ditton Strategic Rail Freight Park

- Greening the Legacy
- Halebank Regeneration Area
- Halton Lea Town Centre Strategy
- Local List
- Planning for Risk
- Provision of Open Space in Development
- Runcorn & Weston Docks Regeneration Area
- Runcorn Old Town Centre Strategy
- Sandymoor
- South Widnes Regeneration Area
- Transport & Accessibility

Appendices

Appendix I – DPD and SPD Processes

The Development Plan Document Process



The Supplementary Planning Document (SPD) Process



Appendix 2 - Glossary

Annual Monitoring Report (AMR)	LPA will have to produce an Annual Monitoring Report (AMR), which will show how the authority is performing against all relevant targets. The report will be published by the LPA so that those with an interest in the area can see what changes the LPA may need to make to their LDF.
Area Action Plans (AAPs)	Area Action Plans may be used to provide a planning framework for areas of change and areas of conservation.
Core Strategy	The Core Strategy will set out the vision for the Local Planning Authority area and the primary policies for meeting that vision together with housing and employment provisions in accordance with the Regional Spatial Strategy (RSS).
Development Plan Documents (DPDs)	<p>The DPDs are to be prepared by Halton Borough Council, they must contain the following components:</p> <ul style="list-style-type: none"> • Core Strategy; and • Site allocations; <p>And they may contain:</p> <ul style="list-style-type: none"> • Area Action Plans; and • General policies for the control of development. <p>All DPDs will be subject to Sustainability Appraisal (SA) which must incorporate a Strategic Environmental Assessment (SEA)</p>
Independent Examination	All DPDs and the SCI will be subject to independent examination by a person (the Inspector) appointed by the Secretary of State. The purpose of the examination is to determine the ‘soundness’ of the plan. Following the examination the Inspector will produce a report which will be binding on the Local Planning Authority (LPA).
Local Development Documents (LDDs)	<p>There are two types of LDD:</p> <ul style="list-style-type: none"> • Development Plan Documents (DPD) • Supplementary Planning Documents (SPD)
Local Development Framework (LDF)	The LDF will contain a portfolio of Local Development Documents (LDDs) which will provide Halton Borough Council’s policies for meeting the community’s economic, environmental and social aims for the future of the area, where this effects the development and use of land.

Local Development Scheme (LDS)	The LDS will set out what DPDs and SPDs Halton Borough Council propose to prepare over the three year period and the timetable for their production. It will also set out the policies that Halton Borough Council wish to save from the current Development Plan and the timetable for the preparation of the Statement of Community Involvement.
Proposals Map	The Proposals Map will illustrate on an Ordnance Survey map policy designations, allocations and Area Action Plans in the Local Development Framework.
Site Allocations	Site allocations are the sites which are proposed for development to meet Halton Borough Council's Core Strategy.
Statement Of Community Involvement (SCI)	The SCI will set out how Halton Borough Council intends to achieve continuous community involvement in the preparation of LDDs in their area. It will be subject to independent examination.
Supplementary Planning Documents (SPDs)	SPDs are not subject to independent examination but the matters covered must be directly related to policy in the DPDs.
Sustainability Appraisal (SA) and Strategic Environmental Assessment (SEA)	Sustainability Appraisal (SA) and Strategic Environmental Assessment (SEA) seek to inform decision-making by providing information on the potential implications of policies.

Appendix 3

Title:	Core Strategy
Status:	DPD
Role:	To set out the Vision, Objectives, Core Policies and Sustainable Development Statement for the spatial development of the area.
Geographical Area:	Whole of the Borough (See Appendix 5, Map 1)
Conformity Chain:	Conformity with the PPG / PPS and RSS
Produced by:	Planning & Policy Division
Resources:	Provided by the Planning & Policy Division
Management Arrangements:	Planning & Policy Manager is responsible for the management of this document. The LDF Working Party and the Executive Board will consider each DPD at the Issues and Options Stage. Full Council will approve the submission and adoption of the DPDs based on recommendations from the Executive Board.
Community Involvement:	Community involvement will be encouraged throughout the process, with formal periods for consultation at the Preferred Options stage and when the document is submitted to the Secretary of State.
Sustainability Appraisal:	Simultaneous consultation with the Development Plan Document. To be assessed through the Sustainability Appraisal, including the Strategic Environmental Assessment.
Monitoring & Review:	The Core Strategy is intended to be a long term strategy and will be reviewed with that in mind. Monitoring will take place through the contextual section of the AMR.

Timetable	Pre-production and preparation:	January 2006
	Sustainability Appraisal Scoping Report:	March 24 th – April 28 th 2006
	Preparation and Consultation of Issues and Alternative Options:	July 27 th – September 7 th 2006
	Public participation on Preferred Options:	June / July 2007
	Consideration of Representations:	August – October 2007
	Preparation of Submission DPD:	November 2007 – April 2008
	Submission to Secretary of State and Public Consultation:	May / June 2008
	Pre-Examination Meeting:	November 2008
	Examination:	March 2009
	Inspectors Binding Report:	September 2009
Adoption and Publication:	December 2009	

Title: Halton Borough Council, Liverpool City Council, Knowsley Metropolitan Borough Council, Sefton Metropolitan Borough Council, St Helens Metropolitan Borough Council and Wirral Metropolitan Borough Council Merseyside Joint Waste Development Plan Document
(Working Title – Merseyside Joint Waste Development Plan Document)

Status: DPD

Role: A statement of the core sustainable waste management principles and policy including:

- How the Waste DPD will ensure that the Planning Authorities meet their contribution to delivering the identified needs of the region for all waste streams.
- How waste management will be considered alongside other spatial concerns, recognising the positive contribution waste management can make to the development of sustainable communities, and takes waste issues beyond the realms of isolated waste policies.
- Planned provision of new capacity with its spatial distribution based on clear policy objectives, robust analysis of available data and information and, an appraisal of options.

The Waste DPD will develop agreed criteria for the identification and allocation of sites suitable for new and enhanced waste management facilities for the identified waste management needs of Merseyside. This will include a list of allocations suitable for the location of different types of sustainable waste management facilities on a proposals map. These site allocations will be supported by site specific policies. Criteria based policies, consistent with the sustainable waste management objectives, will address wider waste planning issues such as speculative applications for unallocated sites.

Geographical Area: Borough Wide (See Appendix 5, Map 1) plus Liverpool City Council, Knowsley MBC, St Helens MBC, Wirral MBC and Sefton MBC.

Conformity Chain: The Waste DPD will be in conformity with the core strategies of each of the Districts Core Strategy Development Plan Documents, the Regional Spatial Strategy and PPG / PPS.

Produced by: Planning & Policy Division, jointly with other the other Merseyside Local Planning Authorities.

Resources: The Merseyside EAS Waste Planning Team will have responsibility for co-ordinating the Waste DPD preparation, also drawing on contributions from each of the Merseyside Councils, Halton Borough Council, Merseyside Policy Unit and Merseyside Waste Disposal Authority. An initial three year funding agreement has been reached by Halton, the Merseyside Districts and Merseyside Waste Disposal Authority for the Merseyside EAS Waste Planning Team and specialist consultancy commissions for the preparation of the Waste DPD.

Management Arrangements: The Waste DPD Steering Group, with all six Districts represented, will consider all documents at all stages prior to Member approval and public consultation. Regular progress will be reported to the Merseyside District Planning Officers and Merseyside Leaders and Chief Executives. Full Council will approve the Preferred Options, submission and adoption

of the DPDs based on recommendations from the Executive Board. In terms of the joint working the document will be considered by each Council in Merseyside and Halton for each milestone and will also be taken through the Merseyside Chief Executives and Leaders to ensure that the document has support across the Merseyside authorities.

Integration with the JMWMS and Halton's Waste Strategy will be promoted through close working and partnership according to the principles set out in PPS10 (2005) and Defra Guidance on Municipal Waste Management Strategies (2005). Liaison will take place at the operational and political level through the existing Governance arrangements of the Merseyside Waste Strategy Partnership and the Merseyside Network.

Community Involvement: Consultation on the Waste DPD will be co-ordinated through each District's Statement of Community Involvement using existing networks, mechanisms and partnerships. Additional targeted consultation with key groups and sectors for the specific purpose of the Waste DPD will be set out in the Communications Strategy.

Sustainability Appraisal (SA): Simultaneous consultation with the DPD. To be assessed through the SA, including the Strategic Environmental Assessment.

Monitoring & Review: The Annual Monitoring Report (AMR) for Halton will monitor the implementation of this document on the Borough of Halton. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Pre-production and preparation:	December 2006
	Sustainability Appraisal Scoping Report:	7 th December 2006 – 18 th January 2007
	Preparation and Consultation of Issues and Alternative Options:	19 th March – 27 th April 2007
	Public participation on Preferred Options:	January / February 2008
	Consideration of Representations:	March / April 2008
	Preparation of Submission DPD:	May – August 2008
	Submission to Secretary of State and Public Consultation:	September / October 2008
	Pre-Examination Meeting:	March 2009
	Examination:	May 2009
	Inspectors Binding Report:	November 2009
	Adoption and Publication:	April 2010

- Title:** New Residential Development
- Status:** DPD
- Role:** To allocate sites for residential development and to provide detailed policies for residential development.
- Geographical Area:** Borough Wide (See Appendix 5, Map 1)
- Conformity Chain:** Conformity with the PPG / PPS and RSS and Core Strategy
- Produced by:** Planning & Policy Division
- Resources:** Provided by the Planning & Policy Division
- Management Arrangements:** Planning & Policy Manager is responsible for the management of this document. The LDF Working Party and the Executive Board will consider each DPD at the Issues and Options Stage. Full Council will approve the submission and adoption of the DPDs based on recommendations from the Executive Board.
- Community Involvement:** Community involvement will be encouraged throughout the process, with the New Residential Development, New Employment Development and New Retail & Leisure Development DPDs subject to a combined consultation at the Issues and Options stage, followed by formal periods of individual consultation at the Preferred Options stage and when the document is submitted to the Secretary of State.
- Sustainability Appraisal:** Simultaneous consultation with the Development Plan Document. To be assessed through the Sustainability Appraisal, including the Strategic Environmental Assessment.
- Monitoring & Review:** The Annual Monitoring Report (AMR) will monitor the take up of the housing allocations and other residential development. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Pre-production and preparation:	July 2006 – December 2007
	Sustainability Appraisal Scoping Report:	January / February 2008
	Preparation and Consultation of Issues and Alternative Options:	September 2008 – February 2009
	Public participation on Preferred Options:	January / February 2010
	Consideration of Representations:	March – May 2010
	Preparation of Submission DPD:	June – November 2010
	Submission to Secretary of State and Public Consultation:	December 2010 / January 2011
	Pre-Examination Meeting:	September 2011
	Examination:	January 2012
	Inspectors Binding Report:	August 2012
	Adoption and Publication:	November 2012

- Title:** New Employment Development
- Status:** DPD
- Role:** To allocate sites for employment development and to provide detailed policies for employment development.
- Geographical Area:** Borough Wide (See Appendix 5, Map 1)
- Conformity Chain:** Conformity with the PPG / PPS and RSS and Core Strategy
- Produced by:** Planning & Policy Division
- Resources:** Provided by the Planning & Policy Division
- Management Arrangements:** Planning & Policy Manager is responsible for the management of this document. The LDF Working Party and the Executive Board will consider each DPD at the Issues and Options Stage. Full Council will approve the submission and adoption of the DPDs based on recommendations from the Executive Board.
- Community Involvement:** Community involvement will be encouraged throughout the process, with the New Residential Development, New Employment Development and New Retail & Leisure Development DPDs subject to a combined consultation at the Issues and Options stage, followed by formal periods of individual consultation at the Preferred Options stage and when the document is submitted to the Secretary of State.
- Sustainability Appraisal:** Simultaneous consultation with the Development Plan Document. To be assessed through the Sustainability Appraisal, including the Strategic Environmental Assessment.
- Monitoring & Review:** The Annual Monitoring Report (AMR) will monitor the take up of the employment allocations and other economic development. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Pre-production and preparation:	July 2006 – December 2007
	Sustainability Appraisal Scoping Report:	January / February 2008
	Preparation and Consultation of Issues and Alternative Options:	September 2008 – February 2009
	Public participation on Preferred Options:	January / February 2010
	Consideration of Representations:	March – May 2010
	Preparation of Submission DPD:	June – November 2010
	Submission to Secretary of State and Public Consultation:	December 2010 / January 2011
	Pre-Examination Meeting:	September 2011
	Examination:	January 2012
	Inspectors Binding Report:	August 2012
	Adoption and Publication:	November 2012

- Title:** **New Retail & Leisure Development**
- Status:** DPD
- Role:** To allocate sites for retail and leisure development and to provide detailed policies for retail and leisure development.
- Geographical Area:** Borough Wide (See Appendix 5, Map 1)
- Conformity Chain:** Conformity with the PPG / PPS and RSS and Core Strategy
- Produced by:** Planning & Policy Division
- Resources:** Provided by the Planning & Policy Division
- Management Arrangements:** Planning & Policy Manager is responsible for the management of this document. The LDF Working Party and the Executive Board will consider each DPD at the Issues and Options Stage. Full Council will approve the submission and adoption of the DPDs based on recommendations from the Executive Board.
- Community Involvement:** Community involvement will be encouraged throughout the process, with the New Residential Development, New Employment Development and New Retail & Leisure Development DPDs subject to a combined consultation at the Issues and Options stage, followed by formal periods of individual consultation at the Preferred Options stage and when the document is submitted to the Secretary of State.
- Sustainability Appraisal:** Simultaneous consultation with the Development Plan Document. To be assessed through the Sustainability Appraisal, including the Strategic Environmental Assessment.
- Monitoring & Review:** The Annual Monitoring Report (AMR) will monitor the take up of the retail and leisure allocations and other relevant development. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Pre-production and preparation:	July 2006 – December 2007
	Sustainability Appraisal Scoping Report:	January / February 2008
	Preparation and Consultation of Issues and Alternative Options:	September 2008 – February 2009
	Public participation on Preferred Options:	January / February 2010
	Consideration of Representations:	March – May 2010
	Preparation of Submission DPD:	June – November 2010
	Submission to Secretary of State and Public Consultation:	December 2010 / January 2011
	Pre-Examination Meeting:	September 2011
	Examination:	January 2012
	Inspectors Binding Report:	August 2012
	Adoption and Publication:	November 2012

- Title:** Generic Development Control Policy
- Status:** DPD
- Role:** To provide a set of criteria based development control policies to guide development within the Borough.
- Geographical Area:** Whole of the Borough (See Appendix 5, Map 1)
- Conformity Chain:** Conformity with the PPG / PPS and RSS and Core Strategy
- Produced by:** Planning & Policy Division
- Resources:** Provided by the Planning & Policy Division
- Management Arrangements:** Planning & Policy Manager is responsible for the management of this DPD. The LDF Working Party and the Executive will consider each DPD at the Issues and Options Stage. Full Council will approve the submission and adoption of the DPDs based on recommendations from the Executive Board.
- Community Involvement:** Community involvement will be encouraged throughout the process, with formal periods for consultation at the Preferred Options stage and when the document is submitted to the Secretary of State.
- Sustainability Appraisal (SA):** Simultaneous consultation with the DPD. To be assessed through the SA, including the Strategic Environmental Assessment.
- Monitoring & Review:** The Annual Monitoring Report (AMR) will assess the extent to which these policies are being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Pre-production and preparation:	November 2008 – April 2009
	Sustainability Appraisal Scoping Report:	May / June 2009
	Preparation and Consultation of Issues and Alternative Options:	January – June 2010
	Public participation on Preferred Options:	May / June 2011
	Consideration of Representations:	July – September 2011
	Preparation of Submission DPD:	October 2011 – March 2012
	Submission to Secretary of State and Public Consultation:	April / May 2012
	Pre-Examination Meeting:	October 2012
	Examination:	February 2013
	Inspectors Binding Report:	August 2013
Adoption and Publication:	November 2013	

- Title:** Widnes Town Centre Area Action Plan
- Status:** DPD
- Role:** Provides the context for the future development of Widnes Town Centre.
- Geographical Area:** As defined on Map 4 (Appendix 5)
- Conformity Chain:** Conformity with the PPG / PPS and RSS and Core Strategy
- Produced by:** Planning & Policy Division
- Resources:** Provided by the Planning & Policy Division
- Management Arrangements:** Planning & Policy Manager is responsible for the management of this DPD. The LDF Working Party and the Executive will consider each DPD at the Issues and Options Stage. Full Council will approve the submission and adoption of the DPDs based on recommendations from the Executive Board.
- Community Involvement:** Community involvement will be encouraged throughout the process, with formal periods for consultation at the Preferred Options stage and when the document is submitted to the Secretary of State.
- Sustainability Appraisal (SA):** Simultaneous consultation with the DPD. To be assessed through the SA, including the Strategic Environmental Assessment.
- Monitoring & Review:** The Annual Monitoring Report (AMR) will assess the extent to which these policies are being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Pre-production and preparation:	July 2007
	Sustainability Appraisal Scoping Report:	January / February 2008
	Preparation and Consultation of Issues and Alternative Options:	September 2008 – February 2009
	Public participation on Preferred Options:	January / February 2010
	Consideration of Representations:	March – May 2010
	Preparation of Submission DPD:	June – November 2010
	Submission to Secretary of State and Public Consultation:	December 2010 / January 2011
	Pre-Examination Meeting:	September 2011
	Examination:	January 2012
	Inspectors Binding Report:	August 2012
	Adoption and Publication:	November 2012

- Title:** Halebank Regeneration Area
- Status:** SPD
- Role:** Provides the policies and proposals for the comprehensive development / redevelopment of the Halebank area.
- Geographical Area:** As defined on Map 2 (Appendix 5)
- Conformity Chain:** General conformity with the PPGs/PPSs and RSS. Linked to saved UDP Policy RG5.
- Produced by:** Planning & Policy Division
- Resources:** Provided by the Planning & Policy Division & External Consultants
- Management Arrangements:** Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
- Community Involvement:** Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
- Sustainability Appraisal:** Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
- Monitoring & Review:** The Annual Monitoring Report (AMR) will assess the extent to which this guidance is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	July 2004
	Sustainability Appraisal Scoping Report:	17 th June – 22 nd July 2005
	Public participation on Draft Supplementary Planning Document:	3 rd November – 15 th December 2005
	Consideration of Representations:	Jan / Feb 2006
	Adoption and Publication:	March 2008

- Title:** **Ditton Strategic Rail Freight Park**
- Status:** SPD
- Role:** To provide guidance for the development of Ditton Strategic Rail Freight Park.
- Geographical Area:** As defined on Map 3 (Appendix 5)
- Conformity Chain:** General conformity with the PPGs/PPSs and RSS. Linked to saved UDP Policy E7.
- Produced by:** Planning & Policy Division
- Resources:** Provided by the Planning & Policy Division & External Consultants
- Management Arrangements:** The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
- Community Involvement:** Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
- Sustainability Appraisal:** Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
- Monitoring & Review:** The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	February 2005
	Sustainability Appraisal Scoping Report:	17 th June – 22 nd July 2005
	Public participation on Draft Supplementary Planning Document:	3 rd November – 15 th December 2005
	Consideration of Representations:	Jan / Feb 2006
	Adoption and Publication:	March 2008

- Title:** Provision of Open Space
- Status:** SPD
- Role:** To provide guidance that will lead to appropriate level and design of open space within development.
- Geographical Area:** Whole of the Borough (see Appendix 5, Map I)
- Conformity Chain:** General conformity with the PPGs/PPSs and RSS. Linked to saved UDP Policy H3.
- Produced by:** Planning & Policy Division
- Resources:** Provided by the Planning & Policy Division
- Management Arrangements:** The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
- Community Involvement:** Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
- Sustainability Appraisal:** Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
- Monitoring & Review:** The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	July 2005
	Sustainability Appraisal Scoping Report:	29 th September – 3 rd November 2005
	Public participation on Draft Supplementary Planning Document:	27 th July – 7 th September 2006 2 nd Consultation: 1 st February – 1 st March 2007
	Consideration of Representations:	April 2007
	Adoption and Publication:	June 2007

- Title:** Halton Lea Town Centre Strategy
- Status:** SPD
- Role:** Provides the context for the future development of Halton Lea Town Centre.
- Geographical Area:** As defined on Map 4 (Appendix 5)
- Conformity Chain:** General conformity with the PPG/PPS and RSS, and expected to be in conformity with the Core Strategy. Also has links to saved UDP Policy TCI & TC4.
- Produced by:** Planning & Policy Division
- Resources:** Provided by the Planning & Policy Division
- Management Arrangements:** The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
- Community Involvement:** Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
- Sustainability Appraisal:** Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
- Monitoring & Review:** The Annual Monitoring Report (AMR) will assess the extent to which this guidance is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	July 2005
	Sustainability Appraisal Scoping Report:	30 th June – 4 th August 2005
	Public participation on Draft Supplementary Planning Document:	1 st February – 15 th March 2007
	Consideration of Representations:	April – June 2007
	Adoption and Publication:	September 2007

- Title:** Runcorn Old Town Centre Strategy
- Status:** SPD
- Role:** Provides the context for the future development of Runcorn Old Town Centre.
- Geographical Area:** As defined on Map 4 (Appendix 5)
- Conformity Chain:** General conformity with the PPG/PPS and RSS, and expected to be in conformity with the Core Strategy. Also has links to saved UDP Policy TCI, TC4 and TC10
- Produced by:** Planning & Policy Division
- Resources:** Provided by the Planning & Policy Division
- Management Arrangements:** The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
- Community Involvement:** Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
- Sustainability Appraisal:** Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
- Monitoring & Review:** The Annual Monitoring Report (AMR) will assess the extent to which this guidance is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	July 2005
	Sustainability Appraisal Scoping Report:	30 th June – 4 th August 2005
	Public participation on Draft Supplementary Planning Document:	1 st February – 15 th March 2007
	Consideration of Representations:	April – June 2007
	Adoption and Publication:	September 2007

- Title:** Sandymoor
- Status:** SPD
- Role:** To provide the framework for the continued development of the Sandymoor residential area.
- Geographical Area:** As defined on Map 5 (Appendix 5)
- Conformity Chain:** General conformity with the PPGs/PPSs and RSS. Linked to saved UDP Policy HI.
- Produced by:** Planning & Policy Division
- Resources:** Provided by the External Consultants and Planning & Policy Division
- Management Arrangements:** The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
- Community Involvement:** Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
- Sustainability Appraisal:** Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
- Monitoring & Review:** The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	January 2006
	Sustainability Appraisal Scoping Report:	2 nd February – 16 th March 2006
	Public participation on Draft Supplementary Planning Document:	August / September 2007
	Consideration of Representations:	October – December 2007
	Adoption and Publication:	February 2008

- Title:** Design of New Residential Development
- Status:** SPD
- Role:** To provide guidance that will lead to new developments that are well integrated into their surroundings and offer a good standard of amenity to future occupants and protect the amenity of existing occupiers.
- Geographical Area:** Whole of the Borough (See Appendix 5, Map 1)
- Conformity Chain:** General conformity with the PPGs/PPSs and RSS. Linked to saved UDP, including Policy H2, H3, BE1 and BE2.
- Produced by:** Planning & Policy Division
- Resources:** Provided by the Planning & Policy Division
- Management Arrangements:** The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
- Community Involvement:** Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
- Sustainability Appraisal:** Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
- Monitoring & Review:** The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	February 2005
	Sustainability Appraisal Scoping Report:	4 th May – 8 th June 2005
	Public participation on Draft Supplementary Planning Document:	May / June 2007
	Consideration of Representations:	July – September 2007
	Adoption and Publication:	November 2007

- Title:** Planning for Risk
- Status:** SPD
- Role:** To provide guidance for any development relating to major accident hazards including Liverpool Airport and Control of Major Accident Hazards (COMAH) sites.
- Geographical Area:** Multiple sites across the Borough, to be defined.
- Conformity Chain:** Conformity with the PPG / PPS and RSS. Linked to saved UDP Policies S5, PR11 and PR12.
- Produced by:** Planning & Policy Division
- Resources:** Provided by the Planning & Policy Division
- Management Arrangements:** The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
- Community Involvement:** Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
- Sustainability Appraisal:** Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
- Monitoring & Review:** The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	January 2005
	Sustainability Appraisal Scoping Report:	May / June 2007
	Public participation on Draft Supplementary Planning Document:	October / November 2007
	Consideration of Representations:	December 2007 – February 2008
	Adoption and Publication:	April 2008

- Title:** Southern Widnes Regeneration Area
- Status:** SPD
- Role:** Provides the policies and proposals for the comprehensive development / redevelopment of the Southern Widnes area.
- Geographical Area:** To be defined
- Conformity Chain:** General conformity with the PPGs/PPSs, RSS and expected to be in conformity with the Core Strategy DPD. Also has links to saved UDP RGI.
- Produced by:** Planning & Policy Division
- Resources:** Provided by the Planning & Policy Division & External Consultants
- Management Arrangements:** The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
- Community Involvement:** Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
- Sustainability Appraisal:** Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
- Monitoring & Review:** The Annual Monitoring Report (AMR) will assess the extent to which this guidance is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	February 2007
	Sustainability Appraisal Scoping Report:	May / June 2007
	Public participation on Draft Supplementary Planning Document:	January / February 2008
	Consideration of Representations:	March – June 2008
	Adoption and Publication:	March 2009

- Title:** **Transport & Accessibility**
- Status:** SPD
- Role:** To provide guidance for the development of new highways and parking standards in urban developments, and includes road hierarchy specifications and notes on the acceptability of Homezones.
- Geographical Area:** Whole of the Borough (See Appendix 5, Map 1)
- Conformity Chain:** General conformity with the PPGs/PPSs and RSS. Linked to saved UDP including Policy TP6, TP7, TPI1, TPI2, TPI4, TPI5 and TPI6.
- Produced by:** Highways and Planning & Policy Division
- Resources:** Provided by the Highways and the Planning & Policy Division.
- Management Arrangements:** The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
- Community Involvement:** Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
- Sustainability Appraisal:** Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
- Monitoring & Review:** The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable		(Due to the time taken to produce the previous document production of this document will recommence)
	Preparation of Draft Supplementary Planning Document:	April 2008
	Sustainability Appraisal Scoping Report:	August / September 2008
	Public participation on Draft Supplementary Planning Document:	January / February 2009
	Consideration of Representations:	March – May 2009
	Adoption and Publication:	July 2009

- Title:** Daresbury Science and Innovation Campus
- Status:** SPD
- Role:** To provide the framework to facilitate the continued development of the science and innovation campus at Daresbury.
- Geographical Area:** To be defined, in consultation with key partners
- Conformity Chain:** General conformity with the PPGs/PPSs and the RSS. This document is expected to be linked to a policy within the Core Strategy DPD.
- Produced by:** Planning & Policy Division
- Resources:** Provided by the Planning & Policy Division and External Consultants
- Management Arrangements:** The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
- Community Involvement:** Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
- Sustainability Appraisal:** Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
- Monitoring & Review:** The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	January 2008
	Sustainability Appraisal Scoping Report:	January – February 2009
	Public participation on Draft Supplementary Planning Document:	January – February 2010
	Consideration of Representations:	March – June 2010
	Adoption and Publication:	August 2010

- Title:** Runcorn & Weston Docks Regeneration Area
- Status:** SPD
- Role:** Provides the policies and proposals for the comprehensive development / redevelopment of the Runcorn and Weston Docks area.
- Geographical Area:** As defined on Map 6 (Appendix 5)
- Conformity Chain:** General conformity with the PPGs/PPSs, RSS and expected to be in conformity with the Core Strategy DPD. Also has links to saved UDP RG4.
- Produced by:** Planning & Policy Division
- Resources:** Provided by the Planning & Policy Division
- Management Arrangements:** The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
- Community Involvement:** Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
- Sustainability Appraisal:** Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
- Monitoring & Review:** The Annual Monitoring Report (AMR) will assess the extent to which this guidance is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	October 2009
	Sustainability Appraisal Scoping Report:	April 2010
	Public participation on Draft Supplementary Planning Document:	September / October 2010
	Consideration of Representations:	November / December 2010
	Adoption and Publication:	February 2011

- Title:** Greening the Legacy
- Status:** SPD
- Role:** Will set out the strategy to 'green' brownfield sites within Halton which are presently, unsuitable/uneconomic for built development due to contamination, as well as the details for planning agreements.
- Geographical Area:** Whole of the Borough (See Appendix 5, Map 1)
- Conformity Chain:** General conformity with the PPGs/PPSs and the RSS. This document is expected to be linked to a policy within the Core Strategy DPD.
- Produced by:** Planning & Policy Division
- Resources:** Provided by the Planning & Policy Division
- Management Arrangements:** The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
- Community Involvement:** Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
- Sustainability Appraisal:** Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
- Monitoring & Review:** The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	October 2009
	Sustainability Appraisal Scoping Report:	April 2010
	Public participation on Draft Supplementary Planning Document:	September / October 2010
	Consideration of Representations:	November / December 2010
	Adoption and Publication:	February 2011

Title: Local List

Status: SPD

Role: Set out a definitive list of buildings and structures of local architectural and historic interest in Halton, which have not been formally recognised by statutory national designation. The list will set out how each building or structure contributes to the historical and architectural significance of their locality and set further practical guidance on how this significance should be recognised when development directly or indirectly affects them.

Geographical Area: Whole of the Borough (See Appendix 5, Map 1)

Conformity Chain: General conformity with the PPGs/PPSs and the RSS. This document is expected to be linked to a policy within the Core Strategy DPD. Also linked to saved UDP Policy BE15.

Produced by: Planning & Policy Division

Resources: Provided by the Planning & Policy Division

Management Arrangements: The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.

Community Involvement: Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.

Sustainability Appraisal: Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.

Monitoring & Review: The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	October 2009
	Sustainability Appraisal Scoping Report:	April 2010
	Public participation on Draft Supplementary Planning Document:	September / October 2010
	Consideration of Representations:	November / December 2010
	Adoption and Publication:	February 2011

- Title:** **Affordable Housing**
- Status:** SPD
- Role:** Will define the policy for securing the necessary contributions from suitable residential developments towards meeting the identified unmet housing needs in the Borough.
- Geographical Area:** Whole of the Borough (See Appendix 5, Map 1)
- Conformity Chain:** General conformity with the PPGs/PPSs and the RSS. This document is expected to be linked to a policy within the Core Strategy DPD.
- Produced by:** Planning & Policy Division
- Resources:** Provided by the Planning & Policy Division
- Management Arrangements:** The Planning & Policy Manager is responsible for the management of this document. This SPD will go to the Executive Board Sub-Committee at the Draft Consultation stage and to the Executive Board at the adoption stage for consideration and approval.
- Community Involvement:** Community involvement will be encouraged throughout the process, with formal consultation at the draft consultation stage.
- Sustainability Appraisal:** Consultation for the Sustainability Appraisal will take place simultaneously with the production of the document.
- Monitoring & Review:** The Annual Monitoring Report (AMR) will assess the extent to which this document is being implemented successfully. The document will be reviewed as and when required as highlighted by the AMR.

Timetable	Preparation of Draft Supplementary Planning Document:	October 2009
	Sustainability Appraisal Scoping Report:	April 2010
	Public participation on Draft Supplementary Planning Document:	September / October 2010
	Consideration of Representations:	November / December 2010
	Adoption and Publication:	February 2011

Appendix 4 – Transitional Arrangements

As Local Development Documents (LDDs) are produced policies from the UDP will be deleted and replaced by the new policies contained within the LDD.

Key



Saved



Not Saved

Policy No.	Policy Name	Saved	Comments
UDP Part I			
S1	Regeneration	✓	These policies are likely to be replaced by the Core Strategy DPD when adopted.
S2	The Built Environment	✓	
S3	The Green Environment	✓	
S4	Pollution and Health	✓	
S5	Major Accident Land Use Risk	✓	This policy is likely to be replaced by the Core Strategy DPD when adopted. And a SPD is to be produced to provide more detailed guidance for this policy area.
S6	Reuse and Remediation of Previously Used or Contaminated Land	✓	These policies are likely to be replaced by the Core Strategy DPD when adopted.
S7	Minerals and Waste	✓	
S8	Sustainable Waste Management	✓	
S9	Waste Management Facilities	✓	
S10	Reducing Greenhouse Gas Emissions	✓	
S11	Renewable Energy Sources	✓	
S12	Areas at Risk from Flooding	✓	
S13	Transportation	✓	
S14	A New Crossing of the River Mersey	✓	

Policy No.	Policy Name	Saved	Comments
S15	Leisure and Tourism	✓	These policies are likely to be replaced by the Core Strategy DPD when adopted.
S16	Retail Hierarchy	✓	
S17	Retail Development	✓	
S18	Provision of Land for Housing	✓	
S19	Provision of Land for Employment	✓	
S20	Regional Investment Sites	✓	
S21	Green Belt	✓	
S22	Unallocated Land in Urban Areas	✓	
S23	Open Countryside	✓	
S24	Sustainable Urban Extensions	✓	
S25	Planning Obligations	✓	
Regeneration			
RG1	Area Action 1 – Southern Widnes	✓	A SPD will be produced to provide more detailed guidance for this policy.
RG2	Area Action 2 – Central Widnes	✓	The Widnes Town Centre AAP is likely to provide more detailed policy covering this area.
RG3	Area Action 3 – Widnes Waterfront	✓	The Widnes Waterfront SPD provides more detailed policy for this area.
RG4	Area Action 5 – Runcorn and Weston Docklands	✓	SPDs are to be produced to provide more detailed guidance for these policy areas.
RG5	Area Action 6 – Halebank	✓	
RG6	Area Action 7 – Castlefields and Norton Priory	✓	The Castlefields & Norton Priory Regeneration Area SPD provides more detailed policy for this area.
Built Environment			
BE1	General Requirements for Development	✓	SPDs are to be produced to provide more detailed guidance for these policy areas. These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
BE2	Quality of Design	✓	
BE3	Environment Priority Areas	✓	These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
BE4	Scheduled Ancient Monuments	✓	
BE5	Other Sites of Archaeological Importance	✓	
BE6	Archaeological Evaluations	✓	

Policy No.	Policy Name	Saved	Comments
BE7	Demolition of Listed Buildings	✓	
BE8	Changes of Use of Listed Buildings	✓	
BE9	Alterations and Additions to Listed Buildings	✓	
BE10	Protecting the Setting of Listed Buildings	✓	These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
BE11	“Enabling Development”	✓	
BE12	General Development Criteria – Conservation Areas	✓	
BE13	Demolition in Conservation Areas	✓	
BE14	Outline Applications – Conservation Areas	✓	
BE15	Local List of Buildings and Structures of Architectural and Historic Interest	✓	
BE16	Alterations to and New Shop Fronts	✓	
BE17	Advertising and Advertisements	✓	
BE18	Access to New Buildings Used by the Public	✓	These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
BE19	Disabled Access for Changes of Use, Alterations and Extensions	✓	
BE20	Disabled Access in Public Places	✓	
BE21	Telecommunications Apparatus	✓	The Telecommunications SPD provides more detailed policy for this area. This policy is likely to be replaced by the Core Strategy DPD when adopted.
BE22	Boundary Walls and Fences	✓	These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
BE23	Temporary Buildings	✓	
Green Environment			
GE1	Control of Development in the Green Belt	✓	These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
GE2	Hale Village Green Belt	✓	
GE3	Extensions, Alterations and Replacement of Existing Dwellings in the Green Belt	✓	

Policy No.	Policy Name	Saved	Comments
GE4	Re-use of Buildings in the Green Belt	✓	These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
GE5	Outdoor Sport and Recreation Facilities in the Urban Fringe and Open Countryside	✓	
GE6	Protection of Designated Greenspace	✓	
GE7	Proposed Greenspace Designations	✓	
GE8	Development within Designated Green Space	✓	
GE9	Redevelopment and Changes of Use of Redundant School Buildings	✓	
GE10	Protection of Linkages in Green Space Systems	✓	
GE11	Protection of Incidental Greenspaces	✓	
GE12	Protection of Outdoor Playing Space for Formal Sport and Recreation	✓	
GE13	Intensifying Use of Existing Outdoor Sports and Recreation Provision	✓	
GE14	Noisy Outdoor Sports	✓	
GE15	Protection of Outdoor Playing Space for Children	✓	
GE16	Protection of Allotments	✓	
GE17	Protection of Sites of International Importance for Nature Conservation	✓	
GE18	Protection of Sites of National Importance for Nature Conservation	✓	
GE19	Protection of Sites of Importance for Nature Conservation	✓	
GE20	Protection and Creation of Local Nature Reserves	✓	
GE21	Species Protection	✓	
GE22	Protection of Ancient Woodlands	✓	
GE23	Protection of Areas of Special Landscape Value	✓	
GE24	Protection of Important Landscape Features	✓	

Policy No.	Policy Name	Saved	Comments
GE25	Protection of Ponds	✓	
GE26	Protection of Hedgerows	✓	
GE27	Protection of Trees and Woodland	✓	
GE28	The Mersey Forest	✓	
GE29	Canals and Rivers	✓	
GE30	The Mersey Coastal Zone	✓	
Pollution and Risk			
PR1	Air Quality	✓	These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
PR2	Noise Nuisance	✓	
PR3	Odour Nuisance	✓	
PR4	Light pollution and Nuisance	✓	
PR5	Water Quality	✓	These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
PR6	Land Quality	✓	
PR7	Development Near to Established Pollution Sources	✓	
PR8	Noise Sensitive Developments	✓	
PR9	Development within the Liverpool Airport Public Safety Zone	✓	SPDs are to be produced to provide more detailed guidance for these policy areas. These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
PR10	Development within the Liverpool Airport Height Restriction Zone	✓	
PR11	Development of Sites Designated under the Control of Major Hazards (Planning) Regulations 1999 (COMAH)	✓	SPDs are to be produced to provide more detailed guidance for these policy areas. These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
PR12	Development on Land Surrounding COMAH Sites	✓	
PR13	Vacant and Derelict Land	✓	
PR14	Contaminated Land	✓	
PR15	Groundwater	✓	These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
PR16	Development and Flood Risk	✓	
Minerals and Waste Management			
MW1	All Minerals and Waste Management Developments	✓	These policies are likely to be replaced by the Waste DPD and the Generic

Policy No.	Policy Name	Saved	Comments
MW2	Requirements for all Applications	✓	Development Control Policy DPD when adopted.
MW3	Requirements for all Waste Management Applications	✓	
MW4	Aggregate Minerals	✓	
MW5	Protection of Minerals resources	✓	
MW6	Aftercare	✓	
MW7	Waste Recycling and Collection Facilities	✓	
MW8	Aerobic Composting Facilities	✓	
MW9	Anaerobic Digesting Facilities	✓	
MWI 0	Wastewater and Sewage Treatment Facilities	✓	
MWI 1	Extensions to Wastewater Treatment Facilities	✓	These policies are likely to be replaced by the Waste DPD and the Generic Development Control Policy DPD when adopted.
MWI 2	Recycling and Household Waste Centres	✓	
MWI 3	Energy Recovery	✓	
MWI 4	Incineration	✓	
MWI 5	Landfill/Landrising of Non-Inert Waste	✓	
MWI 6	Landfill/Landraising of Inert Wastes	✓	
MWI 7	Waste Minimisation and Recycling	✓	
MWI 8	Energy from Non-fossil Sources	✓	
Transport			
TP1	Public Transport Provision as Part of New Development	✓	These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
TP2	Existing Public Transport Facilities	✓	
TP3	Disused Public Transport Facilities	✓	
TP4	New Public Transport Facilities	✓	
TP5	Taxi Ranks and Offices	✓	
TP6	Cycle Provision as Part of New Development	✓	SPDs are to be produced to provide more detailed guidance for these policy

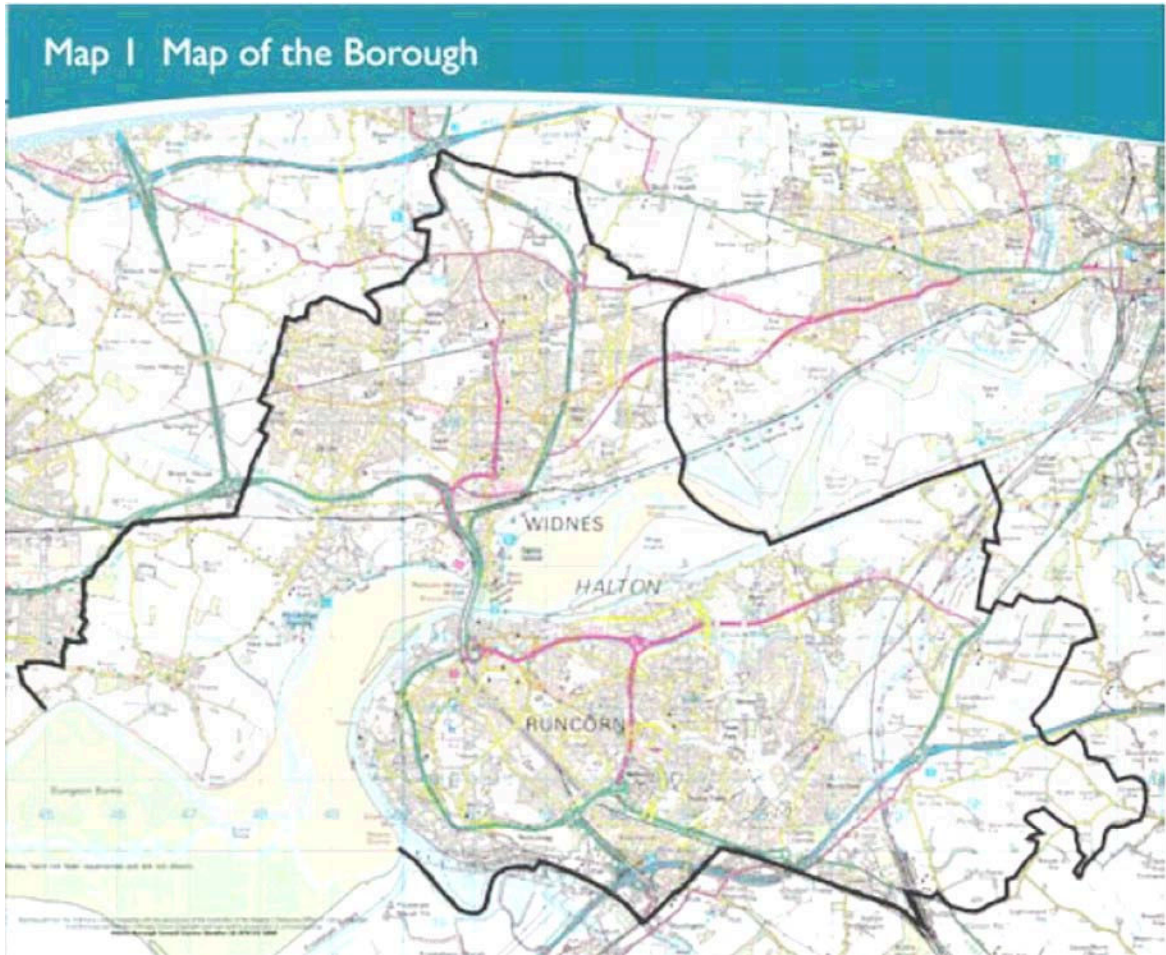
Policy No.	Policy Name	Saved	Comments
TP7	Pedestrian Provision as Part of New Development	✓	areas. These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
TP8	Pedestrian Improvement Schemes	✓	These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
TP9	The Greenway Network	✓	
TP10	The Trans-Pennine Trail and Mersey Way	✓	
TP11	Road Schemes	✓	SPDs are to be produced to provide more detailed guidance for these policy areas. These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
TP12	Car Parking	✓	
TP13	Freight	✓	This policy is likely to be replaced by the Generic Development Control Policy DPD when adopted.
TP14	Transport Assessments	✓	SPDs are to be produced to provide more detailed guidance for these policy areas. These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
TP15	Accessibility to New Development	✓	
TP16	Green Travel Plans	✓	
TP17	Safe Travel for All	✓	These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
TP18	Traffic Management	✓	
TP19	Air Quality	✓	
TP20	Liverpool Airport	✓	
Leisure, Tourism and Community Facilities			
LTC1	Developments of Major Leisure and Community Facilities within Designated Shopping Centres	✓	These policies are likely to be replaced by the New Retail & Leisure Development DPD when adopted.
LTC2	Development of Major Leisure and Community Facilities on the edge of Designated Shopping Centres	✓	
LTC3	Developments of Major Leisure and Community Facilities in Out-of-Centre Locations	✓	
LTC4	Development of local Leisure and Community Facilities	✓	
LTC5	Protection of Community Facilities	✓	
LTC6	Children's Day Care Provision	✓	
LTC7	The Proposed Halton Arts and Cultural Centre Site		This policy could be deleted as the Brindley has now been completed.

Policy No.	Policy Name	Saved	Comments
LTC8	Protection of Tourism Attractions	✓	These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
LTC9	Tourism Development	✓	
LTC10	Water Based Recreation	✓	
Shopping and Town Centres			
TC1	Town Centre Allocations	✓	This policy is likely to be replaced by the New Retail & Leisure Development DPD when adopted.
TC2	Retail Development to the Edge of Designated Shopping Centres	✓	These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
TC3	Warrington Road / Eastern Widnes Bypass Site	✓	This policy is likely to be replaced by the New Retail & Leisure Development DPD when adopted.
TC4	Retail Development within Designated Shopping Centres	✓	SPDs are to be produced to provide more detailed guidance for these policy areas. These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
TC5	Design of Retail Development	✓	
TC6	Out of Centre Retail Development	✓	These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
TC7	Existing Small Scale Local Shopping Facilities Outside Defined Shopping Centres	✓	
TC8	Non-retail Uses within Primary and Secondary Shopping Areas	✓	
TC9	Non-retail uses within Neighbourhood Centres	✓	This policy is likely to be replaced by the Generic Development Control Policy DPD when adopted.
TC10	Runcorn Mixed Town Centres Uses Area	✓	A SPD is to be produced to provide more detailed guidance for this policy area.
TC11	Food and Drink Outlets	✓	This policy is likely to be replaced by the Generic Development Control Policy DPD when adopted.
Housing			
H1	Provision for New Housing	✓	This policy is likely to be replaced by the New Residential Development DPD when adopted.
H2	Design and Density of New Residential Development	✓	SPDs are to be produced to provide more detailed guidance for these policy

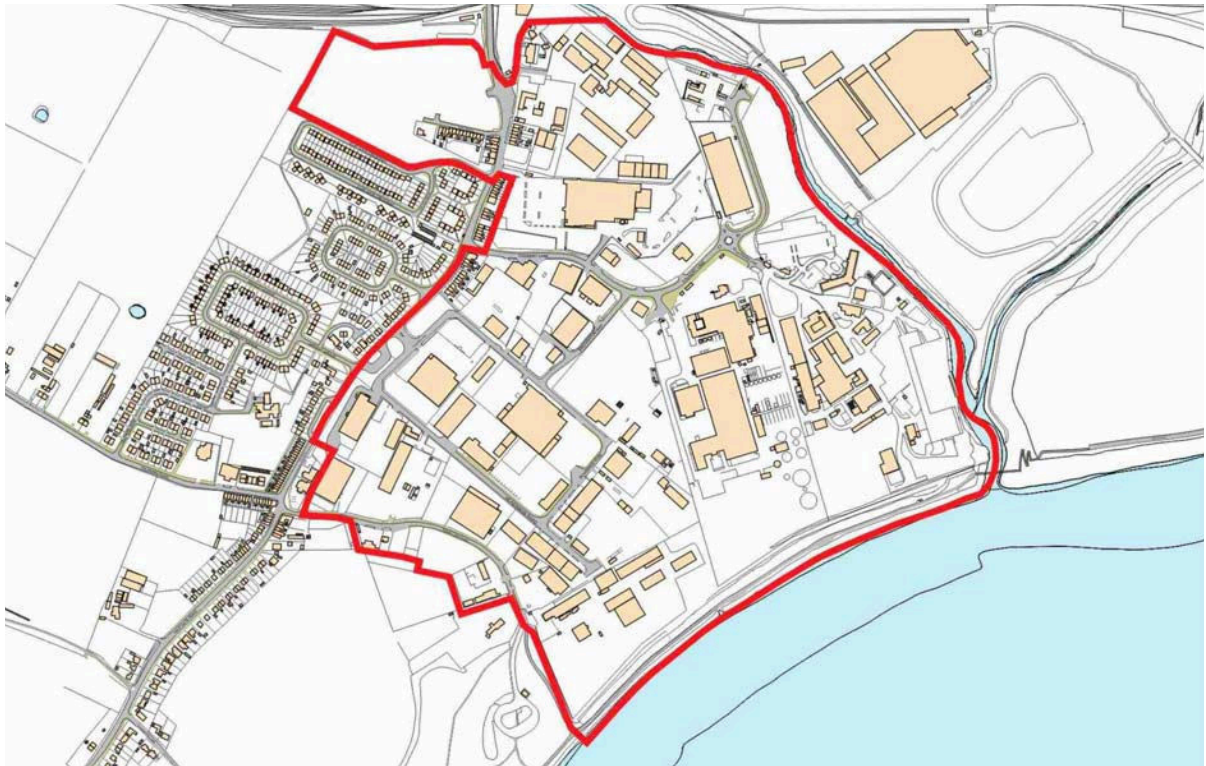
Policy No.	Policy Name	Saved	Comments
H3	Provision of Recreational Greenspace	✓	areas. These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
H4	Sheltered Housing	✓	These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
H5	Gypsy Sites	✓	
H6	House Extensions	✓	
H7	Conversions to Flats	✓	These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
H8	Non Dwelling House Use	✓	
Employment			
E1	Local and Regional Employment Land Allocations	✓	These policies are likely to be replaced by the New Employment Development DPD when adopted.
E2	Priority Employment Redevelopment Areas	✓	These policies are likely to be replaced by the Generic Development Control Policy DPD when adopted.
E3	Primarily Employment Areas	✓	
E4	Complementary Services and Facilities within Primarily Employment Areas	✓	
E5	New Industrial and Commercial Development	✓	
E6	Daresbury Laboratories	✓	
E7	Ditton Strategic Rail Freight Park	✓	

Appendix 5

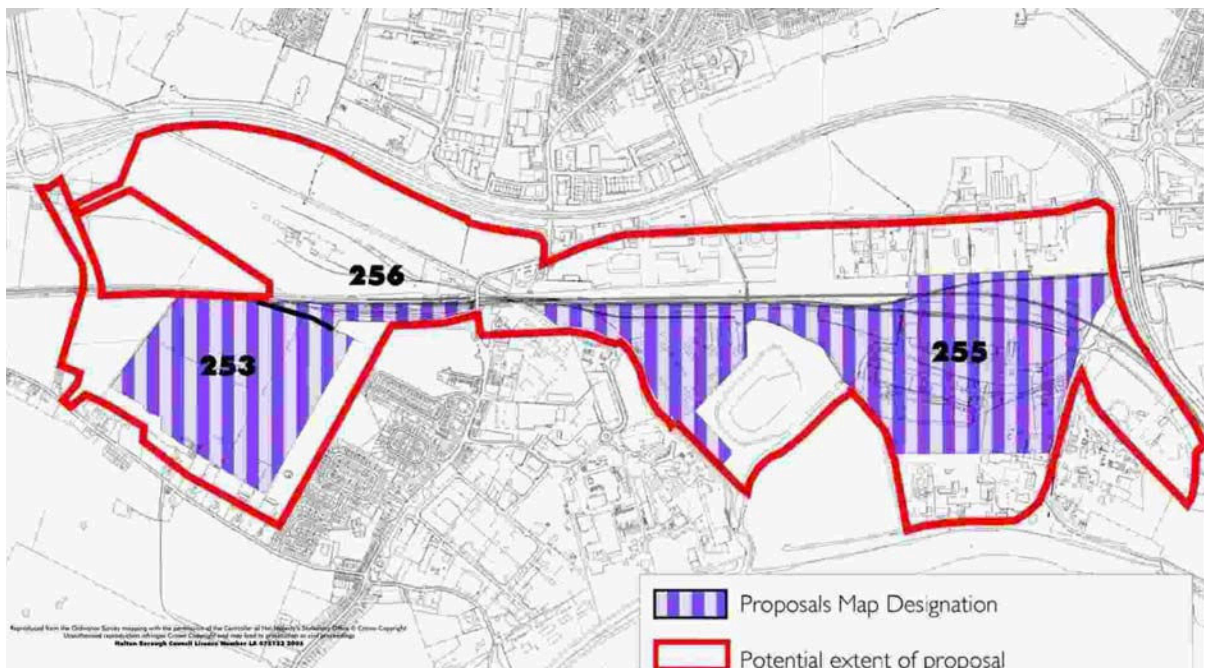
Map 1 – Map of the Borough



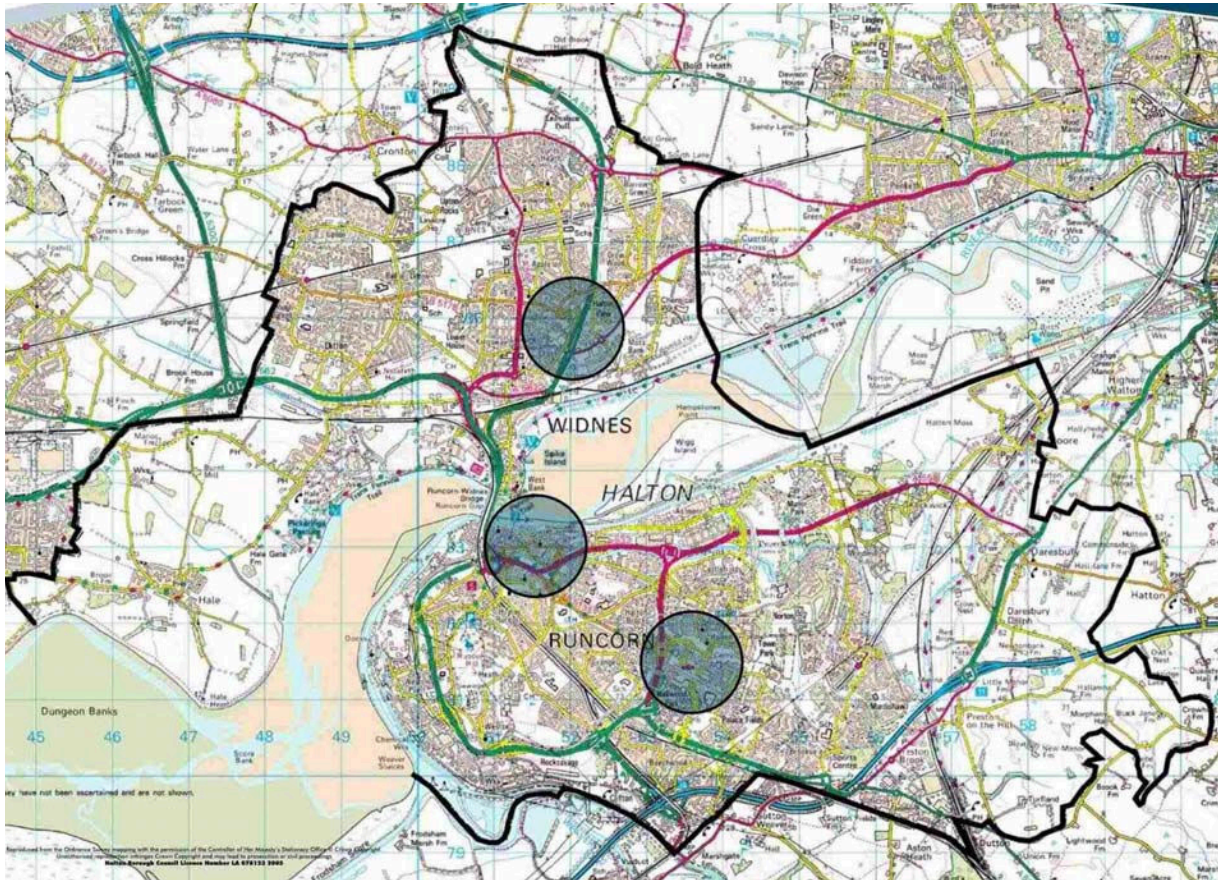
Map 2 – Indicative area for Halebank Regeneration Area



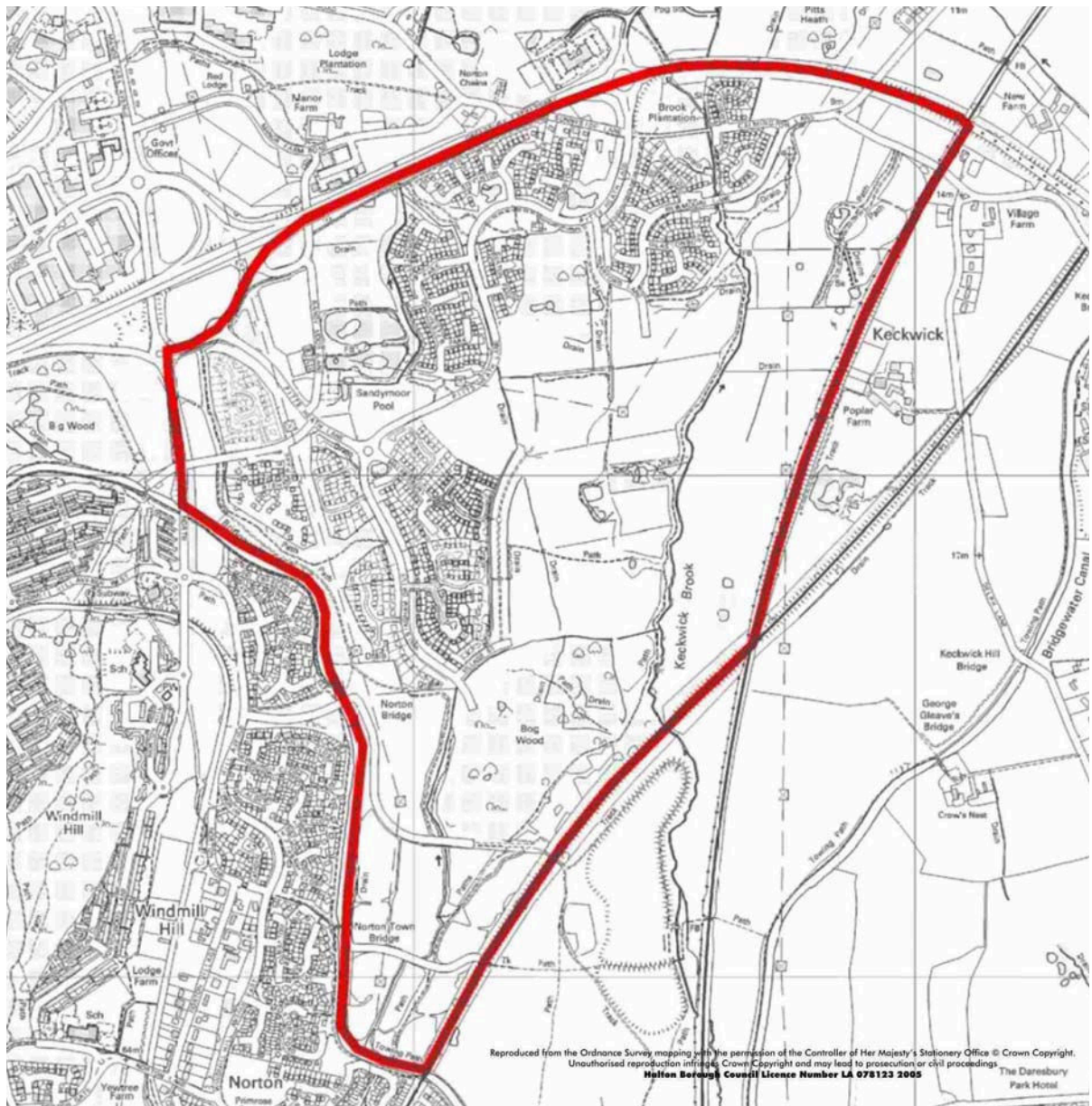
Map 3 – Indicative area for Ditton Strategic Rail Freight Park



Map 4 – Indicative areas for Halton Lea Town Centre, Runcorn Old Town Centre and Widnes Town Centre



Map 5 – Indicative area for Sandymoor Masterplan



Map 6 – Indicative area for Runcorn & Weston Dock Regeneration Area





REPORT TO: Executive Board

DATE: 22 February 2007

REPORTING OFFICER: Strategic Director (Corporate and Policy)

SUBJECT: Departmental Service Plans 2007 - 2010

WARDS: Boroughwide

1.0 PURPOSE OF THE REPORT

1.1 The purpose of this report is to progress the adoption of the Council's Departmental Service Plans for 2007 – 2010 as a basis for action and performance monitoring.

2.0 RECOMMENDATION: That

- (1) **the Executive Board receive this set of advanced draft Service Plans and highlight any amendments that may be considered necessary; and**
- (2) **authority be delegated to the Chief Executive, in consultation with the Leader, to make any final amendments and adjustments that may be required and to approve the final service plans.**

3.0 SUPPORTING INFORMATION

- 3.1 Departmental Service Plans sit within an established planning framework and are central to the Council's performance management arrangements. They provide a clear statement on what individual services are planning to achieve and to show how this contributes to the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required.
- 3.2 Although Service Planning Guidance provided to authors has been the subject of refinement there have been no significant amendments to the layout of plans from the previous year albeit some re-formatting has occurred.
- 3.3 Following the development of the Corporate Plan 2006 – 2011, and the introduction of Key Areas of Focus for each of the Council's Priority areas, the service objectives section of service plans has been revised in order to show more clearly how departmental activities are related to Corporate Priorities.
- 3.4 The definitive set of 2007 - 08 Best Value Performance Indicators has not yet been confirmed, by the Department of Communities and Local Government, although there is presently no indication that substantial

changes will be made from the existing 2006 – 07 data set. Once this information has been published any changes that are necessary as a result of additions or deletions to the set will be incorporated into relevant plans.

- 3.5 As final year-end performance information becomes available future targets for both Best Value and Local Performance Indicators may require revision.
- 3.6 Budgetary Statements will be inserted into plans following the approval of the budget by full Council in March. Any revisions that are necessary as a result of this approval will be incorporated before plans are finalised.
- 3.7 Although in an advanced draft state Service Plans are subject to ongoing discussion with authors to ensure that they are of the highest quality and meet organisational requirements. This may result in some minor refinement of, for example, 'smart' target / key milestone data.
- 3.8 Advanced Draft Service Plans have been enclosed with this report in CD Rom format. Publicly accessible hard copies can also be accessed via the Agendas on Deposit within Halton Direct Link facilities. Additionally hard copies will be accessible to Members through the Members Rooms, located at each of the Council's main offices, or from the Corporate Performance Management Team.
- 3.9 All revisions will be subject to the approval mechanisms detailed within the previous Recommendations.

4.0 POLICY IMPLICATIONS

- 4.1 Adoption of the Service Plans sets the Executive Board's seal on policy and prioritisation decisions and embodies them in plans for 2007 – 2010. The resource implications for personnel, property and ICT are outlined within the plans and financial resources will be confirmed when the budget is approved. They take account of crime and disorder implications.

5.0 OTHER IMPLICATIONS

- 5.1 Not applicable.

6.0 RISK ANALYSIS

- 6.1 Key Service Objectives will be subject to a risk analysis before the plans are finalised. The risk of not adopting the plans is that the Council will not have a clear performance framework in which it can effectively manage its activities.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 Such issues form an integral part of the Council's operations and are addressed within each of the plans enclosed.

8.0 REASON (S) FOR DECISION

8.1 Departmental Service Plans are central to the Council's performance management arrangements. As such it is necessary for them to be approved before the start of the new financial year.

9.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

9.1 None.

10.0 IMPLEMENTATION DATE

10.1 1st April 2007.

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

Document	Place of Inspection	Contact Officer
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Adults of Working Age

SERVICE PLAN

April 2007 to March 2010

Advanced Draft 08.02.07

Contents

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1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

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

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

The Adults of a Working Age Department provides a range of services to people with mental health problems and learning disabilities between the ages of 18 and 64, according to their identified needs, and an assessment and care management service for adults with physical and sensory disabilities. A number of our services also contribute to the work of other Departments, including children, older people and people with substance misuse problems. In addition, the Department is responsible for the Emergency Duty Out of Hours Service, which covers Children's Services and all Adult areas.

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

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

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

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

2.1.1 Service Activities

Mental Health Services (for people aged 18-64)

- Assessment and care management functions
- Community Mental Health Services
- Care Programme Approach and Effective Care Co-ordination – an integrated approach to planning the care given to each person
- Approved Social Work (for all adults service groups)
- Outreach Service
- Out of Hours Emergency Services
- Delivery of day care services
- Delivery and develop of carer support services
- Development of a wider range of work opportunities for people with severe mental health problems

- Development of more vocational training and educational options for people with severe mental health problems
- Development of a greater range of supported accommodation
- Ensuring increased financial independence for users of the service and reducing the numbers of people who are subject to appointeeship.
- Promoting and enabling empowerment of people who use services
- Delivery of high quality practice placements for student social workers.
- Development of a greater range of advocacy services.

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

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

Adults with Learning Disabilities – Provider Services

- The delivery of modernised day services which support those with the greatest levels of individual need, whilst promoting independence and full social inclusion
- Delivery of safe and supportive living arrangements through the Halton Supported Housing Network
- Development of a wider range of employment opportunities for people with learning disabilities, which reflect a range of skills and abilities

2.2 Key Messages

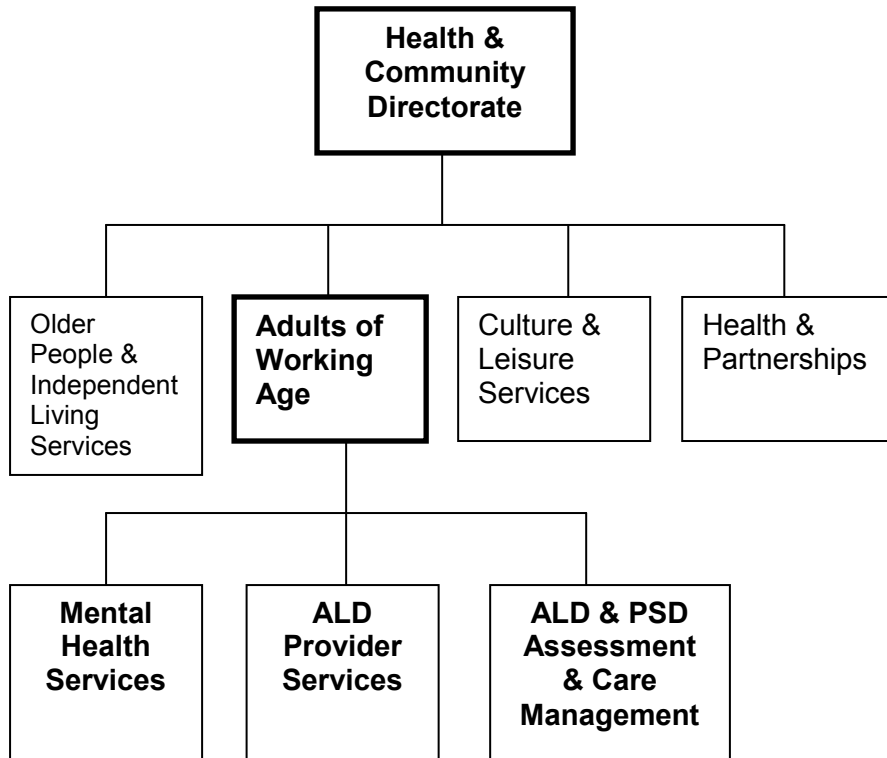
Integration has been key to improving overall effectiveness and performance in service delivery throughout the last year. The assessment and care management functions for people with physical and sensory disabilities have been moved from the Older People's Department into the adults with learning disabilities assessment and care management team within the Adults of a Working Age department and are now managed by one Divisional Manager. The learning disability care management team have physically moved to the Bridges Learning Centre in Widnes to enhance the integrated working approach this team has with the PCT's care management function.

More daytime opportunities for adults with learning disabilities are provided in community-based settings and in partnership with community centres, thereby enhancing their inclusion into the community. A considerable amount of staff time and effort has gone into achieving this and managing the change arising out of the closure of Astmoor Day Centre. All stakeholders were involved throughout the process and regularly kept informed of developments.

A Community Bridge Building Service has been developed which aims to promote social inclusion for all adults and older people by helping them access mainstream services.

The merger of the two PCTs, Halton and St Helen's, has meant that new relationships have been developed with the newly formed PCT and with St Helen's Council. Joint commissioning functions with the PCT will be further developed throughout 2007/08 to ensure that we improve the health of Halton's residents.

2.3 Organisation Structure



	FTE	Headcount
Managerial	12.2	14
Professional/Technical	29	30
Administrative/Clerical	15.5	15
Front Line	128.4	180
Total	185.1	239

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to the Adults of a Working Age Department, and the Service Aims associated with them are: -

CORPORATE PRIORITY 1: HEALTHY HALTON

Area of Focus 2: Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles

Service Aims:

SA 1: To promote and support working aged people and their carers to make positive choices about their lifestyle and health.

SA2: To promote, support and encourage the social inclusion of service users and carers into the community and increase access to mainstream services.

Area of Focus 6: Providing services and facilities to maintain the independence and well-being of vulnerable people within our community

Service Aims:

SA 3: To encourage independence and choice to enable people to feel in control of their own lives, which in turn impacts positively upon their physical and mental health.

SA4: To involve service users and carers in service development initiatives to ensure services delivered are needs-led and outcome focussed.

Area of Focus 7: Providing services and facilities to maintain existing good health and well-being

Service Aims:

SA 3: To encourage independence and choice to enable people to feel in control of their own lives, which in turn impacts positively upon their physical and mental health.

CORPORATE PRIORITY 4: EMPLOYMENT, LEARNING & SKILLS IN HALTON

Area of Focus 21: To improve access to employment by providing opportunities to enhance employability skills and knowledge

Service Aims:

SA 5: To support vulnerable people through their difficulties and back to work, training or education to enhance their skills, within the context of full equality of opportunity for all.

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

4.1.1 Political

The 5 Boroughs Partnership NHS Trust's new model of care for mental health services 'Change for the Better' has gone through the joint scrutiny process and will impact on the way mental health services are delivered. The new model aims to reduce the reliance on in-patient beds and develop more services based on recovery and social inclusion. This model will be implemented by April 2008. The full impact will not be clear until implementation is complete.

The reconfiguration of PCTs resulting in the merger of Halton and St Helen's PCTs has led to the requirement to form a new relationship. Partnerships across service areas have been strengthened as a result, eg, Mental Services and ALD.

4.1.2 Economic Climate

There are significant budgetary pressures within the Department. Gershon efficiency gains, the implications of the Base Budget Review and Supporting People's retraction plan, resulting in reduced funding in adults with learning disabilities, continues to have an impact on service areas. Services need to ensure that they are designed to deliver greater efficiency and value for money without detrimental impact on those people who use them.

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

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

Pressure on the transport budget has meant a strict application of eligibility criteria for the provision of local authority transport. Transport will continue to be an area of increased focus this coming year.

4.1.3 Social Factors

Halton have entered into a partnership arrangement with St Helen's Local Authority to provide a 24 hour access/out of hours emergency service. This will be established in 2007/08 and provide a new locally based service.

There is an increase in the number of young people with more complex needs and a growing number of ageing people with learning disabilities, therefore, there is increasing pressure on resources within adults services.

A number of Government initiatives and legislative requirements have put social inclusion higher on the social care agenda. The Directorate's newly developed Community Bridge Building service aims to promote social inclusion for all adults and older people by helping them access mainstream services.

4.1.4 Technological Developments

A pilot of assistive technology in a number of properties within the Halton Supported Housing Network continues, which aims to promote and encourage independent living, with a view to rolling out this technology in all suitable properties in the future.

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

4.1.5 Legislative

The Mental Capacity Act 2005 received Royal Assent in April 2005 and is due to be fully implemented by April 2007. The Act will be implemented with the development of an independent advocacy service.

The implications of the 2 White Papers published in 2006, Our Health Our Care Our Say and Strong and Prosperous Communities, and the consultation document A New Outcomes Framework for Adults Social Care will need to be managed by the Department. These documents place a stronger emphasis on the involvement of people who access social care services and their carers being involved in service planning and delivery to ensure services are needs-led and outcome focussed. Currently service users and carers are involved, but more systematic evidence will be required.

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

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

Details of changes to the Commission for Social Care Inspection (CSCI) inspection and regulation of adults social care services were published in March 2006 via the document 'Inspecting for Better Lives'. Some of these changes came into effect in April 2006, others will be fully introduced by April 2007.

4.1.6 Environmental

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

4.2 Service Developments

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

- The outcomes of the internal review of ALD day services continue to be implemented. This has led to the establishment of community-based services.
- The outcomes of the internal review of mental health day services will be implemented and will lead to more community based services.
- The outcomes of the internal review of ALD supported living scheme and residential respite services are to be implemented. Respite services are subject to a tendering process leading to a more efficient service.
- The outcomes of the internal review of the Emergency Duty Team are to be implemented.
- The outcomes of a consultation exercise with Halton's BME community, conducted in partnership with the Cheshire Halton and Warrington Racial Equality Council, to establish their views and experiences of statutory social care services are to be used to improve services to this community group.
- Work continues with the Children and Young People's Directorate to promote the safeguarding of children, with the development of a joint working policy between the 2 Directorates.
- A formal process is now in place to identify and record any unmet needs and service deficits identified through the assessment and care management process. This process feeds into the service planning and commissioning process to ensure future needs of service users and carers are met and gaps in services are closed.
- The action plan arising out of the outcomes of the Mental Health Improvement Review, conducted jointly by the Healthcare Commission and CSCI in January 2007 continues to be implemented and monitored by CSCI.

4.3 Efficiency Improvements

Summary of efficiency improvements in the last 12 months, taken from the Annual Efficiency Statement:

- Review of methods of service delivery in Day Services has resulted in £37,000 of cashable efficiency gains.
- Improved bed occupancy for ALD respite beds has resulted in £15,000 non-cashable efficiency gains.
- A total of £81,000 of cashable efficiency gains has been delivered within the Department through a number of changes, eg, working practices, better management of staff time and client transport.

4.4 National, Regional & Sub-Regional Focus

The Department is working with other Local Authorities with a similar BME population with the aim of developing a joint working group and strategy to improve performance and service delivery to the BME community in Halton.

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

Collaborative work with the 4 Boroughs has taken place on implementing the Mental Capacity Act. Halton, in partnership with Knowsley, Warrington and St Helen's Local Authorities have tendered for an independent mental capacity advocacy service.

4.5 Equal Opportunities

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

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006-07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

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

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

This will be provided by Accounts and added prior to formal publication.

5.2 Future Staffing Requirements

(Headcount figures supplied not FTE)

Year	Managerial	Professional/ Technical	Administrative/ Clerical	Front Line
2008/09	13	28	14	176
2009/10	13	28	14	176

Practice Manager posts have been included in the Managerial category, however, the posts include a Social Work role. All Social Work posts have been included in the Professional category, however, their roles are also front line.

Staffing levels for ALD Provider Services may change as a result of the review of the Halton Supported Housing Network, which includes a review of the staffing structure for the Network, however, at this stage it is difficult to determine what impact the review will have.

The potential reduction of 1 rehabilitation post within the PSD Care Management Team is reflected in the above due to the end of the grant funding this post in March 2008.

Staff for the Bridge Building Service and a new social work post in the Crisis Resolution Team have been included in 2007/08 staffing figures, however, funding, for the Bridge Building Service is not guaranteed beyond March 2008 therefore they have not been included in the above.

5.3 Future ICT Requirements

During 2007/08 the CareFirst 5 system will be upgraded to CareFirst 6. CareStore and CareAccess will be implemented and evaluated. The project of implementation will be managed in conjunction with Corporate IT.

The use of electronic social care records will be piloted so that the CareStore system can be tested and evaluated.

5.4 Future Accommodation/Property Requirements

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

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- **Performance Indicator Targets.** These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- **Local Performance Indicators.** These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- **Local Public Service Agreement Targets.** Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements.
- **National Floor Targets.** These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.
- **Local Area Agreement.** Text to follow.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

Objectives and Milestones

The following tables identify the objectives and/or any national and local indicators for the service. Each individual objective/indicator has been referenced to the Corporate Plan Priority to which it relates: -

6.1 Key Service Objectives

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

Service Objective:	AWA 1 – To work in partnership across traditional boundaries, always keeping service users and carers at the centre of the service, to strengthen service delivery to hard to reach groups, including those from the BME community, and to ensure that services are needs-led and outcome focussed.					
Key Milestone(s) (07/08)¹	<ul style="list-style-type: none"> • <i>Implement the Payments and Expenses Policy and Procedure for service users and carers to encourage and recognise their participation in service development initiatives by June 2007</i> • Consult the BME community with the assistance of the Cheshire Halton & Warrington Racial Equality Council to ascertain whether services are meeting the needs of this community by April 2007 • Continue to implement ALD's financial recovery plan to ensure that the service becomes increasingly efficient and effective by March 2008 • <i>Review the policies and protocols in place for transitional arrangements to ensure children moving from Children's to Adults services receive a seamless service by Sept 2007</i> • <i>Contribute to the safeguarding of children in need where a parent is receiving Adults services by ensuring staff are familiar with and follow safeguarding processes by March 2008</i> 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Review the Payments and Expenses Policy and Procedure to ensure payment levels are appropriate and procedures are adequate by June 2008 • Establish strategy in partnership with other LAs to improve performance and service delivery to the BME community by June 2008 • Contribute to the safeguarding of children in need where a parent is receiving Adults services by ensuring staff are familiar with and follow safeguarding processes by March 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Contribute to the safeguarding of children in need where a parent is receiving Adults services by ensuring that staff are familiar with and follow safeguarding processes by March March 2010 • Implement BME strategy developed in partnership with other LAs by March 2010 					
Risk Assessment	Initial	3 - Low	Responsible Officer	All DM's	Linked Indicators	See Below
	Residual	1 - Low				
PAF C73, PAFC29, PAFC30, PAFC31, BVPI201/PAFC51, PAFC62, PAFD39, PAFD40, AWA8, PAFB11						

¹ Note: those milestones in italics in 2007/08 will be reported in Quarters 2 and 4 only.

Corporate Priority:	Healthy Halton Employment, Learning & Skills in Halton
Key Area Of Focus:	<p>AOF 2, Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.</p> <p>AOF 6, Providing services and facilities to maintain the independence and well being of vulnerable people within our community.</p> <p>AOF 21, To improve access to employment by providing opportunities to enhance employability, skills and knowledge.</p>

Service Objective:	AWA 2 – To continue to modernise mainstream socially inclusive opportunities by implementing meaningful daytime activities and maximising employment opportunities for all vulnerable people to promote independence and community inclusion							
Key Milestone(s) (07/08)²	<ul style="list-style-type: none"> • Monitor implementation of Community Bridge Building Service as part of the Day Services Strategy and evaluate by March 2008 • <i>Implement action plan for the National Service Framework for Long Term Conditions by March 2008</i> • <i>Contribute to the implementation of Change For The Better, the 5BP's new model of care for mental health services, which aims to reduce reliance on in-patient beds and develop services based on recovery and social inclusion, by March 2008.</i> • Implement "In Control" model pilot for people with learning disabilities and physical/sensory disabilities by Sept 2007 • <i>Continue to increase the number of people supported into employment, training, etc, by March 2008</i> • <i>Complete review of the Independent Living Centre in partnership with the PCT by June 2007</i> 							
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Review Day Services Strategy to ensure that it reflects the modernisation agenda by Sept 2008 • Continue to contribute to the implementation of Change For The Better, the 5BP's new model of care for mental health services by March 2009 • Evaluate In Control pilot and extend to other service user groups as appropriate by March 2009 • Review SLA for in-house Day Services by June 2008 							
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Continue to support and promote " In Control " model by March 2010 							
Risk Assessment	Initial	12 - High	Residual	6 - Medium	Responsible Officer	All DM's	Linked Indicators	See Below
PAFC73, PAFC29, PAFC30, PAFC31, BVPI201/PAFC51, PAFC62, PAFD37, PAFD39, PAFD40, PAFD55/BVPI195, PAFD56/BVPI196, KTI1, KTI2, AWA1, AWA2, AWA3, AWA4, AWA5, AWA6, AWA7, AWA8, PAFB11								

² Note: those milestones in italics in 2007/08 will be reported in Quarters 2 and 4 only.

Corporate Priority:	Healthy Halton					
Key Area Of Focus:	AOF 7, Providing services and facilities to maintain existing good health and well-being.					
Service Objective:	AWA 3 - To develop and improve a range of services and support for carers in accordance with the Carers Strategy to ensure carers needs are met and to support the delivery of the Carers LPSA Target					
Key Milestone(s) (07/08)³	<ul style="list-style-type: none"> • <i>Build on the success of both Carers Centres by developing new services for carers, eg, training courses, extending complementary therapies, to ensure Carers receive the help and support they need by March 2008</i> • Meet the Carers LPSA target to ensure carers receive the help, support and services they need by March 2008 • <i>Increase the number of carers provided with assessments leading to provision of service to ensure Carers needs are met by March 2008</i> • <i>Work with the Cheshire Halton & Warrington Racial Equality Council to increase carers services to the BME community by June 2007</i> • Develop new model to increase access to new funding for Carers Centres by March 2008 • <i>Work with Halton & St Helen's PCT to improve the physical health of carers by Sept 2007</i> 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Increase the number of carers provided with assessments leading to provision of service, including black and minority ethnic carers, to ensure Carers needs are met by March 2009 • Increase the number of carers receiving a carers break by March 2009 • Work with the Drug Action Team to develop and improve services to carers with drug/alcohol problems by March 2009 • Consult carers on information and access to services to improve accessibility to services by Oct 2008 • Implement new model for Carers Centres to increase access to additional funding by March 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Ensure Carers Centres are able to access additional funding when available from bodies such as the Lottery by March 2010 					
Risk Assessment	Initial	16 - High	Responsible Officer	All DM's	Linked Indicators	See Below
	Residual	12 - High				
PAFC73, PAFC29, PAFC30, PAFC31, BVPI201/PAFC51, PAFC62, PAFD40, AWA8, PAFB11						

³ Note: those milestones in italics in 2007/08 will be reported in Quarters 2 and 4 only.

6.1.1 Other Service Objectives

None.

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ⁴	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ⁵ (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Service Delivery											
<u>PAF C73/SA1&3</u>	Admissions of Supported Residents aged 18-64 into residential/nursing care	1	0.4	2.7	2.1	1.4	0.4		0.4	0.4	0.4
PAF C29/SA3	Adults with physical disabilities helped to live at home	1	7.14	5.6	4.5	3.4	7.2		7.4	7.4	7.4
PAF C30/SA3	Adults with learning disabilities helped to live at home	1	4.23	3.4	2.8	2.3	3.9		4.3	4.3	4.3
PAF C31/SA3	Adults with mental health problems helped to live at home	1	2.62	2.6	3.3	4.3	2.8		2.8	2.8	2.8
<u>BVPI 201 (PAF C51)/SA3</u>	Adults and Older people receiving direct payments per 100,000 population * Key threshold >15	1	165.38	93	68	57	184		190	200	210

⁴ Key Indicators are identified by an **underlined reference in bold type**.

⁵ No quartile data is available for local performance indicators

Ref ⁴	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ⁵ (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
PAF C62/ SA3	Number of carers receiving a specific carers service as a percentage of clients receiving community based services	1	7.04	10.6	7.3	4.6	9		9	10	12
Quality											
PAF D37/ SA1	Availability of Single Rooms	1	100%	100%	97%	93%	100%		100%	100%	100%
PAF D39/ SA4 CPA PI	Percentage of people receiving a statement of their needs and how they will be met.	1	99.9%	97%	96%	92%	99.6%		99%	99%	99%
PAF D40/ SA3&4	Clients receiving a review as a % of adult clients receiving a service (cost effectiveness PSA Target)	1	77.24%	74%	66%	61%	80%		80%	80%	80%
PAF D55 (BVPI 195)/ SA1	Acceptable waiting times for assessment <i>Key threshold >60%</i>	1	84%	82%	79%	72%	80.5%		83%	85%	85%
PAF D56 (BVPI 196)/ SA1	Acceptable waiting times for care packages <i>Key threshold >60%</i>	1	91%	90%	85%	81%	88%		85%	87%	89%
Fair Access											
KTI 1/ SA2	Percentage of adults assessed in year where ethnicity is not stated <i>Key threshold >10%</i>	1	1.44%	-	-	-	1.5%		1.0%	1.0%	1.0%
KTI 2/ SA2	Percentage of adults with one or more services in the year where ethnicity is not stated <i>Key Threshold >10%</i>	1	0.76%	-	-	-	0.6%		0.5%	0.5%	0.5%

Ref ⁴	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ⁵ (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
AWA 1/ SA5	Number of learning disabled people in work per 1000 population 18-64	4	0.36	-	-	-	0.54		0.27	TBC	TBC
AWA 2/ SA5	Number of learning disabled people in voluntary work per 1000 population	4	0.90	-	-	-	1.0		1.01	TBC	TBC
AWA 3/ SA5	Number of physically disabled people in paid work per 1000 population	4	0.60	-	-	-	0.67		0.74	TBC	TBC
AWA 4/ SA5	Number of physically disabled people in voluntary work per 1000 population	4	0.46	-	-	-	0.27		0.20	TBC	TBC
AWA 5/ SA5	Number of adults with mental health problems in paid work per 1000 population	4	0.52	-	-	-	0.60		0.67	TBC	TBC
AWA 6/ SA5	Number of adults with mental health problems in voluntary work per 1000 population	4	0.40	-	-	-	0.27		0.20	TBC	TBC
AWA 7/ SA2	Percentage of carers on the carer's database as a percentage of the number of carers identified in the 2001 census in Halton	1	23.5	-	-	-	22.75%		25%	30%	35%
AWA 8/ SA3&4	Percentage of Carer assessments completed for adults	1	30.87%	-	-	-	45%		50%	53%	55%
Cost & Efficiency											
PAF B11/ SA3	Intensive home care as a percentage of intensive home care and residential care	-	22%	29%	24%	19%	26%		26%	27%	28%
PAF B12	Cost of intensive social care for adults and older people	-	£527	£547	£509	£455	£473		TBC	TBC	TBC

Ref ⁴	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ⁵ (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
<u>PAF</u> <u>B17</u>	Unit cost of home care for adults and older people.	-	£17.10	£17.40	£15.70	£13.20	£14.20		TBC	TBC	TBC
Corporate											
No indicators of this type are applicable to this service.											

Future targets for AWA1-6 will be agreed once succession funding to NRF has been identified.

6.3 Equality Action Plan

A new Directorate Equality Action Plan is currently in development, therefore, this will be inserted as Appendix 2 at a later date.

6.4 Local Public Service Agreement

The Department contributes to an LPSA Target for Carers, which sits within the Older People's Departmental Service Plan.

6.5 National Floor Targets

Ref	Description	Government Targets
PSA 1 Home Office	<ul style="list-style-type: none"> In partnership with drugs and alcohol services, social care to contribute to reduction of offending behaviour by provision of preventative and rehabilitative services. Provision of lifeline's equipment to reduce fear of crime. 	Reduce crime overall by 15%, and further in high crime areas, by 2007-08.
PSA 6 DTI	<ul style="list-style-type: none"> Supported Employment Services to develop consultancy and assistance for the development of starter businesses. 	Help to build an enterprise society in which small firms of all kinds thrive and achieve their potential, with (i) an increase in the number of people considering going into business, (ii) an improvement in the overall productivity of small firms, and (iii) more enterprise in disadvantaged communities.
PSA 7 ODPM	<ul style="list-style-type: none"> Establishing a Disability Register to make more efficient use of public funds to meet the decency standard for all social housing. 	By 2010, bring all social housing into decent condition with most of this improvement taking place in deprived areas, and for vulnerable households in the private sector, including families with children, increase the proportion who live in homes that are in decent condition.
PSA 10 DTI & DWP	<ul style="list-style-type: none"> Implementation of Welfare to Work and individual employment strategies across service areas within social services to increase local employment opportunities for disabled and vulnerable people. 	Over the 3 years to Spring 2006, increase the employment rates of disadvantaged areas and groups, taking account of the economic cycle – lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications, and the 30 local authority districts with the poorest initial labour market position, and significantly reduce the difference between their employment rates and the overall rate.
PSA 11 DH	<ul style="list-style-type: none"> Development of protocols across health and all social care services for the early reporting of and responsive to physical and mental ill-health. Review, in partnership with key stakeholders, suicide prevention plan and develop cross-agency Action Plan. Use of findings of Health Study to promote and develop strategies, which encourage higher levels of social capital. 	Starting with Local Authorities, by 2010 to reduce by at least 10% the gap between the fifth of areas with the lowest life expectancy at birth and the population as a whole. Reduce inequalities in relation to deaths from cancer (6% reduction in equalities gap), heart disease, stroke and related diseases (40% reduction in equalities gap) in the worst Local Authority areas, and to reduce adult smoking prevalence (reduce to 21% or less by 2010) with a focus on routine and manual groups (reduce to 26% or less by 2010).

6.6 Local Area Agreement

To follow

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councilors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- **Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Quarterly progress reports to the Management Team;**
- **The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

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

- The Council's Corporate Plan 2006-11
- [Halton's Community Strategy](#)
- Comprehensive Performance Assessment
- [Halton Best Value Performance Plan 2006/07](#)
- Mental Health Commissioning Strategy
- Adults with Learning Disabilities Commissioning Strategy
- Commissioning Strategy for Physically Disabled People
- Carers Strategy
- Better Care, Higher Standards
- National Service Framework for Mental Health
- Valuing People Strategy for Learning Disabilities

Risk Assessment for Key Service Objectives initially assessed as ‘High’ risk

Key Objective Ref	Initial Risks identified*
AWA 2	<ul style="list-style-type: none"> • Continue to modernise mainstream socially inclusive opportunities: Risk – Resistance to move away from traditional segregated services leads to services remaining unchanged, with poor outcomes for service users. Risk Treatment Measures - <ul style="list-style-type: none"> - In Control facilitates move towards individual, outcome focussed services. - Development of Bridge Building service influences community capacity building and partnership work. - Current day service modernisation develops meaningful daytime activity within community settings. - Joint working with Employment & Enterprise Service creates wider opportunities for people to access employment. - Mental Health Partnership Board consolidates integrated, community services with the 5BP.
AWA 3	<ul style="list-style-type: none"> • Develop new model to increase access to new funding for Carers Centres by March 2008: Risk - Carers may not support this. Risk Treatment Measure – Continue to work with carers, St Helen’s and the Princess Royal Trust. Options appraisal and impact assessment to be undertaken by May 2007. • Work with Halton & St Helen’s PCT to improve the physical health of carers by Sept 2007: Risk – Service development with PCT does not take place. Risk Treatment Measure – Work with PCT to identify Lead and regularly report back to PCT Management Team.

*Risk treatment measures associated with the risks identified can be found in the departmental risk register. A commentary will be included in the quarterly service plan monitoring report to indicate the progress

Equality Action Plan

A new Directorate Equality Action Plan is currently in development, therefore, this will be inserted as Appendix 2 at a later date.

The Department carried out an Equality Impact Assessment during 2005 and a number of actions that needed to be taken were identified. Those yet to be completed that are considered to be high priority are detailed in the table below.

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Action(s) Proposed	Timetable			Officer Responsible
			2007/08	2008/09	2009/10	



Business Planning and Resources

SERVICE PLAN

April 2007 to March 2010

Advanced Draft 08.02.07

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1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

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

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

Business, Planning and Resources is a new Department created by the Children's Services restructure and came into existence on 1st September 2006. The aim of the Department is to provide centralised support services to the whole Directorate, and Schools, bringing together major functions that were previously spread across the former Departments. The Department consists of 3 divisions providing a range of functions and details of each Division are as follows;

Management Information and Communication Division is responsible for a wide range of statutory data returns required by the DfES; it collects, collates, processes and analyses data in support of directorate service planning and performance analysis; it supports the information and communication technology infrastructure required by the Directorate and schools to carry out their various responsibilities and implements the agreed Management Information Strategy. It also maintains the Halton Children and Young People's Database and its associated modules. This database provides a range of information including data on attainment, attendance, exclusions, ethnicity, free school meals, looked after children and post codes. As part of the directorate restructure the Division has also taken on responsibility for maintaining and developing the Carefirst Database, which stores social care client records. The Division provides schools with a Service Level Agreement to support their Information Management Software (SIMS) and is responsible for supporting the development of the Intranet and Internet sites. The Division also manages ICT purchases, the Directorates ICT and E-Governments initiatives.

Planning and Performance Division is responsible for performance analysis and quality assurance of services across the directorate to underpin continuous service improvement. It is also responsible for the commissioning function and the putting in place and monitoring contracts for commissioned services. The Division has the workforce and training function with a centralised training team for the Directorate established as part of the restructure. It is responsible for planning processes including the development and co-ordination of Service Plans and Priority Action Plans. The Division also has the lead for Equality and Diversity and the production and co-ordination of the Directorates policies and procedures. The complaints function is included within this area and an integrated system for dealing with complaints across the Directorate is being developed.

Finance and Resources Division is responsible for financial management of the Directorate and schools including the determination of the school funding formula and significant external funding for a wide range of initiatives. It provides emergency and technical services to schools and bids for, develops and manages the directorate's capital programme through the Asset Management Process. The support services provided by both the Council and externally brokered services are co-ordinated through the division. It is responsible for the provision of a co-ordinated approach to health and safety along with the management of sickness absence. The assessment and processing of free school meals entitlements, admission arrangements and transport is undertaken within the division. Administrative and support arrangements which support the directorate are delivered through the division.

2.2 Key Messages

The Department was established during the previous year so the biggest challenge for all Divisions has been to manage the process of change. This has included the integration of staff previously based in a number of different settings into centralised teams and the challenges that process has brought. A significant factor in this process has been the disaggregation of services from Health & Community with the transfer of a number of staff and associated budgets that were previously part of Policy and Support Department within Social Services.

A clearer focus is provided for all services supporting children and young people as a result of the Children Act 2004 and Every Child Matters. The integration of what was previously Education & Social Inclusion Directorate with Children's Social Care, to become the Children & Young People Directorate has enabled all services to focus upon the 5 high level outcomes identified for children:

- ECM1 Being healthy
- ECM2 Staying Safe
- ECM3 Enjoying and achieving
- ECM4 Making a positive contribution
- ECM5 Achieving economic well being

Working within a coherent framework under the Director of Children's Services, it is intended that services will work better together, not only across the new Directorate, but also across the Council and all partner agencies providing services for children.

The Children and Young Peoples Plan is the multi agency plan which outlines how agencies will work together to achieve the Every Child Matters outcomes. The main multi agency activities are:

- Improvement & integration of universal services (early years, schools, health services, play & recreation)
- Child-centred services e.g. extended schools, children's centres, multi-disciplinary teams
- Refocusing on early intervention to prevent escalation of problems
- Narrowing the gap between children and young people doing well and those not doing well
- Community based services delivered through Children and Young People Area Networks (CYPAN's)

9 priorities have been identified for the Directorate and agreed with the DfES, CSCI, OFSTED and GONW. These are:

- Priority 1 - Outcomes for LAC
- Priority 2 - Attendance
- Priority 3 - SEN Services
- Priority 4 - Attainment and Achievement
- Priority 5 - CAMHS Services
- Priority 6 - Teenage Pregnancy
- Priority 7 - Exclusions
- Priority 8 - 14-19 Strategy
- Priority 9 - School Organisation

Business, Planning and Resources will support the work of the directorate towards all of these priorities and the some of the key functions in the Department

such as IT, Workforce and Finance will underpin work towards the priority. While by necessity all of the services within Business, Planning and Resources contribute towards all of the Priorities, strategic lead is given to the following:

Priority 9 - School organisation with a particular focus on the reduction of surplus places, Building Schools for the Future project and the renewal of primary capital.

Priority Actions Plans exist for each of the new areas identified and the original objectives are incorporated within this Service Plan. Appropriately and importantly, each of the priorities support the broader Council's priorities.

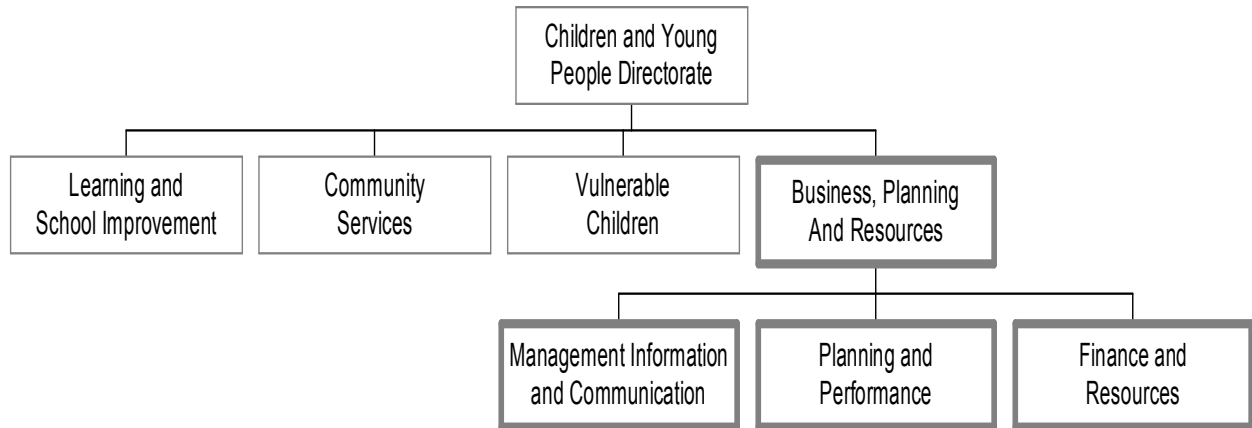
The Annual Performance Assessment judgements for Children's Services are on a scale of 1 to 4 ranging from 1 'a service that does not deliver minimum requirements for users (Inadequate) to 4 'a service that delivers well above minimum requirements for users (Excellent/Outstanding). Halton's 2006 APA Judgements were as follows;

Area for Judgement	Grade Awarded
The contribution of the local authority's children's services in maintaining and improving outcomes for children and young people	3
The council's overall capacity to improve its services for children and young people	3
The contribution of the local authority's social care services in maintaining and improving outcomes for children and young people	4

In addition the contribution of services to achieving the five outcomes was rated as excellent for Staying Safe and good for the other four outcomes. Key strengths were identified under each of the five outcomes and the following strengths related to the work of the Department were identified;

- Strategic planning and allocation of resources
- Partnership working
- Data analysis and progress monitoring

2.3 Organisation Structure



Staffing

	Management Information & Communication		Planning & Performance		Finance and Resources	
	F.T.E	Headcount	F.T.E	Headcount	F.T.E	Headcount
Managerial	3	3	3	3	2	2
Professional/ Technical	21	22	16	16	9	9
Administrative/ Clerical	0	0	10	12	18	19
Front Line	0	0	0	0	2	2
Total	24	25	29	31	31	32

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to the Business, Planning and Resources Department, and the Service Aims associated with them are: -

Corporate Priority 3: Halton's Children and Young People

Area of Focus 15: *To deliver effective services to children and families by making best use of available resources*

Service Aims:

SA 1: To ensure children and young people are enabled and encouraged to attend and enjoy school and to achieve highly (KJ 3.4)
Service Objective BPR 1

Corporate Priority 6: Corporate Effectiveness and Business Efficiency

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 to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.*

Service Aims:

SA 2: To ensure performance management is used to drive improvements in outcomes (KJ 6.4c)
Service Objective BPR 6

Area of Focus 32: *Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access*

Service Aims:

SA 3: To ensure directorate is implementing appropriate equality schemes including impact assessments (KJ 6.1b)
Service Objective BPR 9

SA 4: To ensure the needs of individual children, young people and families are effectively identified, recorded and communicated (KJ 6.3c)
Service Objective BPR 10

Area of Focus 34: *Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders.*

Service Aims:

SA 5: To ensure capacity is used efficiently and effectively to deliver ambitions, priorities and value for money (KJ 6.3b)

Service Objective BPR 2

Area of Focus 35: *Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.*

Service Aims:

SA 5: To ensure capacity is used efficiently and effectively to deliver ambitions, priorities and value for money (KJ 6.3b)

Service Objective BPR 7

Area of Focus 38: *Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.*

Service Aims:

SA 2: To ensure performance management is used to drive improvements in outcomes (KJ 6.4c)

Service Objectives BPR 4 and BPR 8

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*

Service Aims:

SA 5: To ensure capacity is used efficiently and effectively to deliver ambitions, priorities and value for money (KJ 6.3b)

Service Objective BPR 3

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.*

Service Aims:

SA 5: To ensure capacity is used efficiently and effectively to deliver ambitions, priorities and value for money (KJ 6.3b)

Service Objective BPR 5

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

4.1.1 Political

Every Child Matters: Change for Children Agenda introduced a new approach to the well-being of children and young people from birth to age 19. The aim is for every child, whatever their background or their circumstances, to have the support they need to:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

The Agenda promotes early intervention and co-ordinated service provision delivered through stronger partnership working and children's trusts.

Halton Community Strategy 2006-2011 identifies 5 priorities, which for the first time includes children and young people as a specific theme. The Children and Young People's Commissioning Partnership was established following this decision, and functions as the Specialist Strategic Partnership for Children and Young People. The Partnership also holds responsibility for implementing the practical arrangements needed to implement a Children's Trust, functions as a forum for the Alliance Board Task Group Chairs and for driving the joint commissioning agenda.

Children & Young People's Alliance Board functions as the Children's Trust, and is responsible for strategic planning of services to children and young people, including developing and implementing the Children and Young People's Plan and Children's Trust arrangements. The work of the Alliance Board is underpinned by the Halton Multi-Agency Compact, which sets out the responsibilities of Halton Borough Council and its Partner agencies on the Board.

Directorate Restructure: The management structure of the Children and Young People's Directorate was re-engineered in September 2006 to address the challenging agenda presented by Every Child Matters and ensure the Directorate is fit to deliver a modern and improved service to children and young people.

Halton Safeguarding Children Board was established in April 2006 in line with the requirements of the Children Act 2004, and links into the Halton Children & Young People's Strategic Planning arrangements and the Halton Children & Young Peoples Plan. The Board is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do.

Joint Area Reviews: New arrangements for inspection of children's services at local authority area level were introduced by the Children Act 2004. Joint Area Reviews will look at how services are working together locally to improve outcomes. They evaluate the collective contributions made to each outcome by relevant services and examine the involvement of children, young people and their parents in service planning structures. Halton's Joint Area Review is planned for March 2008.

4.1.2 Economic Climate

Deprivation: The Index of Multiple Deprivation (IMD) for 2004 suggests that deprivation has improved in the Borough. In 2004 the IMD ranked Halton as 21st most deprived Authority in England compared to 16th in the 2000 Index. However, it still ranks as one of the most deprived districts in England. Although located in Cheshire, Halton shares many of the social and economic problems more associated with its urban neighbours on Merseyside. Halton is ranked in the IMD as the 3rd highest authority in terms of deprivation on Merseyside, behind Knowsley and Liverpool, and 5th highest in the North West. Neighbouring authorities St Helens (36th), Wirral (48th) and Sefton (78th), are way down the table compared to Halton.

Halton has some of the most deprived wards in the country in terms of child poverty. Several parts of Halton are amongst the poorest in the country. In Widnes, the most deprived areas are Kingsway, Riverside and Appleton. In Runcorn, the most deprived areas are Castlefields, Halton Lea and Windmill Hill. However, there are many affluent areas of the borough as well. These are located mainly on the outskirts of both towns and comprise of several new housing estates.

Employment: Claimant unemployment in the Borough fell from 5.0% in January 2000 to 3.1% in November 2005. However, Halton still had the 5th highest claimant rate in the North West in November 2005. Research shows that the skill base of the local area is relatively poor compared to the United Kingdom as a whole and surrounding local economies. Halton has a low percentage of adults with further education qualifications and low rates of numeracy and literacy. All told, there is a mismatch between skills in the local workforce and jobs available in the borough, and it is anticipated that in the future over 95% of new jobs will need qualifications of at least NVQ 2 level and over 70% at NVQ 3 and above.

4.1.3 Social Factors

Demographic changes: The mid-2005 population of Halton stood at 118,800 (rounded up to the nearest 100 people). This is down from the mid-2004 population of 118,900. Halton has a larger number of people in the 5-24 age categories than across England as a whole. This is partly down to the influence of Runcorn New Town where a lot of younger people live.

The birth rate in Halton is declining, and this is already being seen in the falling numbers on roll in the district's primary schools. In January 2003 pupil numbers in Halton's Primary schools were over 1000 fewer than their net capacity. This will, naturally work its way through the system and result in reducing pupil numbers in secondary education and FE. This could lead to the problem of surplus Secondary school places across the borough in the near future.

The next ten years will see a reduction in teenagers by 20%. This presents new risks for social exclusion and shifting demands for services. Single person households will rise, and single parenthood will become even more common. One result is likely to be a marked increase in social isolation, which will have profound effects on people's health and involvement in their communities.

Health: Statistics show that health standards in Halton are amongst the worst in the country and single it out as the aspect of life in the borough in most urgent

need of improvement. The population is ageing which could put even greater demands on the health and social care services. At the same time lifestyle choices in the borough, especially among the young, in terms of diet, smoking, alcohol, exercise and other factors continue to give cause for concern for the future.

4.1.4 Technological Developments

Integrated Children's System: There have been delays in progressing the implementation of ICS although full implementation is now on target for March 2007. This reflects the national situation, with a recent DfES review finding that only a minority of local authorities would achieve full implementation by the DfES deadline of January 2007. ICS will provide an electronic recording system for social care through the development of web based E-Forms that integrate directly with the client database, Carefirst.

Electronic Social Care Record is now scheduled for introduction during 2007-08. Phase 2 development, which will incorporate legislative and practice changes and address connectivity issues, has been postponed by the DfES and further guidance is awaited.

Child Index: The Index will be a secure electronic tool that will enable authorised practitioners working with the same child or young person to find one another quickly and easily so they can provide more effective support to them and their families. Halton has been designated as an early adopter authority. The first user live date for Halton is January 2008, and the Index has a national implementation date of April 2008.

Electronic Common Assessment Framework: Halton has established a multi-agency group to oversee the development of an electronic CAF system (eCAF). The system has been built on the Children and Young People's Database, and will be piloted with practitioners from a range of voluntary and statutory agencies between January and June 2007.

4.1.5 Legislative

Children Act 2004 provides the legislative spine for the Every Child Matters agenda. It aims to minimize the risks and improve outcomes for children and young people by transforming the way children's services are organised and improving joint working between agencies. The Children Act is supported by a wide range of guidance regarding strategic planning, safeguarding, service delivery and local engagement.

The Every Child Matters agenda arising out of the Children Act provides the framework for the development of integrated service delivery for children and moves towards Children's Trusts. The act also established the key strategic roles of Director of Children's Services and Lead Member for Children's Services. It also introduced a single Children & Young People's plan covering all services to children to focus strategic planning.

Adoption and Children Act 2002 became operational from December 2005, introducing comprehensive changes to adoption services. The Act makes the child's welfare the paramount consideration in all the decisions by courts and introduces the use of the 'welfare checklist' into adoption work. It also highlights the need to prevent delay in planning for permanence and adoption and places a

duty on local authorities to ensure that the support and financial assistance needed is available to people affected by adoption. The Adoption and Fostering Service has been restructured in order to ensure services are delivered in accordance with the new legislation.

Childcare Act 2006: The new Childcare Act aims to transform childcare and early years services in England, taking forward some of the key commitments from the Ten Year Childcare Strategy, published in December 2004. The Act will require authorities to improve the five Every Child Matters outcomes for all pre-school children and reduce inequalities in these outcomes, secure sufficient childcare for working parents and provide a better parental information service. The Act also reforms and simplifies early years regulation and inspection arrangements. It is anticipated that the main provisions of the Act will come into effect in 2008.

Local Government White Paper Strong and Prosperous Communities: The White Paper promotes community and neighbourhood engagement, and will strengthen the council's role in leading community-wide improvements. It develops the role of overview and scrutiny in relation to external bodies, and provides new requirements on service providers to engage with Sustainable Community Strategies and Local Area Agreements. There are changed requirements for council constitutions, and announced changes to the performance management and inspection regimes.

“Care Matters : Transforming the Lives of Children in Care:” The Green Paper, was launched for consultation in October 2006 and sets out a radical package of proposals for transforming the lives of children in care, and will have major resource implications. Proposals are made regarding better support for those on the edge of the care system; making sure there is a more consistent adult in each child's life to fulfil the state's responsibilities as corporate parent; provision of stable, high quality placements; a place in a good school and support for further education; support for all aspects of children's lives outside schools; supporting children to make the transition into adult life and clear and strong accountability to make the whole system focus on the needs of children in care.

Education and Inspections Act 2006: In autumn 2005 the Government published *Higher Standards, Better Schools For All*, the Schools White Paper. The White Paper contained proposals aimed at ensuring that every child in every school in every community gets the education they need to enable them to fulfil their potential. The White Paper received Royal Assent on 8 November 2006 and became the Education and Inspections Act 2006. As well as giving legal force to many of the proposals in the White Paper, the Act contains some additional measures that were not in the original document, including a duty on governing bodies to promote well-being and community cohesion, and to take the Children and Young People's Plan into consideration when undertaking this duty.

Extended Schools Prospectus 2005: The prospectus sets the agenda for all schools and children and families to be able to access a core of extended services which are developed through multi-agency partnership. Extended services can include childcare, adult education, parenting support programmes, community-based health and social care services, multi-agency behaviour support teams and after-school activities.

14-19 strategy aims to develop a coherent 14-19 phase of education where young people are committed to continuing learning whether in school, college or the workplace. The Strategy aims to encourage more young people to stay in school beyond 16 by increasing curriculum flexibility and choice, extending the program of studies for learners in the 16-19 age group and improve the vocational offer.

4.1.6 Environmental

There are no environmental factors likely to impact on this service area during the period covered by this plan.

4.2 Service Developments

Children and Young People's Plan: In line with the Children Act 2004, the Halton Children and Young People's Plan brings together all agencies and services within Halton, not just those delivered by the Council, and sets out joint priorities and joint activities to improve outcomes for children and young people. All Council Directorates, local Health Trusts, Cheshire Constabulary, Cheshire Probation Service, The Youth Offending Team, Connexions, Learning and Skills Council, Education Business Partnership and a range of voluntary sector services contributed to the Plan. Most importantly, it takes into account consultations held with children, young people and their parents and carers across Halton and reflects their aspirations and views.

Consultation Activity: A participation strategy was produced in 2004 in order to ensure that children, young people and their families are given the opportunity to be fully engaged in strategic planning and shaping services. In line with the strategy, a process of consultation has been undertaken in respect of the changes to the design and delivery of children's services.

A major piece of consultation regarding the planning of services for children and young people was undertaken between November 2005 and February 2006, to inform the Children and Young People's Plan. A questionnaire was published on the Halton Website and in the Halton Borough Council magazine which is delivered to every household in Halton. The questionnaire was also circulated to primary and secondary schools and distributed through partner agencies. Almost 400 responses were received from young people and over 100 from adults. In addition to the above survey, 115 staff from across all partner agencies attended consultation/ briefings and were able to feed into the planning process by giving their views about priorities areas for action. The findings these consultations were taken into account in developing the Halton Children and Young People's Plan, including identifying priorities and setting performance targets.

In addition to this specific consultation exercise, the strategic management structure was designed to ensure that the engagement of children and young people and their carers is central to all processes. There is a high level of participation of Looked After Children in reviews and service planning using child friendly processes and consultation methods. A parent and carers forum was established, and has a parent/carers representative on the Alliance Board and each of the Task Groups. The Board facilitated a comprehensive process to elect the Borough-wide Youth Forum and Member of Youth Parliament. 123 young people from a variety of backgrounds attended area based residential events where they learned about the democratic process. This formed the basis for the selection process for the youth

forum and the MYP. All 11 – 18 year olds received a National Democracy Week information pack and 5228 eligible young people voted.

Annual Performance Assessment: The 2006 annual performance assessment of services for children and young people found that Halton consistently delivers above minimum requirements for children and young people, and that the contribution of services to outcomes is excellent in the area of staying safe and good in the remaining areas. Areas for development, to be focused on in future APAs and the Joint Area Review, are:

- Testing out the impact of a comprehensive CAMHS.
- The effectiveness of measures to reduce the rate of reprimands, final warnings and convictions amongst looked after children in Halton's care.
- Young people's attainment of qualifications at Key Stage 4 and post-16 and unauthorised absence and exclusion rates in secondary schools.

A review of the funding formula for special schools commenced in 2006/2007 and will be completed and implemented in 2008/2009. The outcome of this review will be to ensure that the current funding formula is revised to reflect the re-designation of each of the four special schools, promote inclusive practice and effectively target resources to need. Development of the special schools funding formula is being undertaken in collaboration with Stockport, Salford and Oldham Local Authorities.

Work continued in 2006/2007 on re-aligning nursery, primary and secondary schools funding allocations, reviewing the funding of special needs and the allocation methodology for deprivation for Halton schools. Consultation will be undertaken in 2007/2008 for implementation in 2008/2009.

A Scrutiny Review on Out of borough Pupils was undertaken in 2006/2007 with the intention of identifying the number of pupils educated outside the borough, the reason for this choice and the impact on the boroughs budget and performance.

Halton Parent and Carer Forum has been established and the database currently holds the names of 44 parents across the borough whom are willing to be involved in the consultation on children and young people service planning and delivery. Direct communication links between the Forum and Halton Children and Young People Alliance Board. Halton Youth Service has conducted consultation with the forum on their service delivery plan and plans are in place to consult in the every near future on the authorities Anti bullying policy.

4.3 Efficiency Improvements

A range of efficiency gains have been identified within the Directorate which represent both cashable and non-cashable efficiencies. Cashable efficiencies have been identified in a number of key budget areas such as out of borough placements, agency provision, supplies and services and staffing.

Through the re-designation of Halton Special Schools and the more effective use of the Key Stage 4 PRU along with the review of other special needs provision it is estimated that the numbers of pupils with special needs educated out of borough can be reduced. This is currently a key budget pressure for the directorate.

Opportunities have been taken to realign funding to meet the Directorates priorities through the cessation of a number of posts where these roles are no longer required or can be delivered in a more costs effective fashion.

Non-cashable savings will be produced through a range of initiatives such as the improvement in the percentage of statements processed within the 18 weeks period using the existing staffing resource.

4.4 National, Regional & Sub-Regional Focus

All service areas actively participate in regional and national groups relating to their work. Representatives are involved in the following groups:

- Learn Together Partnership
- Regional Workforce Development Group
- Social Services Research Group
- North West Commissioning Group
- North West IS Index group (Halton is an 'Early Adopter')
- North West ICS Group
- North West Training Group
- North West Complaints Officers Group

4.5 Equal Opportunities

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

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006 – 07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

Whilst every effort has been made to identify those developments that may influence or impact upon the service during the life of this plan the possibility exists that unforeseen developments may occur that need to be considered as and when they arise. Such developments will be detailed and commented upon

as appropriate in the sections dealing with key developments or emerging issues within the relevant Service Plan Quarterly Monitoring Reports.

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

To be added when Budget for 2007-08 is finalised

5.2 Future Staffing Requirements

Year	Managerial	Professional/ Technical	Administrative/ Clerical	Front Line
2007/08	No Change*	No Change*	No Change*	No Change*
2008/09	No Change*	No Change*	No Change*	No Change*

*It is difficult at this stage to project or anticipate future staffing requirements. Work is currently being undertaken, under in conjunction with consultants from Manchester University, to develop a Halton Children's Workforce Development strategy. Steps are currently being taken to secure improved efficiencies through pooling of budgets and reconfiguration of service delivery. Future grant funding streams and budget constraints will also inform future staffing levels.

5.3 Future ICT Requirements

The ICT Development Plan looks forward to developments over 3 years 2006-2009. The most significant developments centre around the continuing developments to the Halton Children and Young People's Database and the Social Care system – Care First and the Integrated Children System (ICS) and the increasing amount of tracking data and the need to provide comprehensive analysis and reports. This will be further impacted upon with the demands for development / introduction of these major projects –

IS – Information Sharing Child Index: NW authorities were invited to become early adopters of the Child Index and Halton has agreed to become an early adopter authority. As part of the required development of the national Child Index it is vital that access to the current CYP database can be undertaken on the web by all relevant practitioners in Halton. All LA's need to develop a content management CYP local directory. The system needs to be web based to allow all practitioners to report on their involvement with the child/young person. The system will then via XML reports link to update the National IS Index. In order to do this we need to purchase Synergy gateway from Tribal Software Solutions – this is a fully integrated web portal to the CYP database designed to underpin multi agency collaboration.

OLM Carefirst 6 Software – this will include the incorporation of the developments required Integrated Children System (ICS) together with the Electronic Social Care Record. To enable the project to be implemented post April 2007 the following is essential – OLM Consultancy and Project Management Issues. Additional IT infrastructure / servers are also required , There is a statutory requirement on the authority to store electronically all letters/reports etc. relating to Children Social Care records. This will involve all current, archived and future records. The process will require new IT infrastructure, scanning and new working arrangements to be introduced – in particular a new content

management process will be need to be adopted. Resources will be required to work on all current and historical records.

Building Schools for the Future: Key to the success of BSF is the integration of learning and teaching, physical environment/buildings, infrastructure and technologies. None can be considered in isolation. Information and communications technology (ICT) is a core part of the programme with specified funding provision. Our vision is for an ICT enabled learning community, building on our current ICT strategy. Through BSF, ICT will transform the way that education is delivered in Halton. The BSF ICT strategy opens the way to a new pedagogy, making it easier for teachers to plan and access high quality materials, help pupils and their parents to explore their subjects they are studying. The use of new technology will energise learners and practitioners. ICT will enable practitioners to personalise learning. We aim to develop and exploit ICT as part of our overall programme to raise standards. Building Schools for the Future will deliver the following:

Increased maintenance and increased costs for the Halton Children and Young People's Database and Carefirst 6i and their associated modules will impact on resources and growth items will be required. The relatively small amount of capacity within the directorate for these tasks suggests that growth will be required unless central support services are able to widen their support or that additional resources can be made available within the directorate.

The directorate has a significant number of PCs that are out of warranty or will shortly be out of warranty. A capital bid has been submitted to enable the replacement PCs/laptops that will be coming out of warranty in the 2007/08 financial year – 3 years for laptops and 5 years for desktops.

An investment of capital resources at least at current levels is necessary to tackle effectively our duty to promote effective learning environments in our schools, which include keeping pace with technological advances. In addition, there are issues related to condition, suitability, accessibility and security which demand an ongoing prioritised programme if learners' interests are to be adequately safeguarded and promoted.

5.4 Future Accommodation/Property Requirements

In order to participate in the Building Schools for the Future initiative and access Primary Capital Funding the borough will need to commence a reorganisation of its school provision to establish the best community solution to learning provision for the 21st Century. The outcome of the review of nursery, primary, secondary and special provision will be the provision of facilities that are inclusive, improve the learning environment, are accessible, provide choice to young people and their families and are considered major community resource. Both BSF and Primary Capital provide Halton with a once in a lifetime opportunity to modernise the physical and learning environment and transform learning outcomes for children and young people.

The second phase of the development of Children' Centres will be complete by March 2008 providing flexible, multi-agency services to meet the needs of children, young people and their families.

The opportunity for the more effective organisation and deployment of CYPD Staff to ensure the most appropriate location for service delivery will be provided following the re-location of the Permanence Team and the Adoption and Fostering Teams from Grosvenor House to Midwood House in 2007. A more comprehensive assessment of the Directorates accommodation requirements will then be undertaken in 2008 following the transfer of the Housing and Community Directorate staff from Grosvenor House to Runcorn Town Hall.

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- **Performance Indicator Targets.** These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- **Local Performance Indicators.** These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- **Local Public Service Agreement Targets.** Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements.
- **National Floor Targets.** These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.
- **Local Area Agreement**
Standard corporate text to be added.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

The following tables identify the objectives and/or any national and local indicators for the service. Each individual objective/indicator has been referenced to the Corporate Plan Priority to which it relates.

6.1.1 Key Service Objectives

Key Objective BPR1

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	15 - To deliver effective services to children and families by making best use of available resources
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	BPR1: To enable the process of School Re-organisation including the development of the BSF programme					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Review progress in the light of new pupil number data by February 2008 Implement second phase of secondary rationalisation programme by March 2008 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Review progress in the light of new pupil numbers and rationalisation measures undertaken by February 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Review progress in the light of new pupil numbers and rationalisation measures undertaken by February 2010 					
Risk Assessment	Initial	TBC	Responsible Officer	OD Business, Planning & Resources	Linked Indicators	TBC
	Residual	TBC				

Key Objective BPR2

Corporate Priority:	Corporate Effectiveness and Business Efficiency
Key Area Of Focus:	34 - Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
ECM Outcome & CYP Plan Priority	Service Management

Service Objective:	BPR2: To deploy resources effectively and efficiently					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Review arrangement for staffing, funded through grant by January 2008 Review Special Schools and SEN funding formula by March 2008 Implement Year 3 Gershon Efficiency targets from Apr 2007 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Complete Review of Services provided to schools by January 2009 Review School funding formula in light of the national review by March 2009 Implement revised Gershon Efficiency Targets from April 2008 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Implement outcome of review of services by January 2010 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Finance & Resources	Linked Indicators	TBC
	Residual	TBC				

Key Objective BPR5

Corporate Priority:	Corporate Effectiveness and Business Efficiency
Key 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
ECM Outcome & CYP Plan Priority	Service Management

Service Objective:	BPR5: To recruit and retain a fully staffed, trained and motivated workforce					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Reduce the level of staff turnover by March 2008 • Provide training to meet requirements highlighted in Personal Action Plans 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Reduce the level of staff turnover by March 2009 • Provide training to meet requirements highlighted in Personal Action Plans 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Reduce the level of staff turnover by March 2010 • Provide training to meet requirements highlighted in Personal Action Plans 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Planning & Performance	Linked Indicators	TBC
	Residual	TBC				

Key Objective BPR7

Corporate Priority:	Corporate Effectiveness and Business Efficiency
Key Area Of Focus:	35 - Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services
ECM Outcome & CYP Plan Priority	Service Management

Service Objective:	BPR7: To develop the commissioning function to efficiently and effectively commission and contract services					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Implementation of new joint commissioning framework by Sept 2007 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Develop a multi agency joint commissioning function to underpin move to Children's Trust by March 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Review commissioning function to ensure it is meeting the requirements of the Children's Trusts by March 2010 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Planning & Performance	Linked Indicators	TBC
	Residual	TBC				

Key Objective BPR8

Corporate Priority:	Corporate Effectiveness and Business Efficiency
Key Area Of Focus:	38 - Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
ECM Outcome & CYP Plan Priority	Service Management

Service Objective:	BPR8: To meet new ICT requirements and lead new projects					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Lead the IS index project and ensure DfES timescales are met 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Implementation of Carefirst 6i, Carestore & Care Assess by Sept 2008. 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Implement Electronic Social Care Record by Sept 2009 Full implementation of IS index by Sept 2009. 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Management Information & Communication	Linked Indicators	TBC
	Residual	TBC				

Key Objective BPR10

Corporate Priority:	Corporate Effectiveness and Business Efficiency
Key Area Of Focus:	32 - Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access
ECM Outcome & CYP Plan Priority	Service Management

Service Objective:	BPR10: To develop a communication strategy for the Directorate					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Complete implementation of Parent Direct by Sept 2007 • Directorate Communication Strategy developed by Sept 2007 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Four Children's Centres to have a CIS Kiosk by March 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • All Children's Centres to have a CIS Kiosk by March 2009 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Management Information & Communication	Linked Indicators	TBC
	Residual	TBC				

6.1.2 Other Service Objectives

Other Objective BPR3

Corporate Priority:	Corporate Effectiveness and Business Efficiency
Key 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
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	BPR3: To establish consistent sickness monitoring process across the directorate		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> Sickness monitoring process in place covering the whole directorate from April 2007 Reduce level of Sickness absence by March 2008 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> To increase the % of staff working in appropriate office accommodation by March 2009 Reduce level of Sickness absence by March 2009 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> To increase the % of staff working in appropriate office accommodation by March 2010 Reduce level of Sickness absence by March 2010 		
Responsible Officer	DM Finance and Resources	Linked Indicators	TBC

Other Objective BPR4

Corporate Priority:	Corporate Effectiveness and Business Efficiency
Key Area Of Focus:	38 - Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
ECM Outcome & CYP Plan Priority	Service Management

Service Objective:	BPR4: To develop the Children & Young People database to meet the Every Child Matters agenda		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> To include Early Years and 14-19 data within the CYP database by January 2008 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> To fully populate the CYP database by January 2009 with full details of CYP vulnerabilities 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> To develop the database to meet the requirements of Children's Trusts arrangements by March 2010 		
Responsible Officer	DM Management Information and Communication	Linked Indicators	TBC

Other Objective BPR6

Corporate Priority:	Corporate Effectiveness and Business Efficiency
Key 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 to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton
ECM Outcome & CYP Plan Priority	Service Management

Service Objective:	BPR6: To develop and integrate performance management systems within the Directorate		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> To develop a complete set of integrated outcome based local measures by March 2008 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> To review local measures and establish systems to meet new national requirements of 'Strong & Prosperous Communities' White Paper by March 2009 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> To implement a reviewed performance management framework meeting the requirements of 'Strong & Prosperous Communities' White Paper by March 2010 		
Responsible Officer	DM Planning and Performance	Linked Indicators	TBC

Other Objective BPR9

Corporate Priority:	Corporate Effectiveness and Business Efficiency
Key Area Of Focus:	32 - Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access
ECM Outcome & CYP Plan Priority	Service Management

Service Objective:	BPR9: To ensure equality and diversity issues are incorporated within all policy and procedures		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> Equality Impact Assessments to be carried out on all policies and service areas by September 2007 To develop a Directorate equality plan by July 2007 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> To ensure all actions identified by Equality Impact Assessments are completed within agreed timescales 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> To review Directorate Equality Plan and implement amendments by March 2010 		
Responsible Officer	DM Planning and Performance	Linked Indicators	TBC

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ¹	Description	Corp Plan Priority / CYP Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Service Delivery											
BPR LPI 1	% of key milestones from IS project plan achieved	TBC	New Indicator	N/A			100%		100%	100%	100%
BPR LPI 2	Number of people accessing the CIS Kiosks at Children's Centres	TBC	New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA
BPR LPI 3	% of Complaints responded to within agreed timescales	TBC	New Indicator	N/A			100%		100%	100%	100%
BPR LPI 4	% of Statutory Returns completed within set timescales	TBC	New Indicator	N/A			100%		100%	100%	100%
Quality											
BPR LPI 5	Number of 'positive' news stories published in local media about the Directorate	TBC	New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA
BPR LPI 6	% of training evaluation forms rating courses as good or better	TBC	New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA
BPR LPI 7	% of contract reviews with external providers routinely monitored using the PMF	TBC	New Indicator	N/A			N/A	Baseline To Be Established	100%	100%	100%
Fair Access											
BPR LPI 8	% of Service Areas subject to Equality Impact Assessments	TBC	New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA

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

² No quartile data is available for local performance indicators

Ref ¹	Description	Corp Plan Priority / CYP Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Cost & Efficiency											
BPR LPI 9	% of Primary Schools with more than 25% surplus places	TBC	25%	N/A			25%		12%	12%	12%
BPR LPI 10	% of Secondary Schools with more than 25% surplus places	TBC	25%	N/A			25%		12.5%	12.5%	12.5%
BPR LPI 11	% of Gershon Efficiency Targets identified meeting national guidance and requirements	TBC	2.5%	N/A			2.5%		2.5%	3%	3%
BPR LPI 12	% of days lost to sickness absence	TBC	New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA
Corporate											
There are no indicators of this type for this service											

6.3 Equality Action Plan

To be completed

The Department carried out an Equality Impact Assessment during 2006 and a number of actions that needed to be taken were identified. Those yet to be completed that are considered to be high priority are detailed in the table below.

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Action(s) Proposed	Timetable			Officer Responsible
			2007/08	2008/09	2009/10	

6.4 Local Public Service Agreement

The service is not directly responsible for any LPSA, however the service contributes to the LPSA targets in the Vulnerable Children's and Learning and School Improvement service plans.

6.5 National Floor Targets

The service is not directly responsible for any National Floor Targets, however the service contributes to the targets in the Vulnerable Children's and Learning and School Improvement service plans.

6.6 Local Area Agreement

To be confirmed

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councilors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- **Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Quarterly progress reports to the Management Team;**
- **The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

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

[Community Strategy](#)

[Halton Best Value Performance Plan 2006/07](#)

Halton Children and Young People's Plan 2006-2009

Halton Corporate Plan 2006-2011

Halton Community Strategy 2006-2011

Youth Justice Plan

Halton Safeguarding Children Board Business Plan

Preventative Services Partnership Board Business Plan

Common Processes Task Group Business Plan

Specialist/Targeted Task Group business Plan

Universal Task Group Business Plan

Building Bridges Strategy for Children and Young People with Disabilities

Looked After Children Strategy

14-19 Strategy Plan

Emotional Health and Well-being Strategy

Children in Need Strategy

Teenage Pregnancy Strategy

Young Person's Substance Misuse Plan

Risk Assessment for Key Service Objectives Initially assessed as ‘High’ Risk

To be completed when risk assessment of key objectives has taken place.

Key Objective Ref	Initial Risks identified	Risk Treatment Measures

A commentary will be included in the quarterly service plan monitoring report at quarter 2 and quarter 4 to indicate the progress against risk treatment measures.



Community Services

SERVICE PLAN

April 2007 to March 2010

Contents

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1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

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

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

The Department exists to provide a range of services across the borough, some of which are statutory duties and all of which help to improve access to education, improve inclusion and attainment and increase and widen participation in learning. It also has responsibility for services to particularly vulnerable groups including children with Special Educational Needs and Children with Disabilities.

The Department is responsible for:

Early Years Services: Early Years team has responsibility for the implementation of the National Childcare Strategy in Halton. The strategy is driven by the Childcare Act 2006, which is the first ever legislation specifically for early years and childcare. The Act places a number of duties on LA's; to secure and sustain sufficient childcare; to secure sufficient quality early years education; to provide quality information to parent/carers and providers on services for children aged 0-19; to complete a comprehensive sufficiency assessment in consultation with parents/carers, young people, local childcare and early years providers and employers. The second part of the act introduces the Early Years Foundation Stage, which will build on and bring together the existing Birth to Three Matters, Foundation Stage and national standards for day care and childminding. This new framework will support providers in delivering quality integrated early education and care for children from birth to age 5.

Children's Centres: The Department has a lead role in implementing the Government's vision of a Sure Start Children's Centre for every community providing all families with young children with access to high quality early years provision and other health and family support services, as well as improved support for their children's transition into school. They will also support parents who are seeking to return to work with employment related services, which will help lift families out of poverty. Sure Start Children's Centres will be central to all local authorities' efforts to develop mainstream early years services as part of wider local provision for children. The main purpose of children's centres will be to improve outcomes for young children as set out in Every Child Matters, with a particular focus on the most disadvantaged. Since life chances for children are strongly related to poverty and deprivation, we are investing most in, and requiring a fuller and more intensive service from, children's centres in disadvantaged areas. Halton will have 9 Children's Centres operational from 2007 with an additional 3 by 2008.

Extended Schools: The Children & Families Extended Services Division also leads on Extended School developments and the creation of Children and young People Area Networks (CYPAN's). Halton have developed 5 CYPAN's. These are geographical areas across the borough all, which offer extended services for families, children and young people depending on the need in that area. Within each CYPAN area services include access to Sure Start Children's Centres, Early Education integrated with Childcare, Extended Services in Schools, Health and Family Support. The governments target is that by 2010 all schools in Halton will offer extended services. Government guidance for Extended Schools states that schools have to provide access to the core offer and do not have to provide the services themselves. The core offer includes quality childcare, swift and easy

referral to specialist services, varied menu of activity, parenting support and community use of facilities.

Inclusive Learning: The purpose of the SEN Division is to provide focus upon the delivery of the Council's Strategy for the Inclusion of Pupils with SEN. Included within it are Educational Psychology, SEN Service (newly established in Jan 2007, following the recommendations of service Review) the SEN Assessment Team and the Early Years SEN team including the Portage Service developed for the support of families of young children with complex SEN/disabilities, with a special focus to improve the pathways for children of 0-4 years with SEN/disability in identification, assessment, support and capacity building. The key challenge for this division is to implement the SEN review and secure improvements in our SEN indicators, through developing the capacity of mainstream schools to meet the needs of all pupils including those with SEN and complex difficulties.

The Department's main beneficiaries are pupils with Special Educational Needs, their families and Halton Schools; pre-school children, parents and carers and providers of early years education/care; families who need information, advice and support at key times in their children's lives, notably starting primary school, secondary and special schools; accessing financial support for school meals, school transport and student awards; children and young people who are vulnerable and who are disaffected and at risk of or permanent exclusion from school; children who seek employment or who work in the entertainment industry and all children and young people 0-19.

Disability and Complex Needs: The Disability and Complex Needs Division provides the Children's Disability social work service including assessment of need, support for disabled children who are looked after, and family support services as well as carer assessments. The Division directly provides residential short breaks for disabled children at Inglefield, as well as commissioning short breaks from the voluntary and community sectors. The Division provides multi-agency strategic planning and operational management of Children's Disability services for the Local Authority and Health Partners, and management of the pooled budget. It also provides leadership of the multi-agency Children's Disability Mini Trust, one of the four pilot mini trusts established in April 2006.

2.2 Key Messages

The department is leading the development of Children and Young People's Area Networks (CYPAN's) linked to the Children's Centre's and Extended Schools agenda. There has been a significant challenge managing the change process from Surestart to CYPAN's, however this development gives an excellent opportunity to focus services on local need and priorities.

There is a clear focus has for all services supporting children and young people as a result of the Children Act 2004 and Every Child Matters. The integration of what was previously Education & Social Inclusion Directorate with Children's Social Care, to become the Children & Young People's Directorate has enabled teams to focus upon delivering service's against the 'Outcomes Framework':

- ECM 1 – Staying Safe
- ECM 2 – Being Healthy
- ECM 3 – Enjoying & Achieving
- ECM 4 – Making a Positive Contribution
- ECM 5 – Achieving Economic Well-Being

Working within a coherent framework under the Director of Children's Services and to an integrated plan (The Children & Young People's Plan), it is intended that services will work better, not only across the new Directorate, but across all partner agencies providing for children, resulting in improvements across the 5 outcomes.

9 priorities have been identified for the Directorate and agreed with the DfES, CSCI, OFSTED and GONW. These are:

- Priority 1 - Outcomes for LAC
- Priority 2 - Attendance
- Priority 3 - SEN Services
- Priority 4 - Attainment and Achievement
- Priority 5 - CAMHS Services
- Priority 6 - Teenage Pregnancy
- Priority 7 - Exclusions
- Priority 8 - 14-19 Strategy
- Priority 9 - School Organisation

Community Services will support the work of the directorate towards all of these priorities, and has a strategic lead for the following following:

Priority 3 - To reduce the number of children/young people requiring a statement of SEN and, in particular, in segregated provision i.e. special schools

Over the past 12 months a clearer focus has emerged for the SEN Division, following the Review of the Learning Support Service, completed in June 2006. The Service restructured, will be launched in January 2007 with the aim of supporting schools and settings in developing their own capacity to meet the needs of all children, including those with SEN & complex difficulties.

Priority Actions Plans exist for each of the areas identified and the objectives are incorporated within this Service Plan. Appropriately and importantly, each of the priorities supports the broader Council's priorities.

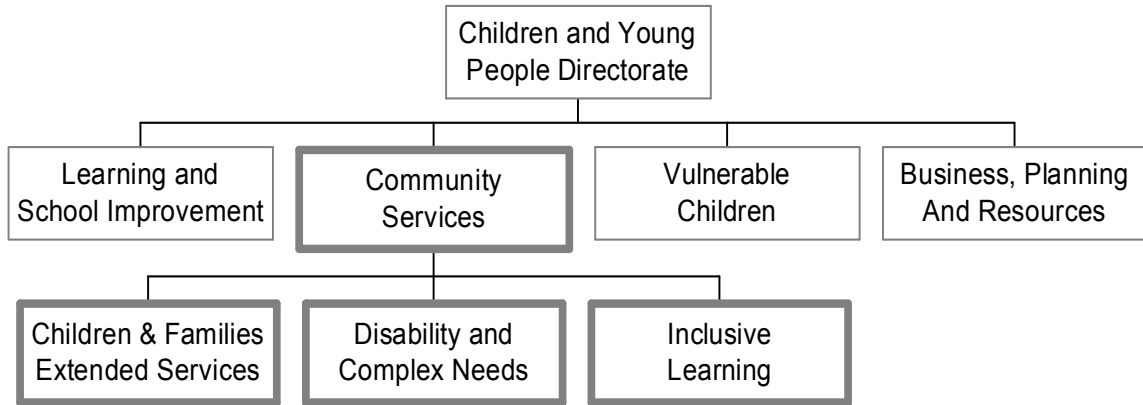
The Annual Performance Assessment judgements for Children's Services are on a scale of 1 to 4 ranging from 1 'a service that does not deliver minimum requirements for users (Inadequate) to 4 'a service that delivers well above minimum requirements for users (Excellent/Outstanding). Halton's 2006 APA Judgements were as follows;

Area for Judgement	Grade Awarded
The contribution of the local authority's children's services in maintaining and improving outcomes for children and young people	3
The council's overall capacity to improve its services for children and young people	3
The contribution of the local authority's social care services in maintaining and improving outcomes for children and young people	4

In addition the contribution of services to achieving the five outcomes was rated as excellent for Staying Safe and good for the other four outcomes. Key strengths were identified under each of the five outcomes and the following strengths relating to the Department were identified;

- Transition Plans for young people
- Progress of Looked after Children and those with learning difficulties and/or disabilities from their starting points.
- Early years provision

2.3 Organisation Structure



Staffing

	Children & Families Extended Services		Disability and Complex Needs		Inclusive Learning	
	F.T.E	Headcount	F.T.E	Headcount	F.T.E	Headcount
Managerial	12	12	4	4	3	3
Professional/ Technical	16	19	3	3	25.5	28
Administrative/ Clerical	10	16	5.4	6	5	7
Front Line	31.8	44	19.6	21	2.3	3
Total	69.8	91	32	34	35.8	41

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to the Community Services Department, and the Service Aims associated with them are: -

Corporate Priority 1: A Healthy Halton

Area of Focus 6: *To ensure the health needs of children and young people with learning difficulties and/or disabilities are addressed*

Service Aims:

- SA 1: Providing services and facilities to maintain the independence and well-being of vulnerable people within our community (KJ 1.6)
Service Objective CS6

Corporate Priority 3: Halton's Children and Young People

Area of Focus 13: *Improving the educational attainment of pupils in Halton, by providing effective teaching and school support*

Service Aims:

- SA 2: To ensure children and young people with learning difficulties and/or disabilities are helped to enjoy and achieve (KJ 3.8)
Service Objective CS1

Area of Focus 15: *To deliver effective services to children and families by making the best use of available resources*

Service Aims:

- SA 2: To ensure children and young people with learning difficulties and/or disabilities are helped to enjoy and achieve (KJ 3.8)
Service Objective CS2
- SA 3: To ensure early years provision promotes children's development and well being and helps them meet early learning goals (KJ 3.2)
Service Objectives CS3 and CS4
- SA 4: To ensure that services are based on a shared understanding of local needs amongst partner organisations and with the community (KJ 6.1b)
Service Objective CS5

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.*

Service Aims:

SA 5: To ensure children and young people with learning difficulties and/or disabilities are helped to achieve economic well-being (KJ 5.7)

Service Objective CS8

Area of Focus 19: *To ensure a safe environment for children where they are supported and protected from abuse and neglect.*

Service Aims:

SA 6: To ensure children and young people with learning difficulties and/or disabilities live in safe environments and are protected from abuse and exploitation (KJ 2.8)

Service Objective CS7

4.0 FACTORS AFFECTING THE SERVICE

4.1.1 Political

Every Child Matters: Change for Children Agenda introduced a new approach to the well-being of children and young people from birth to age 19. The aim is for every child, whatever their background or their circumstances, to have the support they need to:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

The Agenda promotes early intervention and co-ordinated service provision delivered through stronger partnership working and children's trusts.

Halton Community Strategy 2006-2011 identifies 5 priorities, which for the first time includes children and young people as a specific theme. The Children and Young People's Commissioning Partnership was established following this decision, and functions as the Specialist Strategic Partnership for Children and Young People. The Partnership also holds responsibility for implementing the practical arrangements needed to implement a Children's Trust, functions as a forum for the Alliance Board Task Group Chairs and for driving the joint commissioning agenda.

Children & Young People's Alliance Board functions as the Children's Trust, and is responsible for strategic planning of services to children and young people, including developing and implementing the Children and Young People's Plan and Children's Trust arrangements. The work of the Alliance Board is underpinned by the Halton Multi-Agency Compact, which sets out the responsibilities of Halton Borough Council and its Partner agencies on the Board.

Directorate Restructure: The management structure of the Children and Young People's Directorate was re-engineered in September 2006 to address the challenging agenda presented by Every Child Matters and ensure the Directorate is fit to deliver a modern and improved service to children and young people.

Halton Safeguarding Children Board was established in April 2006 in line with the requirements of the Children Act 2004, and links into the Halton Children & Young People's Strategic Planning arrangements and the Halton Children & Young Peoples Plan. The Board is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do.

Joint Area Reviews: New arrangements for inspection of children's services at local authority area level were introduced by the Children Act 2004. Joint Area Reviews will look at how services are working together locally to improve outcomes. They evaluate the collective contributions made to each outcome by relevant services and examine the involvement of children, young people and their parents in service planning structures. Halton's Joint Area Review is planned for March 2008.

4.1.2 Economic Climate

Deprivation: The Index of Multiple Deprivation (IMD) for 2004 suggests that deprivation has improved in the Borough. In 2004 the IMD ranked Halton as 21st most deprived Authority in England compared to 16th in the 2000 Index. However, it still ranks as one of the most deprived districts in England. Although located in Cheshire, Halton shares many of the social and economic problems more associated with its urban neighbours on Merseyside. Halton is ranked in the IMD as the 3rd highest authority in terms of deprivation on Merseyside, behind Knowsley and Liverpool, and 5th highest in the North West. Neighbouring authorities St Helens (36th), Wirral (48th) and Sefton (78th.) are way down the table compared to Halton.

Halton has some of the most deprived wards in the country in terms of child poverty. Several parts of Halton are amongst the poorest in the country. In Widnes, the most deprived areas are Kingsway, Riverside and Appleton. In Runcorn, the most deprived areas are Castlefields, Halton Lea and Windmill Hill. However, there are many affluent areas of the borough as well. These are located mainly on the outskirts of both towns and comprise of several new housing estates.

Employment: Claimant unemployment in the Borough fell from 5.0% in January 2000 to 3.1% in November 2005. However, Halton still had the 5th highest claimant rate in the North West in November 2005. Research shows that the skill base of the local area is relatively poor compared to the United Kingdom as a whole and surrounding local economies. Halton has a low percentage of adults with further education qualifications and low rates of numeracy and literacy. All told, there is a mismatch between skills in the local workforce and jobs available in the borough, and it is anticipated that in the future over 95% of new jobs will need qualifications of at least NVQ 2 level and over 70% at NVQ 3 and above.

4.1.3 Social Factors

Demographic changes: The mid-2005 population of Halton stood at 118,800 (rounded up to the nearest 100 people). This is down from the mid-2004 population of 118,900. Halton has a larger number of people in the 5-24 age categories than across England as a whole. This is partly down to the influence of Runcorn New Town where a lot of younger people live.

The birth rate in Halton is declining, and this is already being seen in the falling numbers on roll in the district's primary schools. In January 2003 pupil numbers in Halton's Primary schools were over 1000 fewer than their net capacity. This will, naturally work its way through the system and result in reducing pupil numbers in secondary education and FE. This could lead to the problem of surplus Secondary school places across the borough in the near future.

The next ten years will see a reduction in teenagers by 20%. This presents new risks for social exclusion and shifting demands for services. Single person households will rise, and single parenthood will become even more common. One result is likely to be a marked increase in social isolation, which will have profound effects on people's health and involvement in their communities.

Health: Statistics show that health standards in Halton are amongst the worst in the country and single it out as the aspect of life in the borough in most urgent need of improvement. The population is ageing which could put even greater

demands on the health and social care services. At the same time lifestyle choices in the borough, especially among the young, in terms of diet, smoking, alcohol, exercise and other factors continue to give cause for concern for the future.

4.1.4 Technological Developments

Integrated Children's System: There have been delays in progressing the implementation of ICS although full implementation is now on target for arch 2007. This reflects the national situation, with a recent DfES review finding that only a minority of local authorities would achieve full implementation by the DfES deadline of January 2007. ICS will provided an electronic recording system for social care through the development of web based E-Forms that integrate directly with the client database, Carefirst.

Electronic Social Care Record is now scheduled for introduction during 2007-08. Phase 2 development, which will incorporate legislative and practice changes and address connectivity issues, has been postponed by the DfES and further guidance is awaited.

Child Index: The Index will be a secure electronic tool that will enable authorised practitioners working with the same child or young person to find one another quickly and easily so they can provide more effective support to them and their families. Halton has been designated as an early adopter authority. The first user live date for Halton is January 2008, and the Index has a national implementation date of April 2008.

Electronic Common Assessment Framework: Halton has established a multi-agency group to oversee the development of an electronic CAF system (eCAF). The system has been built on the Children and Young People's Database, and will be piloted with practitioners from a range of voluntary and statutory agencies between January and June 2007.

4.1.5 Legislative

Children Act 2004 provides the legislative spine for the Every Child Matters agenda. It aims to minimize the risks and improve outcomes for children and young people by transforming the way children's services are organised and improving joint working between agencies. The Children Act is supported by a wide range of guidance regarding strategic planning, safeguarding, service delivery and local engagement.

The Every Child Matters agenda arising out of the Children Act provides the framework for the development of integrated service delivery for children and moves towards Children's Trusts. The act also established the key strategic roles of Director of Children's Services and Lead Member for Children's Services. It also introduced a single Children & Young People's plan covering all services to children to focus strategic planning.

Adoption and Children Act 2002 became operational from December 2005, introducing comprehensive changes to adoption services. The Act makes the child's welfare the paramount consideration in all the decisions by courts and introduces the use of the 'welfare checklist' into adoption work. It also highlights the need to prevent delay in planning for permanence and adoption and places a duty on local authorities to ensure that the support and financial assistance

needed is available to people affected by adoption. The Adoption and Fostering Service has been restructured in order to ensure services are delivered in accordance with the new legislation.

Childcare Act 2006: The new Childcare Act aims to transform childcare and early years services in England, taking forward some of the key commitments from the Ten Year Childcare Strategy, published in December 2004. The Act will require authorities to improve the five Every Child Matters outcomes for all pre-school children and reduce inequalities in these outcomes, secure sufficient childcare for working parents and provide a better parental information service. The Act also reforms and simplifies early years regulation and inspection arrangements. It is anticipated that the main provisions of the Act will come into effect in 2008.

Local Government White Paper Strong and Prosperous Communities: The White Paper promotes community and neighbourhood engagement, and will strengthen the council's role in leading community-wide improvements. It develops the role of overview and scrutiny in relation to external bodies, and provides new requirements on service providers to engage with Sustainable Community Strategies and Local Area Agreements. There are changed requirements for council constitutions, and announced changes to the performance management and inspection regimes.

“Care Matters : Transforming the Lives of Children in Care:” The Green Paper, was launched for consultation in October 2006 and sets out a radical package of proposals for transforming the lives of children in care, and will have major resource implications. Proposals are made regarding better support for those on the edge of the care system; making sure there is a more consistent adult in each child's life to fulfill the state's responsibilities as corporate parent; provision of stable, high quality placements; a place in a good school and support for further education; support for all aspects of children's lives outside schools; supporting children to make the transition into adult life and clear and strong accountability to make the whole system focus on the needs of children in care.

Education and Inspections Act 2006: In autumn 2005 the Government published *Higher Standards, Better Schools For All*, the Schools White Paper. The White Paper contained proposals aimed at ensuring that every child in every school in every community gets the education they need to enable them to fulfil their potential. The White Paper received Royal Assent on 8 November 2006 and became the Education and Inspections Act 2006. As well as giving legal force to many of the proposals in the White Paper, the Act contains some additional measures that were not in the original document, including a duty on governing bodies to promote well-being and community cohesion, and to take the Children and Young People's Plan into consideration when undertaking this duty.

Extended Schools Prospectus 2005: The prospectus sets the agenda for all schools and children and families to be able to access a core of extended services which are developed through multi-agency partnership. Extended services can include childcare, adult education, parenting support programmes, community-based health and social care services, multi-agency behaviour support teams and after-school activities.

14-19 strategy aims to develop a coherent 14-19 phase of education where young people are committed to continuing learning whether in school, college or the workplace. The Strategy aims to encourage more young people to stay in

school beyond 16 by increasing curriculum flexibility and choice, extending the program of studies for learners in the 16-19 age group and improve the vocational offer.

4.1.6 Environmental

There are no environmental factors likely to impact on this service area during the period covered by this plan.

4.2 Service Developments

Children and Young People's Plan: In line with the Children Act 2004, the Halton Children and Young People's Plan brings together all agencies and services within Halton, not just those delivered by the Council, and sets out joint priorities and joint activities to improve outcomes for children and young people. All Council Directorates, local Health Trusts, Cheshire Constabulary, Cheshire Probation Service, The Youth Offending Team, Connexions, Learning and Skills Council, Education Business Partnership and a range of voluntary sector services contributed to the Plan. Most importantly, it takes into account consultations held with children, young people and their parents and carers across Halton and reflects their aspirations and views.

Consultation Activity: A participation strategy was produced in 2004 in order to ensure that children, young people and their families are given the opportunity to be fully engaged in strategic planning and shaping services. In line with the strategy, a process of consultation has been undertaken in respect of the changes to the design and delivery of children's services.

A major piece of consultation regarding the planning of services for children and young people was undertaken between November 2005 and February 2006, to inform the Children and Young People's Plan. A questionnaire was published on the Halton Website and in the Halton Borough Council magazine which is delivered to every household in Halton. The questionnaire was also circulated to primary and secondary schools and distributed through partner agencies. Almost 400 responses were received from young people and over 100 from adults. In addition to the above survey, 115 staff from across all partner agencies attended consultation/ briefings and were able to feed into the planning process by giving their views about priorities areas for action. The findings these consultations were taken into account in developing the Halton Children and Young People's Plan, including identifying priorities and setting performance targets.

In addition to this specific consultation exercise, the strategic management structure was designed to ensure that the engagement of children and young people and their carers is central to all processes. There is a high level of participation of Looked After Children in reviews and service planning using child friendly processes and consultation methods. A parent and carers forum was established, and has a parent/carers representative on the Alliance Board and each of the Task Groups. The Board facilitated a comprehensive process to elect the Borough-wide Youth Forum and Member of Youth Parliament. 123 young people from a variety of backgrounds attended area based residential events where they learned about the democratic process. This formed the basis for the selection process for the youth forum and the MYP. All 11 – 18 year olds received a National Democracy Week information pack and 5228 eligible young people voted.

Annual Performance Assessment: The 2006 annual performance assessment of services for children and young people found that Halton consistently delivers above minimum requirements for children and young people, and that the contribution of services to outcomes is excellent in the area of staying safe and good in the remaining areas. Areas for development, to be focused on in future APAs and the Joint Area Review, are:

- Testing out the impact of a comprehensive CAMHS.
- The effectiveness of measures to reduce the rate of reprimands, final warnings and convictions amongst looked after children in Halton's care.
- Young people's attainment of qualifications at Key Stage 4 and post-16 and unauthorised absence and exclusion rates in secondary schools.

Childcare Act, passed into law on 11 July, is truly pioneering legislation and is the first ever exclusively concerned with early years and childcare. The Act will help transform childcare and early years services in England for generations to come, taking forward some of the key commitments from the [Ten Year Childcare Strategy](#) published in December 2004. In order to meet the requirements in the Act developments in 2007 include:-

- Completion of Sufficiency Assessment
- Secure sufficient Early Years Education
- Secure Sufficient Childcare
- Business plan for Phase 1 Children's Centres
- Develop 3 Children's Centres
- Work in partnership with schools on extended services
- Sustaining existing early years and childcare providers
- Extend the Children's Information Service for 0-19
- Provide QTS support in all Children's Centres and in the private and voluntary sector
- Offer training for the private and voluntary sector

Five Children and Young People Area Networks are to be established across Halton. The aim of these networks is to enable integrated children's service provision designed with children, young people and families at the centre and delivered to meet identified local need. The cornerstone of providing services that will address local need is the underpinning of service delivery plans by audit and consultation and participation and engagement participation activity with children, young people, families and communities.

To contribute to this process needs analysis for each network has been produced. These documents have been written to link with the Halton Children and Young People Plan 2006/09 and the Halton Community Strategy 2006/11. This will ensure that the local targets will support the corporate targets for Halton and will also contribute to enabling children and young people in the borough to be successful in achieving the 5 outcomes defined within the Children Act 2004.

Halton Parent and Carer Forum has been established and the database currently holds the names of 44 parents across the borough whom are willing to be involved in the consultation on children and young people service planning and delivery. Direct communication links between the Forum and Halton Children and Young People Alliance Board. Halton Youth Service has conducted consultation with the forum on their service delivery plan and plans are in place to consult in the every near future on the authorities Anti bullying policy.

As part of the implementation of the Government Extended Schools agenda an audit has been completed on current service delivery within 2 Children and Young People Area Networks. This required multi agency responses. Consultation is planned with children, young people, families and local communities to ensure that the Extended Service provision responds to need. Implementation of this agenda collaboratively with the borough's Children's Centre developments enables a truly integrated provision of services across the 0-19 age range.

The Children's Disability Partnership Board is a multi agency group that takes forward the strategy for disabled children with complex needs in Halton. The Board held a stakeholder day in September 2006 to seek views to inform the development of the Children's Disability Mini Trust. The key messages were distributed to stakeholders and will be taken forward through the multi agency strategy and the planning groups of the Partnership Board.

In response to stakeholder views Halton Speakout was commissioned to deliver a self advocacy project in special schools. In response to the Young People's forum raising issues around wheelchairs, a review of the wheelchair service is planned which will be undertaken with the involvement of young people. Parents and carers of disabled children requested additional short breaks to support their pre Christmas preparations and 41 full day places were commissioned with the voluntary sector to provide a break to enable carers to have a Christmas Shopping day.

An internal audit of the Children's Disability Mini Trust is taking place which aims to provide assurance that significant business risks relating to Children's with Disabilities - Mini Trust are being managed to an acceptable level. A key unannounced inspection of the Inglefield Short Break unit in September 2006 found that the service was providing 'Good' outcomes for the users of the service.

4.3 Efficiency Improvements

A range of efficiency gains have been identified within the Directorate which represent both cashable and non-cashable efficiencies. Cashable efficiencies have been identified in a number of key budget areas such as outborough placements, agency provision, supplies and services and staffing.

Through the re-designation of Halton Special Schools and the more effective use of the Key Stage 4 PRU along with the review of other special needs provision it is estimated that the numbers of pupils with special needs educated out of borough can be reduced. This is currently a key budget pressure for the directorate.

Opportunities have been taken to realign funding to meet the Directorates priorities through the cessation of a number of posts where these roles are no longer required or can be delivered in a more costs effective fashion.

Non-cashable savings will be produced through a range of initiatives such as the improvement in the percentage of statements processed within the 18 weeks period using the existing staffing resource.

4.4 National, Regional & Sub-Regional Focus

The services actively participate in regional and national forums relating to their work including networks related to SEN, Workforce Development, Early Years, Children's Centres, Extended Schools and Children with Disabilities.

4.5 Equal Opportunities

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

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006 – 07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

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

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

To be added when Budget for 2007-08 is finalised

5.2 Future Staffing Requirements

Year	Managerial	Professional/ Technical	Administrative/ Clerical	Front Line
2007/08	No Change*	No Change*	No Change*	No Change*
2008/09	No Change*	No Change*	No Change*	No Change*

*It is difficult at this stage to project or anticipate future staffing requirements. Work is currently being undertaken, under in conjunction with consultants from Manchester University, to develop a Halton Children's Workforce Development strategy. Steps are currently being taken to secure improved efficiencies through pooling of budgets and reconfiguration of service delivery. Future grant funding streams and budget constraints will also inform future staffing levels.

5.3 Future ICT Requirements

The ICT Development Plan looks forward to developments over 3 years 2006-2009. The most significant developments centre around the continuing developments to the Halton Children and Young People's Database and the Social Care system – Care First and the Integrated Children System (ICS) and the increasing amount of tracking data and the need to provide comprehensive analysis and reports. This will be further impacted upon with the demands for development / introduction of these major projects –

IS – Information Sharing Child Index: NW authorities were invited to become early adopters of the Child Index and Halton has agreed to become an early adopter authority. As part of the required development of the national Child Index it is vital that access to the current CYP database can be undertaken on the web by all relevant practitioners in Halton. All LA's need to develop a content management CYP local directory. The system needs to be web based to allow all practitioners to report on their involvement with the child/young person. The system will then via XML reports link to update the National IS Index. In order to do this we need to purchase Synergy gateway from Tribal Software Solutions – this is a fully integrated web portal to the CYP database designed to underpin multi agency collaboration.

OLM Carefirst 6 Software – this will include the incorporation of the developments required Integrated Children System (ICS) together with the Electronic Social Care Record. To enable the project to be implemented post April 2007 the following is essential – OLM Consultancy and Project Management Issues. Additional IT infrastructure / servers are also required , There is a statutory requirement on the authority to store electronically all letters/reports etc. relating to Children Social Care records. This will involve all current, archived and future records. The process will require new IT infrastructure, scanning and new working arrangements to be introduced – in particular a new content

management process will be need to be adopted. Resources will be required to work on all current and historical records.

Building Schools for the Future: Key to the success of BSF is the integration of learning and teaching, physical environment/buildings, infrastructure and technologies. None can be considered in isolation. Information and communications technology (ICT) is a core part of the programme with specified funding provision. Our vision is for an ICT enabled learning community, building on our current ICT strategy. Through BSF, ICT will transform the way that education is delivered in Halton. The BSF ICT strategy opens the way to a new pedagogy, making it easier for teachers to plan and access high quality materials, help pupils and their parents to explore their subjects they are studying. The use of new technology will energise learners and practitioners. ICT will enable practitioners to personalise learning. We aim to develop and exploit ICT as part of our overall programme to raise standards. Building Schools for the Future will deliver the following:

Increased maintenance and increased costs for the Halton Children and Young People's Database and Carefirst 6i and their associated modules will impact on resources and growth items will be required. The relatively small amount of capacity within the directorate for these tasks suggests that growth will be required unless central support services are able to widen their support or that additional resources can be made available within the directorate.

The directorate has a significant number of PCs that are out of warranty or will shortly be out of warranty. A capital bid has been submitted to enable the replacement PCs/laptops that will be coming out of warranty in the 2007/08 financial year – 3 years for laptops and 5 years for desktops.

An investment of capital resources at least at current levels is necessary to tackle effectively our duty to promote effective learning environments in our schools, which include keeping pace with technological advances. In addition, there are issues related to condition, suitability, accessibility and security which demand an ongoing prioritised programme if learners' interests are to be adequately safeguarded and promoted.

5.4 Future Accommodation/Property Requirements

In order to participate in the Building Schools for the Future initiative and access Primary Capital Funding the borough will need to commence a reorganisation of its school provision to establish the best community solution to learning provision for the 21st Century. The outcome of the review of nursery, primary, secondary and special provision will be the provision of facilities that are inclusive, improve the learning environment, are accessible, provide choice to young people and their families and are considered major community resource. Both BSF and Primary Capital provide Halton with a once in a lifetime opportunity to modernise the physical and learning environment and transform learning outcomes for children and young people.

The second phase of the development of Children' Centres will be complete by March 2008 providing flexible, multi-agency services to meet the needs of children, young people and their families.

The opportunity for the more effective organisation and deployment of CYPD Staff to ensure the most appropriate location for service delivery will be provided following the re-location of the Permanence Team and the Adoption and Fostering Teams from Grosvenor House to Midwood House in 2007. A more comprehensive assessment of the Directorates accommodation requirements will then be undertaken in 2008 following the transfer of the Housing and Community Directorate staff from Grosvenor House to Runcorn Town Hall.

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- **Performance Indicator Targets.** These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- **Local Performance Indicators.** These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- **Local Public Service Agreement Targets.** Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements.
- **National Floor Targets.** These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.
- **Local Area Agreement**
Standard corporate text to be added.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

The following tables identify the objectives and/or any national and local indicators for the service. Each individual objective/indicator has been referenced to the Corporate Plan Priority to which it relates.

6.1.1 Key Service Objectives

Key Objective CS1

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	CS1: To reduce the number of children/young people requiring a Statement of SEN and improve the opportunities for pupils to be educated in mainstream school					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> To establish a multi-agency provisions panel, allowing enhanced provision to be allocated earlier to support effective earlier identification and inclusive practice in advance of requests for statutory assessment by March 2008 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> To review the early years SEN Strategy and Structure in line with revised structures for PCT and CYP Directorate by March 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> To promote critical self review of each school's SEN practice and policy including Accessibility and DED Training by March 2010 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Inclusive Learning	Linked Indicators	TBC
	Residual	TBC				

Key Objective CS2

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	15 - To deliver effective services to children and families by making best use of available resources
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	CS2: To ensure value for money in meeting SEN and seek to improve levels of educational achievement and attainment for all pupils with SEN					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> To monitor the use and deployment of delegated and non-delegated SEN resources to ensure that the needs of pupils with SEN are met throughout the year 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> To monitor the enhanced funding for pupils with complex educational and or medical needs through enhanced provisions panel 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> To implement the Review of SEN Unit Provision by September 2009 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Inclusive Learning	Linked Indicators	TBC
	Residual	TBC				

Key Objective CS3

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	15 - To deliver effective services to children and families by making best use of available resources
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	CS3: To secure sufficient childcare and Early Education Places in line with Childcare Act					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Complete Childcare needs analysis by Sept 2007 • Provide QTS support to private and voluntary service to ensure at least 75% achieve good or better inspection rating by March 2008 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Develop service in line with completed needs analysis by March 2009 • Provide QTS support to private and voluntary service to ensure at least 80% achieve good or better inspection rating by March 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Provide QTS support to private and voluntary service to ensure at least 85% achieve good or better inspection rating by March 2009 • Extend free early education entitlement to 15 hours per week by 2010 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Extended Services	Linked Indicators	TBC
	Residual	TBC				

Key Objective CS4

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	15 - To deliver effective services to children and families by making best use of available resources
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	CS4: To increase accessibility to Children's Centres services					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Establish national performance management framework for children's centres by March '08 To achieve designation of 3 Phase 2 Children's Centres by March 2008 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> To move into Phase 3 of Children's Centre planning by September 2008 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> To meet national timescales for Children's Centre's programme 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Extended Services	Linked Indicators	TBC
	Residual	TBC				

Key Objective CS5

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	15 - To deliver effective services to children and families by making best use of available resources
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	CS5: To develop Children and Young People's Area Networks to provide services based on local needs					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> To identify key local targets for CYPAN areas based on needs analysis and community consultation by December 2007 To consolidate the transition from Surestart programmes to Children and Young People Area Network's (CYPAN's) by September 2007 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Establish baseline position for local targets and ensure robust monitoring systems are in place by March 2009 Ensure that additional services are commissioned against local need and contribute to achieving national and local targets 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Improved performance against baseline position for local targets by March 2010 Ensure that additional services are commissioned against local need and contribute to achieving national and local targets 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Extended Services	Linked Indicators	TBC
	Residual	TBC				

Key Objective CS6

Corporate Priority:	A Healthy Halton
Key Area Of Focus:	6 - Providing services and facilities to maintain the independence and well-being of vulnerable people within our community
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	CS6: To provide co-ordinated and integrated services to children with disabilities					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Review/ updating of strategy in the context of the new service design. Implement revised strategy by March 2008 and establish baseline position. 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Children with Disabilities mini trust integrated into single Children's Trust by March 2009 5% increase against baseline in the % of children with complex needs whose assessed health needs are met by March 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> 10% increase against baseline in the % of children with complex needs whose assessed health needs are met by March 2010. 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Disability & Complex Needs	Linked Indicators	TBC
	Residual	TBC				

Key Objective CS8

Corporate Priority:	Halton's Children & Young People
Key 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
ECM Outcome & CYP Plan Priority	Achieve Economic Well Being

Service Objective:	CS8: To develop self confidence of children with disabilities to deal with significant life changes and challenges					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Review data with Connexions on post school destinations of CWD mini trust cohort by March 2008 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> 75% of all disabled children within the CWD mini trust cohort are progressing into work, education or training or other positive destinations by March 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> 100% of all disabled children within the CWD mini trust cohort are progressing into work, education or training or other positive destinations by March 2010 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Disability & Complex Needs	Linked Indicators	TBC
	Residual	TBC				

6.1.2 Other Service Objectives

Other Objective CS7

Corporate Priority:	A Healthy Halton
Key Area Of Focus:	19 - To ensure a safe environment for children where they are supported and protected from abuse and neglect
ECM Outcome & CYP Plan Priority	Be Healthy

Service Objective:	CS 7: To provide security, stability and care for Children with Disabilities in their home environment		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> Agree target for all eligible families receiving a carer's assessment of their needs. Implement data collection processes by September 2007 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> 65% of all eligible families receiving a carers assessment of their needs by March 2009 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> 100% of all eligible families of disabled children receive a carers assessment by March 2010 		
Responsible Officer	DM Disability & Complex Needs	Linked Indicators	TBC

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ¹	Description	Corp Plan Priority / CYP Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Service Delivery											
<u>CS LPI 1</u>	Number of requests for support moderated by the Early Intervention Panel to meet children's needs earlier		New Indicator	N/A			40		75	90	100
<u>CS LPI 2</u>	% of children with complex needs receiving family support rather than residential services		New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA
BVPI 222a	Quality of early years & childcare leadership: Percentage of leaders of integrated early education and childcare settings funded or part funded by the LA - <i>with a qualification at level 4 or above</i>		14%	35	24	16	38%		50%	75%	80%
BVPI 222b	Quality of early years & childcare leadership: Percentage of leaders of integrated early education and childcare settings funded or part funded by the LA - <i>with input from staff with graduate / post graduate training in teaching / child development.</i>		100%	100	43.5	20.5	100%		100%	100%	100%

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

Ref ¹	Description	Corp Plan Priority / CYP Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Quality											
CS LPI 3	% of Carers of children with complex needs whose assessed needs are met by Children's Services		New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA
CS LPI 4	% of leaders of integrated early years settings with a qualification at Level 4 or above		14%	N/A			38%		40%	42%	44%
CS LPI 5	% of leaders of integrated early years settings which have input from staff with graduate or post graduate training in teaching or child development		100%	N/A			100%		100%	100%	100%
CS LPI 6	% of private and voluntary sector early years service providers achieving good or better inspection reports		New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA
Fair Access											
CS LPI 7	% of children with complex needs accessing inclusive play and leisure opportunities		New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA
Cost & Efficiency											
CS LPI 8	Number of children with complex needs educated out of borough		New Indicator	N/A			96		89	85	80
BVPI 43a	Percentage of SEN statements prepared within 18 weeks – excluding 'exceptions'		100%	100	99.4	95.7	98%		100%	100%	100%

Ref ¹	Description	Corp Plan Priority / CYP Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
BVPI 43b	Percentage of SEN statements prepared within 18 weeks – including 'exceptions'		91%	95.4	85.85	72.45	85%		92%	95%	95%
Corporate											
There are no indicators of this type for this service											

6.3 Equality Action Plan

To be completed

The Department carried out an Equality Impact Assessment during 2006 and a number of actions that needed to be taken were identified. Those yet to be completed that are considered to be high priority are detailed in the table below.

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Action(s) Proposed	Timetable			Officer Responsible
			2007/08	2008/09	2009/10	

6.4 Local Public Service Agreement

The service is not directly responsible for any LPSA, however the service contributes to the LPSA targets in the Vulnerable Children's and Learning and School Improvement service plans.

6.5 National Floor Targets

The service is not directly responsible for any National Floor Targets, however the service contributes to the targets in the Vulnerable Children's and Learning and School Improvement service plans.

6.6 Local Area Agreement

To be confirmed

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councilors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- **Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Quarterly progress reports to the Management Team;**
- **The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

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

[Community Strategy](#)

[Halton Best Value Performance Plan 2006/07](#)

Halton Children and Young People's Plan 2006-2009

Halton Corporate Plan 2006-2011

Halton Community Strategy 2006-2011

Youth Justice Plan

Halton Safeguarding Children Board Business Plan

Preventative Services Partnership Board Business Plan

Common Processes Task Group Business Plan

Specialist/Targeted Task Group business Plan

Universal Task Group Business Plan

Building Bridges Strategy for Children and Young People with Disabilities

Looked After Children Strategy

14-19 Strategy Plan

Emotional Health and Well-being Strategy

Children in Need Strategy

Teenage Pregnancy Strategy

Young Person's Substance Misuse Plan

Risk Assessment for Key Service Objectives Initially assessed as ‘High’ Risk

To be completed when risk assessment of key objectives has taken place.

Key Objective Ref	Initial Risks identified	Risk Treatment Measures

A commentary will be included in the quarterly service plan monitoring report at quarter 2 and quarter 4 to indicate the progress against risk treatment measures.



CULTURE AND LEISURE SERVICES

SERVICE PLAN

April 2007 to March 2010

Contents

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1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

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

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

The Department exists to provide access to the facilities of leisure and culture, information and recreation and to encourage individuals and groups to take opportunities to develop their quality of life by active participation. The Council believes that the promotion of cultural and leisure activities will contribute to Halton's development: it will draw on talents and resources already in the Borough, give opportunities for a community-based reinvigoration of its town centres and settlements, and provide a focus for the expansion of the creative energies of those who live, work study and play in the area. Culture and Leisure have an important role to play in addressing health issues, personal development, community safety and community cohesion, Housing and Youth Service portfolio, social inclusion and the quality of life for Halton people.

The Department is responsible for:

Arts Development	Quality and Performance Portfolio
Libraries and Archives	Quality and Performance Portfolio
Museums	Quality and Performance Portfolio
The Brindley	Quality and Performance Portfolio
Parks and Countryside	Environment, Leisure and Sport Portfolio
Community Safety	Community Portfolio
Sports Development	Environment, Leisure and Sport Portfolio
Leisure	Environment, Leisure and Sport Portfolio
Community Development	Neighbourhood Management and Development Portfolio
Community Centres	Community Portfolio
Voluntary Sector Liaison	Deputy Leader Portfolio
Drug Action Team	Community Portfolio

The services are available to anyone who lives, works or studies in Halton.

2.2 Key Messages

Library Services

There has been an increase in use, helped by the new Widnes Library, a re-vamped Ditton Library and the new Mobile Library Service. The service is valued by users, with high satisfaction rates and is in receipt of the MATRIX standard award. The service has worked hard to successfully increase its usage. User surveys indicate the need to upgrade facilities at Halton Lea and Runcorn Egerton Street. The service needs to expand its access, either in terms of partnership facilities or a new bespoke library.

Leisure and Community

Leisure facilities have been upgraded through the contract with D.C.Leisure, with improvements at Brookvale Leisure Centre, Kingsway Leisure Centre and Runcorn Pool.

Through the Big Lottery Fund, two Artificial Turf Pitches opened in 2006, along with other community sports facilities linked with schools. Work is underway to create a new athletics facility at Wade Deacon/St Peter and Paul, and Lane Tennis Club will open an indoor tennis facility shortly on the same site. All playing pitches are undergoing drainage improvements. Management systems need to be put in place for the athletics track and the drainage implications. A new changing facility was completed at Runcorn Hill in 2006. There are other sites in need of improvement most notably at Halton Sports. A new 'play' facility is now complete in Castlefields (Phoenix Park) with a skate park, boulder park, multi-use games area, children's play area and a new visitor centre. The park has been incredibly well used and could be a model for future developments. The Parks achieved six Green Flag Awards in 2006/07. Victoria Park has been re-designed through a Heritage Lottery Grant to restore its Victorian features.

The Halton Sports Partnership has continued to develop and make a significant contribution to the delivery of sport in the Borough. A mid term review of the Strategy was conducted with the Partnership and the local sporting community in 2005/06 with a new strategy launched in 2006. Significant revenue in the form of sports grants and rate relief, have helped a large number of sports clubs and athletes.

Use of community centres, has increased significantly and the project for them to deliver Adult Day Care Provision started in 2006. This will be rolled out in 2007, particularly with adaptations to buildings. Community Development have a major role to play in developing the Council's Community Cohesion Strategy and supporting Neighbourhood Management initiatives.

There are increasing pressures on the Council's Voluntary Sector Grant allocation, where demand exceeds budgets. Organisations in receipt of 3 year SLA's are now due for review, with new grants being awarded in 2007/08.

Culture

The Brindley has exceeded all expectations. Winner of four national awards, audience figures exceeding targets and subject to significant critical acclaim. The marketing strategy, however, does highlight some areas for more work. Chief amongst these is the need to attract more people from Widnes, and to clarify the film product. Work in 2006 attracted more people from Widnes.

Norton Priory has had another successful year, receiving Heritage Lottery Fund grants and tourism awards. The eco-friendly conference centre is their latest attraction. Under the Priory's management Halton Castle has been opened up more to the public, and with another Heritage Lottery Fund grant is developing a long term sustainable business plan. Catalyst Museum received a Millennium Commission Grant of £650,000 to create a new sub-regional science education centre.

Drug Action Team (DAT)/Community Safety

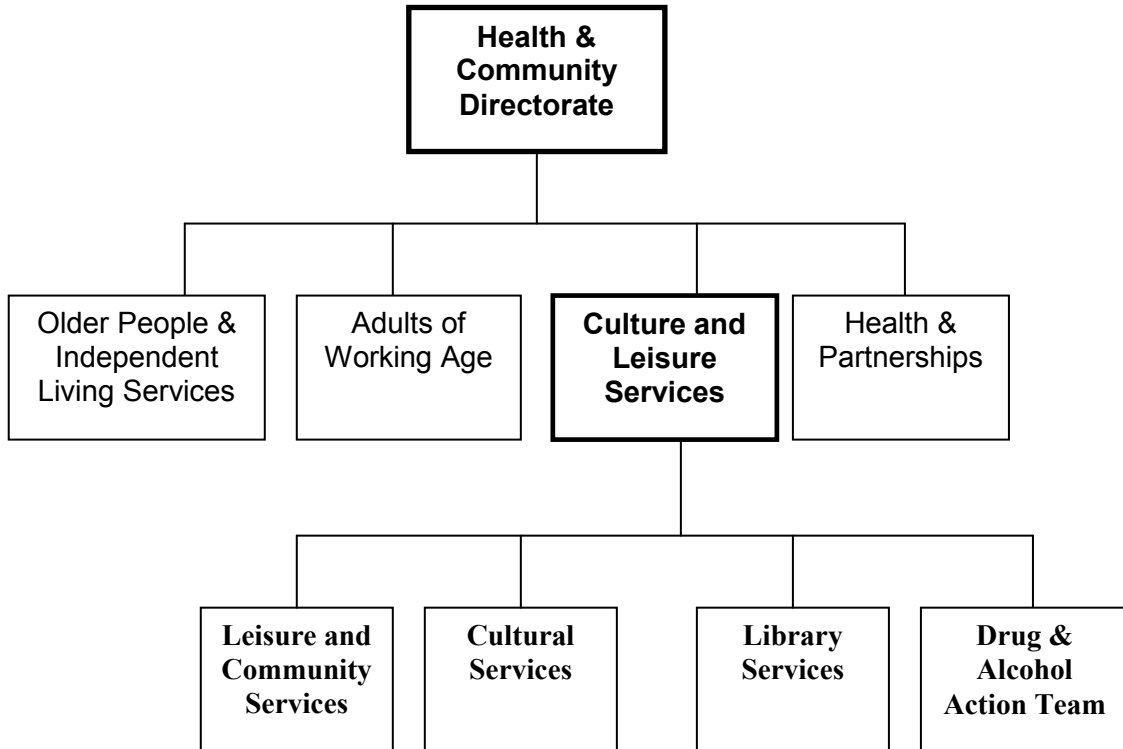
The DAT is now firmly established and meeting its national targets. A single treatment centre was developed in 2006.

The issue of anti-social behaviour has had increased publicity and significance this year. Strategies need to be developed, through Community Safety to respond to public concerns. A new strategy will be launched in April 2007. Significant work has been undertaken between the Police and Halton Borough Council to produce, neighbourhood tasking groups to respond to known 'hot spots'. Multi-agency work at Victoria Park has

provided a model to deal with excessive behaviour. The Community Safety Team will be reviewed in 2007/08.

2.3 Organisation Structure

Where Culture and Leisure fits in:



Staffing Levels

	2006-07	
	FTE	Headcount
Managerial	18	18
Professional/Technical	58.54	76
Administrative/Clerical	7.18	9
Front Line	77.9	107
Total	161.62	210

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to the Culture & leisure Services Department, and the Service Aims associated with them are: -

Corporate Priority 1: A Healthy Halton

Area of Focus : 1

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

Area of Focus : 2

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

Area of Focus : 3

Delivering programmes of education to improve the health of Halton residents.

Area of Focus : 4

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

Area of Focus : 6

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

Area of Focus : 7

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

The following Service Aims apply to the above: -

Service Aim 1

SA1 - To make a large contribution to the health and well-being of the people of Halton by developing self-confidence, providing opportunities for self-achievement and enjoyment, learning new skills, promoting healthy lifestyles through fitness and eating initiatives.

Corporate Priority 2: Halton's Urban Renewal

Area of Focus : 12

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

Service Aims: -

SA2 - To increase usage of parks and open spaces, improve the quality of playing surfaces; restore, where appropriate parks to their heritage and make them accessible to all.

Corporate Priority 3: Halton's Children & Young People

Area of Focus : 14

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

Area of Focus : 15

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

Service Aims: -

SA3 - To promote lifelong learning opportunities through library and community centres, contributing to their personal development.

SA4 - To provide affordable/free opportunities for looked after children to participate in cultural and leisure pursuits.

SA5 - To provide family friendly cultural and recreational opportunities.

Corporate Priority 4: Employment, Learning & Skills in Halton

Area of Focus : 20

To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.

Area of Focus : 21

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

Area of Focus : 25

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

Service Aims: -

SA6 - To promote lifelong learning opportunities through libraries and community centres, contributing to their personal development.

SA7 - To establish creative industries opportunities by offering training, mentoring and employment, particularly via the Arts Development Team.

Corporate Priority 5: A Safer Halton

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.

Area of Focus : 27

Reducing the physical effects of anti-social and criminal behaviour

Area of Focus : 29

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

Area of Focus : 30

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

Service Aims: -

SA8 - To play a major role in putting in place mechanisms to reduce crime or the perception of crime and to provide facilities and the management of open spaces to offer alternatives to anti-social behaviour.

Corporate Priority 6: Corporate Effectiveness & Business Efficiency

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 to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton

Area of Focus : 32

Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access

Area of Focus : 38

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

Service Aims: -

SA9 - To establish levels of satisfaction amongst customers to provide information to assist in the development of services.

SA10 - Provide management information necessary for the maintenance and further development of the services.

SA11 - To provide library services through electronic means and across the internet.

SA12 - To fully implement audit reports in respect of public use of the internet.

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

4.1.1 Political

- Changes to the Comprehensive Performance Assessment regime, and in particular the establishment of the new Cultural Block will create pressure in respect of data collection and could impact upon service design and service delivery. The effect, as yet, is unquantified pending benchmarking exercises.
- The development of the Safer Stronger Communities agenda will impact on service delivery, particularly in respect of Anti-Social behaviour and Neighbourhood Management.
- The Government agenda for sport and physical activity will dictate the delivery for sports development.
- The award to Liverpool of 2008 Capital of Culture and to London for 2012 Olympics will bring expectations of involvement locally that are currently unbudgeted.

4.1.2 Economic Climate

- The Council's 2006 Base Budget Review, the Gershon requirements, and the difficult settlement for 2007 and beyond, place real difficulties on all budgets. Potential budget cuts may mean the closure of some services.
- Services currently funded through NRF or other external sources need to identify alternative funding schemes or face cessation. The major services affected are SPLASH, Kingsway Lifelong Learning Centre and Widnes Library and Sports Development.
- Lottery funding, as a source of capital development is becoming rapidly non-existent. There will be fewer capital schemes without alternative provision.
- Opportunities for economic development need to be exploited via Capital of Culture and Olympics 2012.

4.1.3 Social Factors

- A Community Cohesion Strategy is being developed to respond to the Governments agenda, and to ensure proper community engagement.
- The distribution of services, and the ability for the public to access these services is an issue, particularly related to public transport. Community Legal Services Partnership auditing the availability of advice in 06/07. The future of this service is uncertain however, due to a Government re-organisation. Ease to get to cultural and leisure events needs to be considered.
- Levels of charges will be under review. For Culture and Leisure, charges have been kept low, to reflect peoples ability to pay. In some instances charges have been removed completely. There needs to be a debate about income generation as opposed to social inclusion.

4.1.4 Technological Developments

There is a need for the Council to embrace SMART card technology that will allow the booking of facilities and services across all deliverers.

4.1.5 Legislative

Disability Discrimination Act 2005. All public authorities are required to be compliant by a Disability Equality Scheme by December 2006.

4.1.6 Environmental

CABE (Commission for Architecture and the Built Environment) have issued new guidelines for the management of Parks and open spaces. Opportunities exist to further upgrade Parks via the Heritage Lottery Fund.

4.2 Service Developments

- Sports Strategy reviewed in May 2007 with revised Action Plan.
- Artificial Turf Pitches opened at the Heath, and Bankfield Schools.
- Work commenced on athletics track at Wade Deacon/St Peter and Paul site.
- Work started to successfully re-locate Lane Tennis Club to St Peter/Paul site.
- New Phoenix Park (Youth Activity Area) opened.
- Victoria Park re-developed through Heritage Lottery Grant.
- 6 parks given Green Flag status.
- New Heath changing rooms opened.
- Library Service record highest adult user satisfaction rates in Country.
- Upton Community Centre received National Award for most improved Culture and Leisure venue in Country.
- The Brindley has received 4 national awards for excellence in programming, design and access.
- Ashley House opened as a one stop-shop for people with drug/alcohol issues.

4.3 Efficiency Improvements

- The Best Value Review of Community Centres has been fully implemented, resulting in a 15% saving in staffing costs
- The Modernising Day Services Review within ALD will result in a greater use of facilities within Culture and Leisure.
- GERSHON savings of £100k for Community Centres and £30k for procurement have been delivered.
- Increased usage of the library service through a number of initiatives, but within existing budgets have driven down unit costs.

4.4 National, Regional & Sub-Regional Focus

- The new monitoring regime for Culture and Leisure, as part of the CPA Assessment has required extensive new P.I.'s and survey work. These could result in improved scores for the CPA.
- There are increasing expectations that regions will respond to the Olympic, 2012 initiative, and sub-regionally to Liverpool's Capital of Culture status for 2008.
- The Department for Culture, Media and Sport are still developing guidelines for a national book acquisition scheme for public libraries. The indication is that these will be voluntary, but it is too early to judge the potential benefits or otherwise.
- There is an evolvity Government agenda in respect of the 'voluntary sector' an expectation that they will be required to tender for funding in the future.
- The need to respond to increased Gershon cashable savings.

4.5 Equal Opportunities

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

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006 – 07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

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

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

Relevant information yet to be confirmed.

5.2 Future Staffing Requirements

Please see commentary attached. Until decisions are taken in respect of NRF funded posts it is impossible to complete the table.

There are a number of posts that are currently funded externally. It is accepted that some of these should cease once contracts are terminated. However, the posts associated with the Kingsway Learning Centre allow the Centre to operate on its existing hours. Reductions would mean reduced opening hours. There are 28 posts, to the value of £330,000.

Year	Managerial	Professional/ Technical	Administrative/ Clerical	Front Line
2007/08				
2008/09				

For more detailed information about any future staffing requirements detailed above, please refer to the appropriate Directorate Workforce plan.

5.3 Future ICT Requirements

- Replacement strategy for PC's in public libraries/community centres.
- Co-ordinated booking systems in partnership with HDL.
- IT Service Level Agreement
- Replacement Library Management System. Self issue system for Halton Lea Library.
- Library ICT requirements (circulation system/pc's etc) for new Castlefields facility.
- Central server for ICAM for all libraries.
- Lap top docking stations to assist in the collection of data.
- Roll out existing ICT monitoring/management systems at Grangeway to all community centres.

5.4 Future Accommodation/Property Requirements

- A new library to replace Runcorn Egerton Street, which is in a state of disrepair and is located in the wrong place to serve the needs of the Town Centre.
- New library service points in Sandymoor and North Widnes.
- Re-develop the sports facilities at Halton Sports.
- Phase II of the Athletics Track, incorporating a stand, training and fitness provision, and all weather surface.
- Upgrade of library facilities at Halton Lea.

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- Performance Indicator Targets. These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- Local Performance Indicators. These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- Local Public Service Agreement Targets. Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements. **THIS SECTION OF THE PLAN WILL BE REVISED IN LIGHT OF THE LOCAL AREA AGREEMENT THAT IS PRESENTLY UNDERGOING DEVELOPMENT**
- National Floor Targets. These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

The following tables identify the service objectives and national / local performance indicators, each of which has been referenced to the Corporate Priority to which it relates.

6.1 Service Objectives

6.1.1 Key Service Objectives

Corporate Priority: 2 & 4	Healthy Halton & Employment, Learning and Skills
Key Area Of Focus: 2,7 & 21	<p>2 - Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.</p> <p>7 - Providing services and facilities to maintain existing good health and well-being.</p> <p>21 - To improve access to employment by providing opportunities to enhance employability skills and knowledge</p>

Service Objective: CL1	To contribute to the health and well-being of the people of Halton by developing self-confidence, providing opportunities for self-achievement, enjoyment and recreation by promoting healthy lifestyles through sporting and cultural opportunities.
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Secure funding to implement proposed programme of activity as part of Liverpool's Capital of Culture status. • Ensure that Halton's people and their twin towns are able to participate in Liverpool's 800th Birthday celebrations in August 2007. • Establish youth development/exchange programme with Newham B.C. (hosts of Olympics 2012) in respect of sporting and cultural opportunities. • Establish an 'Olympics Support Fund', with appropriate criteria to allow young Halton talent to bid for funding to improve their chances of being able to participate in 2012. • Establish funding and final work programme for St Chads Big Lottery Fund Sports Hall Scheme. Work to be completed October 2007. • Complete design of the new Castlefields Community Centre as part of the the Castlefields Regeneration Scheme by June 2007. Establish funding package by March 2008 to allow work to proceed. • Develop local PI's for in-house ALD Day Services and SLA between Community Centres and ALD Services to measure and improve performance by June 2007. • Consult with users and local communities to prepare a Lottery Fund bid to upgrade Halton Lea Library in line with user expectations (May 07). Outcome of bid known by September 07. If successful, develop detailed scheme by January 08.

Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Develop full programme of celebrations for Capital of Culture 2008. This to include at least one major Festival Event. • Develop proposals for Halton to be used as training camp facilities for Olympic Teams. • Review SLA for in-house Day Services by June 2008. • Work to start on site on Halton Lea Library upgrade (September 08) if bid has been successful. 				
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • To be developed subject to success of 07/08, 08/09 				
Risk Assessment	Initial		Responsible Officer	O.D. Culture & Leisure	Linked Indicators
	Residual				

Corporate Priority: 5	A Safer Halton
Key Area Of Focus: 26 & 27	26 - Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities. 27 - Reducing the physical effects of anti-social and criminal behaviour

Service Objective: CL2	To develop strategies and action plans to reduce anti-social behaviour and the perceptions of crime.				
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Launch new Strategy April 07. Safer Halton Partnership to monitor Action Plans on a quarterly basis. • Establish new structure for Community Safety Team Sept 07. • Introduce system of dedicated Police Community Safety Officers (PCSO's) into Parks to manage security and anti-social behaviour issues by May 07. To be reviewed on a quarterly basis. 				
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Assess effectiveness of Anti-Social Behaviour Strategy (April 08), particularly in light of reported incidents. • Assess effectiveness of PCSO's in Parks, particularly in light of reported incidents. 				
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • To be determined. 				
Risk Assessment	Initial		Responsible Officer	O.D. Culture & Leisure	Linked Indicators
	Residual				

Corporate Priority: 6	Corporate Effectiveness and Business Efficiency
Key Area Of Focus: 31 & 32	<p>31- Working with partners and the community , to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.</p> <p>32 - Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access</p>

Service Objective: CL3	To implement the Action Plan of the self-assessment of ‘Towards an Excellent Service’ model as prescribed by the Department of Culture, Media and Sport. The plan will prioritise areas for self-improvement.					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Action plan agreed with IDEA by April 07. Plan to be presented to PPB/Executive Board in first cycle of Municipal Year. Culture and Leisure Services Management team to monitor Action Plan on a quarterly basis. 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Progress against Action Plan presented to PPB in its first Municipal Cycle. 					
Key Milestone(s) (09/10)	-					
Risk Assessment	Initial		Responsible Officer	Leisure Services Manager	Linked Indicators	
	Residual					

6.1.2 Other Service Objectives

There are no “Other” service objectives.

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Service Delivery											
BVPI 118	(a) % Of library users who found the book they wanted.		N/a				65%	TBC	N/a	N/a	TBC
	(b) % Of library users who found the information they wanted.		N/a				70%	TBC	N/a	N/a	TBC
BVPI 170	(a) Number of visits to/usages of museums per 1,000 population		2202				2220	TBC	2240	2260	TBC
	(b) Number of those visits that were in person per 1,000 pop'n		246				273	TBC	278	283	TBC
	(c) Number of pupils visiting museums in organised groups		21187				21200	TBC	21230	21260	TBC
BVPI 126	Domestic burglaries per 1,000 households		14.43				13.3	TBC	12.1	11	TBC
<u>BVPI 127</u>	(a) Violent crimes per 1,000 pop'n		26.15				25.5	TBC	25.2	24.9	TBC
	(b) Robberies per 1,000 pop'n		0.83				0.81	TBC	0.79	0.77	TBC
<u>BVPI 128</u>	Vehicle crimes per 1,000 population		15.95				15.8	TBC	15.6	15.4	TBC
BVPI 174	Number of racial incidents recorded by the Authority per 100,000 population		21.03				21	TBC	21	21	TBC

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

² No quartile data is available for local performance indicators

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
BVPI 175	% Of racial incidents that resulted in further action		100%				100%	TBC	100%	100%	TBC
BVPI 198	Number of drug users in treatment per 1,000 head of population aged 15 - 44		13.60				14.6	TBC	15.2	16.0	TBC
BVPI 225	Actions against domestic violence (the % of a set of 11 questions to which the Authority can answer "yes")		91%				100%	TBC	100%	100%	TBC
PLSS 5 /C11a	Requests supply time, (a) % Within 7 days (b) % Within 15 days (c) % Within 30 days		52% 70% 85%	- - -	- - -	- - -	52% 70% 85%	TBC TBC TBC	53% 71% 86%	54% 72% 87%	TBC TBC TBC
PLSS 6 /C2c	Number of library visits per 1,000 population		4791	-	-	-	4926	TBC	5074	5226	TBC
PLSS 9 /C11b	Annual items added through purchase per 1,000 population		272	-	-	-	226	TBC	226	226	TBC
PLSS 10 /C11c	Time taken to replenish the lending stock on open access or available on loan		4.54	-	-	-	6.2	TBC	6.2	6.2	TBC
C4	Active borrowers as a % of population		20.9%	-	-	-	21.5%	TBC	22%	22.5%	TBC
C12	Stock level and stock-turn (a) Stock turn – issues per 1,000 population/ books per 1,000 population (b) Stock level per 1,000 pop'n		6.99 1189	- -	- -	- -	7 1135	TBC TBC	7 1135	7 1135	TBC TBC

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
C16	% 5-16 year olds in school sports partnerships engaged in 2 hrs a week min on high quality PE and school sport within and beyond the curriculum		79.9	-	-	-	85	TBC	90	95	TBC
C17	% Of adults participating in at least 30 min. moderate intensity sport and active recreation, 3 or more days a week		N/a	-	-	-	Baseline to be set	TBC	Baseline + 1.7%	Baseline + 3.4%	TBC
C18	% Of population volunteering in sport and active recreation for at least 1 hour per week		N/a	-	-	-	Baseline to be set	TBC	TBC	TBC	TBC
Quality											
BVPI 118	(c) % Overall satisfaction of Library Users		N/a				94%	TBC	N/a	N/a	TBC
BVPI 119/ C5,6,7, 8,9	(a) sport and leisure		N/a				54%	TBC	N/a	N/a	TBC
	(b) libraries		N/a				70%	TBC	N/a	N/a	TBC
	(c) museums		N/a				31%	TBC	N/a	N/a	TBC
	(d) arts activities/venues		N/a				36%	TBC	N/a	N/a	TBC
	(e) parks and open spaces		N/a				73%	TBC	N/a	N/a	TBC
PLSS 7 /C14a	Assessment of users 16 and over of their library service		N/a				94%	TBC	N/a	N/a	TBC
C15	Museums accreditation		2				2	TBC	2	2	TBC
Fair Access											
PLSS 1 C2a	Proportion of households living within a distance of a library,										
	(a) within 1 mile		62%				71%	TBC	71%	71%	TBC
	(b) within 2 miles		98%				98%	TBC	98%	98%	TBC

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
PLSS 2 C2b	Aggregate scheduled opening hours per 1,000 population for all libraries		89%	-	-	-	92%	TBC	92%	92%	TBC
PLSS 3 /C3a	% Of static libraries providing access to electronic information resources connected to the internet		100%	-	-	-	100%	TBC	100%	100%	TBC
PLSS 4 /C3b	Total number of electronic workstations available to users per 1,000 population		7.6	-	-	-	7.6	TBC	7.6	7.6	TBC
C19	% Of population that are within 20 minutes travel time (urban areas – by walk; rural areas – by car) of a range of 3 different sports facility types, of which one has a achieved a specified quality assured standard		N/a	-	-	-	Baseline to be set	TBC	TBC	TBC	TBC
Cost & Efficiency											
BVPI 220	Compliance against the Public Library Service Standards		3	-	-	-	3	TBC	3	3	TBC
C13	Cost per visit (libraries)		£3.13	-	-	-	£3.26	TBC	£3.26	£3.26	TBC
Corporate											
BVPI 226	Advice and guidance services, (a) Total spend by Authority (£k)		403	-	-	-	403	TBC	403	403	TBC
	(b) % Of spend where service provision was by organisations holding the CLS Quality Mark		81.4%	-	-	-	81.4%	TBC	81.4%	81.4%	TBC
	(c) Direct provision (£k)		5,790	-	-	-	5,884	TBC	6,002	6,122	TBC

6.3 Equality Action Plan

To be completed

6.4 Local Public Service Agreement

THIS SECTION OF THE PLAN WILL BE REVISED IN LIGHT OF THE LOCAL AREA AGREEMENT THAT IS PRESENTLY UNDERGOING DEVELOPMENT

(a) Crime reduction

Ref	Description	Actual 2003/4	Target 07/08
1	Reduce the level of violent crime. Number of recorded incidents of violent crime within Halton (serious woundings and common assault)	2133	1913
2	Reduction in vehicle crime in Halton.		
	(i) The number of thefts of vehicles in Halton	753	588
	(ii) The number of thefts from vehicles in Halton	1108	749

(b) Improving the health and well – being of residents (Ref 3)

The percentage of adults in Halton participating in at least 30 minutes moderate intensity sport and active recreation (including recreational walking) on 3 or more days a week, as measured by Sport England's Active People survey

Current performance (November 2006) X%

Target X% + 5% by November 2009

(c) Tackling the problems of domestic violence (Ref 4)

1. The number of incidents of domestic violence reported to the police in Halton.

Current performance (2004/5) 1613

Target 1774 by 2007/8

2. The proportion of incidents of domestic violence which result in a sanction detection.

Current performance (2005/6) S%

Target S% + 5% by 2007/8

3. The proportion of the total number of incidents of domestic violence reported annually to the police in the same period who are repeat victims.

Current performance (2003/4) 23%

Target 18% by 2007/8

(d) Reducing the harm caused by drug misuse (Ref 5)

1. The number of individuals in Halton who are in contact with structured drug treatment services.

Current performance (2004/5) 604

Target 790 by 2008/9

2. The percentage of individuals in Halton starting treatment who are retained in treatment for over 12 weeks.

Current performance (2004/5) 80%

Target 88% by 2008/9

6.5 National Floor Targets

Crime

Reduce crime by 15%, and further in high crime areas, by 2007/08

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councilors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;
- Quarterly progress reports to the Management Team;
- The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

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

[Community Strategy](#)
[Halton BVPP 2006/07](#)

Risk Assessment for Key Service Objectives Initially assessed as 'High' Risk

Key Objective Ref	Initial Risks identified*

*Risk treatment measures associated with the risks identified can be found in the departmental risk register. A commentary will be included in the quarterly service plan monitoring report to indicate the progress

Equality Action Plan

The Department carried out an Equality Impact Assessment during 2005 and a number of actions that needed to be taken were identified. Those yet to be completed that are considered to be high priority are detailed in the table below.

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Action(s) Proposed	Timetable			Officer Responsible
			2007/08	2008/09	2009/10	

A new Directorate Equality Action Plan is currently in development, therefore, this will be inserted as Appendix 2 at a later date.



Economic Regeneration

SERVICE PLAN

April 2007 to March 2010

Contents

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1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

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

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

The Regeneration Department exists to develop and implement the Economic Development and Tourism Strategy for the Borough. Traditionally this form of activity has been voluntary, but the Local Government Act 2000 brought in a statutory duty for local authorities to 'promote economic well-being'.

The Regeneration Department is responsible for:

Business Development

- Handling inward investment and business expansion enquiries and related follow up work
- Economic promotion and marketing
- Assisting local companies with the implementation of the technologies that will enable eBusiness
- Working in partnership with the private, voluntary and public sector to improve the vitality of Halton's three town centres
- Promoting tourism and co-ordinating the staging of events targeted at attracting quality attractions and developing niche tourism
- Working closely with tourism and leisure businesses in Halton, in order to identify their ongoing development needs and to ensure that Halton's tourism offer is maximised
- Tackling and improving the poor visual image and amenity of the Borough's industrial areas and encouraging best practice in the field of sustainable working to assist businesses to become more competitive
- Supporting businesses on the Widnes Waterfront site to upgrade their amenity and physical appearance in line with agreed design guide standards
- Working with large (more than 250 employees) and foreign owned companies to ensure that the Borough's most significant employers continue to invest and grow locally.

Enterprise and Employment

- Promoting enterprise and the development of an entrepreneurial culture through a programme of entrepreneurship and the continued development of social enterprises.
- Increasing employment rates 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
- Reducing the unemployment rate
- 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
- Managing the delivery of employment initiatives including key elements of the Government's New Deal programme, Jobcentre Plus/ESF Co-financed projects and the Council's NRF funded ILM programme which are all aimed at assisting unemployed residents back into work

- Delivery of the Halton ILM (including the newly developed mental health ILM funded via Halton & St Helens PCT for residents with mental ill health) offering paid work
- Provision of a Neighbourhood Outreach Programme which takes employment services on to the streets of the 7 most employment deprived wards in the Borough as identified in the Employment Learning and Skills SSP Employment Plan - Appleton, Castlefields, Grange, Halton Lea, Kingsway, Riverside and Windmill Hill - and these are also the wards identified for priority action in the draft Halton Local Area Agreement.
- Providing a dedicated employment programme for young people aged 16-21 years leaving care providing paid (minimum wage) work tasters, practical work experience, work focused training and off the job training to prepare care leavers for progression to Apprenticeship, employment or further training
- Co-ordinate Apprenticeships programme within the Council, which provides training provision (NVQ 2/3) via LSC funded apprentice providers and work experience in Council Departments for young people aged 16-19 years of age

Adult/Family Learning & Skills Development

- Designing and delivering excellent 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
- Offering both non-accredited and accredited routes to a level 2 qualification, categorised as First Steps, Personal Community Development Learning (PCDL) and Safeguarded provision by LSC
- Supporting local businesses in identifying skills gaps amongst employees and providing and/or facilitating appropriate training
- Through a combination of influence and delivery, improving the skill base of the borough
- Working collaboratively with other training and education providers in the borough and the Learning and Skills Council Greater Merseyside in developing and implementing an area-wide 'Adult' Plan
- Addressing equality, diversity and widening participation issues and promoting inclusion
- Managing the Neighbourhood Learning in Deprived Communities Project, funded through LSCGM

Who benefits?

The service benefits residents, businesses and communities across the Borough through regeneration, skills development and employment support programmes. It is increasingly looking to support other council departments to achieve their targets (e.g. working up proposals for an employment programme for looked after children) and supports partners in achieving their objectives too, particularly Jobcentre Plus, Business Link for Greater Merseyside and Greater Merseyside Learning and Skills Council.

2.2 Key Messages

Business Development Division

Evidence Lead Strategy and Action Plans

Following on the approval of the Economic and Tourism Development Strategy and Action Plan by the Council's Executive Board in March 2005, work has been

completed on developing a set of evidence lead action plans aimed at boosting the economy and creating employment - A new Marketing Strategy/ Action Plan will attract under-represented sectors into the borough, whilst 3 sector plans covering Tourism, the Chemicals Sector and Science & Technology will support the growth of these three sectors. The latter was researched through a major study jointly undertaken with The Mersey Partnership that has now been published.

In order to engage more effectively with the business community the inaugural meeting of the Halton Economic Forum took place in November 2005 and subsequent meetings took place in May and December 2006. This is a key initiative identified in the Economic and Tourism Development Strategy and, over time, it is anticipated that this business led body will play an increasing role in the development of economic strategy and the delivery of specific business support programmes in the Borough.

Business Support

The Business Development Team (BDT) continues to work with individual business, locally, to ensure that they are not only retained but continue to grow and prosper in Halton.

- The Business Aftercare Programme has worked with 22 large or foreign owned companies in Halton up to November 2006, which is projected to increase to 30 by the end of March 2007 resulting in investments of approximately £20 million. Example investments include, the new Fresenius Kabi headquarters at Manor Park and the investment by Diagio (Guinness) in a new kegging plant.
- Despite a national and regional downturn in investment enquiries the BDT anticipate managing approximately 300 investment enquiries in 2006-2007 and facilitating the conversion of 13% of all enquiries into real investment projects.
- A programme has been finalised, and European funding secured, to continue the very successful e.Business programme until 2008.

It is proposed that The Business Parks Programme, currently operating successfully at Astmoor, Halebank and Riverview industrial areas, be expanded to encompass one additional industrial area. To date the programme has engaged with over 150 businesses and has, through individual estate wide, business lead Steering Groups, initiated a number of improvements including environmental uplift and landscaping, new road signage and traffic calming measures and an innovative CCTV security system at Halebank.

Attracting Visitors and Promoting Tourism

The addition of Creamfields to the annual events calendar is a welcome boost to the local hotel and accommodation sector as well as the SME's that benefit from the overnight stays which this type of event attracts. Over £6m was generated for the economies of Halton and the surrounding districts by the event. To compliment this activity alternative venues within the Borough are being actively promoted to determine if other music and culture based events can be attracted into the area.

Following the closure of the Tourist Information Centre, the staff have transferred into the Promotions and Tourism team offices to promote Halton tourism offer by developing more business to business networking and communications, new niche market activities as well as the promotion of Halton at events throughout the North West region.

The regional and sub regional tourism delivery plans from the NWDA and TMP respectively will not be published until 2007. These plans will clearly have an impact upon the provisions and promotion of tourism in Halton in the future

Enterprise & Employment

Employment

During 2005/6, some 542 people have been supported into employment through the range of programmes offered. This was enhanced in early 2006 as new programmes aimed at people over 50 and those on incapacity benefit came on line. Of particular note was the new work with Positive Contact, a new in-bound call centre located at the Heath Business Park that is using HPIJ as their primary recruitment provider. Given the increasing targeting of harder to help people, it is anticipated that the numbers of people supported into employment will reduce from the 05/06 high.

The Division is working closely with Halton Housing Trust Construction Partnership to recruit residents to work for the three major construction companies who together with the Trust will deliver a comprehensive housing refurbishment programme to over 4,000 households over the next 4 years. In recognition of the construction and improvement jobs, the division has identified a specialised training organisation to deliver a pilot customised intensive floor laying training programme that will provide 10 unemployed residents with floor laying techniques required for entry into the industry. This has recently secured NRF funding from the Employment Learning and Skills SSP.

The majority of funding for the division is generated externally, so it is important to keep making funding requests and submitting tenders. A number of JCP/ESF contracts previously secured were, through lobbying and negotiation, extended until March 2008 with the final intake of beneficiaries in September 2007. The Division, however, will continue to explore opportunities to lever in external funding.

The Halton Intermediary Labour Market project, 'Stepping Stones', funded via NRF has provided paid work experience and job focussed training for 41 residents this year with 27 of them already progressing into work.

Working with colleagues in Children & Young Peoples Team, a small programme 'In2Work' has been developed using NRF to support care leavers into employment. Of the 9 care leavers recruited since August 2006, only 3 currently remain on the programme. Staff are working with colleagues from the Young Peoples Team, Connexions and HITs, in putting together an action plan to improve recruitment and retention to the programme. This includes the potential to use the programme to better prepare care leavers for progression to an Apprenticeship or further training.

The Division have agreed to take over responsibility from the Corporate Training Centre for co-ordinating the Apprenticeship programme across the Council. This will supplement the Divisions work with the 16-19 year priority target group and will compliment the 'In2Work' carer leavers programme.

The integration of the Supported Employment Service (previously part of health & social care) into the Division has provided the opportunity to improve access to mainstream employment services for those disabled residents who want to work and are able to work. The award of a small grant from Halton & St Helens PCT has provided the funding to establish 'Steps2Work' a dedicated ILM to support 6

disabled people experiencing mental ill health to sample paid work experience and job focused training.

The establishment of the Neighbourhood Outreach Team, funded via NRF, will provide the opportunity to engage with workless residents who are furthest away from the employment market and take mainstream employment services on to the streets of seven of the boroughs most deprived wards.

Enterprise.

Extensive work has gone into preparing a second bid to government with colleagues in the External Funding Team for the Local Enterprise Growth Initiative or LEGI (£6m over three years) that would fund a significant part of the enterprise strategy that is presently being finalised. However, the LEGI bid was not successful which will have a critical impact on our ability to deliver the Enterprise Strategy. GONW will provide feedback on the submission will not be given until January 2007.

Projects that were developed in 05-06 included – support to four social enterprises to develop an umbrella trading arm ‘Happen 4 You’, taking the Enterprise game with colleagues in the Education Business Partnership to the point of commissioning production of the first run and supporting the Chamber in delivery of its start up advice scheme.

The key issue is that if real progress is to be made in enterprise, there needs to be a significant input of resources to aid implementation of identified work. A small amount of NRF and revenue priorities funding has been allocated in 2006/7 which has allowed for the appointment of an Enterprise Development Officer on a two tier fixed-term appointment from January 2007. In addition pilot projects for the over 50s and for women entrepreneurs will commence in early 2007. Finally, HPiJ has recruited an enterprise broker that will be available to support and advise individuals seeking to become self employed.

Adult/Family Learning & Skills Development

2006/7 has been another successful year for the Adult Learning & Skills Development team with the target number of learners accessing the service (2013) likely to be exceeded and showing a 4% increase on figures for 2005/6. This is particularly noteworthy given the 6% reduction in LSC funding for 2006/7 (the majority of the funding for the service comes from LSC).

However, whilst the number of individuals accessing the service has increased (projection for 0607 is 2232), the number of enrolments in 2006/7 is likely to show a 16% reduction. The reduction in funding has meant that whilst more individuals have attended a course, the number of different courses they have attended is much reduced. Therefore, in 2005/6, enrolments stood at 3365, but the projection for 2006/7 is likely to be 2800.

Although funding for 2007/8 is expected to be at the same level as 0607, the LSC is changing the way it commissions training and education, and negotiations about learner numbers and associated funding will be done more formally via the Performance and Modelling System (PAMS). Such discussions (for 0708 funding) are just beginning.

The service has continued to implement its Post-Inspection Action Plan (PIAP) following its successful inspection during 2005/6. The scrutiny process by the Employment, Learning & Skills PPB to examine the PIAP has been started. The scrutiny topic also includes an examination of Skills for Life provision and the role of the team within Halton Borough Council.

Adult Learning

During 2005/06, 919 individuals accessed general adult learning courses and enrolments to date for 2006/07 show that we are on course to achieve the LSC target of 1030 individuals.

With the cessation of LSC funding for Learning Partnerships in 2005/6 the Adult Learning Team took on the role of lead partner in the annual Adult Learners' Awards Ceremony, which was held in July 2006 at The Foundry in Widnes. The Lord Mayor of Halton presented awards in seven categories to learners and tutors involved in adult learning during the previous twelve months. The event is high profile and an excellent platform on which learners can celebrate their achievements

The first Learner Information and Progression day was held in June 2006 and brought together all key agencies, including the Adult Learning Team, the FE College, employment services, Aim Higher, the volunteer bureau, connexions, the Early Years Training Team and private training providers, to provide new and existing learners with ideas for getting involved in education, volunteering, etc. This was a hugely successful event with over 150 adults making enquiries.

Alongside the community provision, the team also worked more closely with other Council Directorates and Departments, such as Health & Community and the Enterprise Team, in developing and delivering discrete courses for their client groups. This work was carried out on a commissioned basis and is set to continue and expand through 2006/07 and beyond.

Skills for Life

During 2005/6, 313 adults participated in learning programmes within the Preparation for Life and Work area of learning. 104 individuals achieved a national 'Skills for Life' qualification in literacy, numeracy or ESOL. For 2006/7, this is likely to be 116, which shows a 4% increase.

Celebration of Achievement events provide the opportunity for learners to receive recognition of the progress they have made and to receive nationally-recognised certificates. In December 2006, a Celebration of Achievement event was held in partnership with New Hope – Kids First, a community and voluntary organisation receiving Neighbourhood Learning in Deprived Communities funding to work with adults to improve their awareness of drugs, explore alternatives to violence, and to take part in craft and music skills. 47 learners received certificates and learners played music they had learned for the 94 guests, volunteers and staff in attendance.

Family Learning

During 2005/6, 579 families plus a further 221 adults were engaged in Family Learning programmes. For 2006/7 this is likely to be the same, given that LSC funding for Family Learning remained at the same level as 2005/6. The service continues to target learners from priority areas and in 2005/06, 65% of learners were from disadvantaged wards.

With the development of the Extended Schools agenda, 2005/06 saw 3 schools engage with Family Learning for the first time. In all, the service operated in 37 different venues throughout the borough and these included Children's Centres, Women's Refuge, Schools, Nurseries and Community Centres. Although not a statutory requirement, the value of the Family Learning service is recognised in Halton and as such, it has recently become a contributory indicator for the Local Authority's 'Schools Update' Group.

Family Learning is also a key player in a new Extended Schools Pilot Project, which aims to improve the transition of pupils from nursery into primary education. The project involves a multi-agency approach and the service is working closely with Education Welfare, Health professionals and two primary schools to develop services for parents in this area.

The start of 2006/07 saw two Secondary Schools request Family Learning provision. This is a new area for the service and discussions are underway to develop suitable programmes to meet the needs of each school.

National Family Learning Week 2005/06 was celebrated with a series of K'nex workshops in 8 venues. These proved very popular with families and work is underway to extend this workshop model into other areas of the curriculum.

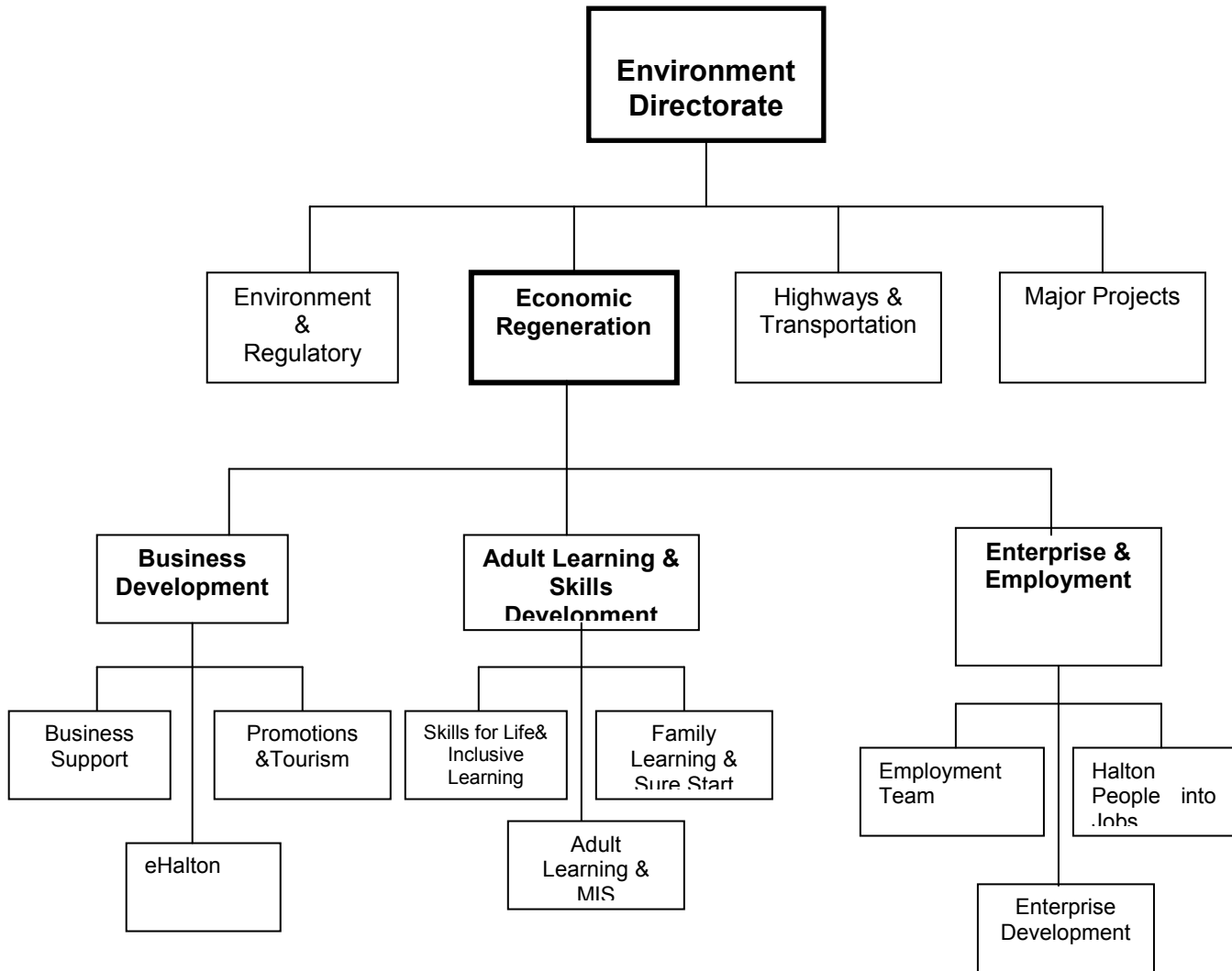
Skills Development

Neighbourhood Renewal Funding was awarded during 2006/7 to support Workforce Development activities and Skills for Life issues across the borough, including within businesses. The funding has been used to address some of the key issues that came out of a Business Perceptions Survey carried out in March 2006, including the need to offer non-qualification solutions for the workforce ('quick fixes') and to address basic skills within the workforce. Of the 150 companies who contributed to the survey, 38 are located in NRF priority wards and it is these 38 that are being targeted by the team's Workforce Development Officer in offering appropriate training solutions.

Halton's first Workforce & Skills Strategy was published in October 2006 and sets out a vision and the ideal characteristics for workforce development in Halton by the year 2011.

During 2006/7, the team began investigations into the GO Award scheme (a whole organisational commitment to Skills for Life) and will continue to work with the unions in taking forward the award.

2.3 Organisation Structure



Current staffing establishment

Year	Managerial	Professional/ Technical	Administrative/ Clerical
2007/08	4	65	11.5

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to the Economic Regeneration Department, and the Service Aims associated with them are: -

SA1: Enterprise and Performance

To foster the development of an enterprise culture and improve the performance of business

- Further economic and urban regeneration
- Creating employment opportunities for all
- Tackling worklessness
- Tackling low wage economy
- Increased focus on Community Engagement
- Minimising waste/increasing recycling/efficient waste disposal
- Creating prosperity and equality of opportunity

SA1 Links to the following Corporate Priorities and Areas of Focus:

Corporate Priority 2 – Halton’s Urban Renewal

Area of Focus 8 – Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.

Area of Focus 15 – Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.

Corporate Priority 4 – Employment, Learning & Skills in Halton

Area of Focus 22 – Working with employers to identify and secure opportunities for the unemployed

Area of Focus 25 – To increase employment opportunities and business start ups in Halton, by developing an enterprise culture.

SA2: Employment and Skills

To increase levels of employment and improve workforce skills to meet business need

- Improving the skills base in the Borough
- Improving educational attainment across the Borough
- Improving Health
- Creating employment opportunities for all
- Tackling worklessness
- Tackling low wage economy
- Creating prosperity and equality of opportunity

SA2 Links to the following Corporate Priorities and Areas of Focus:

Corporate Priority 4 – Employment, Learning & Skills in Halton

Area of Focus 20 – *To increase self confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.*

Area of Focus 21 – *To improve access to employment by providing opportunities to adults to enhance employability, skills and knowledge.*

Area of Focus 22 – *Working with employers to identify and secure opportunities for the unemployed*

Area of Focus 24 – *To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups.*

SA3: Property and Infrastructure

To improve infrastructure and enable investment in land and property to create a supply of good quality business premises

- Further economic and urban regeneration
- Creating employment opportunities for all

SA3 Links to the following Corporate Priorities and Areas of Focus

SA4: Environment and Image

To improve the quality of the environment and improve the image of Halton
Improving environmental assets and how the Borough looks

- Further economic and urban regeneration
- Reducing crime and anti-social behaviour
- Improving amenities for all age groups

SA4 Links to the following Corporate Priorities and Areas of Focus

Corporate Priority 5 – Safer Halton

Area of Focus 27 – Reducing the physical effects of anti-social and criminal behaviour.

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

4.1.1 Political

- The ongoing development by the NWDA to develop a sub-regional partnership for implementing its Regional Economic Strategy will mean more partnership working to ensure a fair share for Halton
- The expanding role of the Mersey Partnership in terms of economic policy, sector development, tourism and its replacement for Action Plan for the City Region.
- In the longer term the recasting of EU funding programmes could disadvantage Halton (unable to access Objective 1 successor programme)
- The recasting of the Assisted Areas map will restrict the support we can give locally to businesses
- The government decision to procure New Deal providers at district wide level and that prime contractors should deliver 80% of the contract, has forced many local authority providers out of this work (Halton is presently a delivery partner for TNG a national training organisation).
- Within the life of this plan, the government has declared its intent to overhaul the New Deal programme.
 - Reshaping of the Business Link network by the NWDA into one 'super' regional provider replacing 5 existing sub-regional franchises – the Regional Office will be based in Preston and there will not be an office in Halton. This will fundamentally change how businesses receive service and the relationship with the council that has for many years been based on day to day relationships that come as a result of co-location.
- The government is promoting the concept of business continuity and local authorities have a clear role to play in promoting this to businesses within their areas
- The increasing need to focus effort on a number of floor targets.
- The increasingly short timescales given by government departments when inviting bids or requesting submissions is becoming more challenging.
- The proposal within the Lyons Report for a supplementary bed tax to be imposed. This would further raise the already inflated bed prices within the UK, possibly resulting in a downturn in overseas visits.
- A current environmental bill, looking at extensions of congestion charges to areas other than London may have a significant impact upon local tourism. People may elect not to use cars in this country or, to take more short break holidays abroad rather than have further taxes on their leisure time in the UK. It could also work in our favour, if charges are levied in major cities, those areas not taxed may increase their "footfall."

- The redirection of tourism funding to supplement to 2012 Olympic Games in London will result in lower sub regional spend on infrastructure and support for local business. This down turn may be further enhanced by the reduction in Government funding for overseas promotion of the UK by reducing VisitBritains budget.
- Increased commitment of resources in support of enhanced levels of scrutiny
- The government has established a Local Enterprise Growth Initiative to promote enterprise in deprived areas. Unfortunately, it has been established as a competitive process so only 30 of the eligible 88 deprived local authority areas will benefit from it. Two competitive bidding rounds have resulted in two Merseyside LEGI bids approved i.e. St Helens and North Liverpool & South Sefton. There will be a round 3 in 2007, but this may be affected by the comprehensive spending review. Enterprise for Halton is a relatively new and developing area. Without the securing of additional funding to cover this work, there is unlikely to be any tangible progress.
- City Employment Growth Strategy Pathfinder – pan Merseyside bid (including Halton) successful but funding/targets from DWP unclear. Only covers DWP Deprived Areas Funding wards – 6 in Halton (Kingsway, Riverside, Castlefields, Grange, Halton Lea & Windmill Hill).
- The skills development agenda is focussed on supporting members of the workforce and those who are job ready but not in employment, to have adequate basic skills and to work towards a first level 2 qualification;
- The continued roll-out of the National Employment Training Programme ‘Train to Gain’ will provide via LSC free training for a first level 2 qualification ;
- The recent re-structure of the Learning & Skills Council saw a substantial reduction in staff numbers based in Greater Merseyside. The objective for developing ‘Area Teams’ during 2006/7 was to allow for a dedicated group of LSC staff to work within each borough. The Area Team for Halton has not yet been at full capacity and certainly in the short term, it is unlikely that it will be. Regional plans will be key, although sub-regional and local plans will still need to be developed. The LSC’s mix of provision for 2007/8 will focus on full level 2, full level 3, Skills for Life, the Skills Agenda and Priority Learners. The key areas that will affect the Adult Learning & Skills Development service will be Priority Learners, the Skills Agenda and Skills for Life. LSC planning documents for 2007/8 identify provision previously categorised as First Steps, Safeguarded or PCDL under the general heading of PCDL and therefore, this will have some implications on the service’s own mix of provision.
- Riverside College Halton was established during 2006/7 and is the result of a merger between Widnes & Runcorn Sixth Form College and Halton College. The college is still very new and its mix of provision for next year has still to be agreed with LSC.
- The transition from local Sure Start programmes to Children’s Centres and the subsequent re-allocating of Sure Start funding may impact on the level of commissioned work. During 2006/7, funding from Sure Start Children’s Centres was continued, however, discussions are still underway as to what level of

funding Sure Start will devolve to the Adult Learning & Skills Development service from April 2008.

- New Regulations on the processes for naturalisation came into force from 1 November 2005 and there is a requirement for applicants to have confirmed English Language ability (speaking and listening) at Entry 3. Other requirements, such as applicants having to be resident in the UK for five years have not changed. Those with English language skills below Entry 3 will need to successfully complete, at an appropriate level (Entry 1, 2 or 3), either a Certificate in ESOL Skills for Life (speaking and listening) or the speaking and listening component of a Certificate in ESOL Skills for Life (all modes) qualification. They should have studied for this qualification on an ESOL courses delivered in a citizenship context. They will not be required to sit the test of knowledge of life in the UK. Everyone who takes the Life in the UK test will have to pay the £34 fee beforehand. There are no exemptions. Proposed changes in the criteria for access to LSC funding during 2007/08 are imminent and will include an increased level of support from employers for ESOL employees and cessation of funding for those seeking asylum.

4.1.2 Economic Climate

- The general dependence on generating external income that funds 77 % of the staffing and consequent need to identify internal match funds
- The ongoing impact of structural changes within the local economy
- Close proximity to the Merseyside Objective 1 area and the related financial incentives on offer to businesses.
- The impact that Warrington's Omega site will have when it finally comes on line

4.1.3 Social Factors

- The numbers of long term unemployed eligible for support under government schemes seems to be falling and emphasis is shifting to worklessness, of which there is much in Halton and as such there could be a bigger client group that can be supported. Clear implications for HPIJ and the Employment Team.
- The increased commitment of resources to support the area forum as strategies are updated and work plans rolled out
- The need to attract the hardest to engage adults in adult learning classes and employment initiatives.

4.1.4 Technological Developments

- The ability to use new technology as a way of improving service delivery is key

4.1.5 Legislative

- Under the 2004 Civil Contingencies Act, Council's have a duty to promote business continuity to businesses and voluntary sector agencies in their administrative area. In taking this forward, Halton Council's Business

Development Division, in conjunction with the Risk Management Division, have taken the lead in discharging the Council's responsibilities under the Act.

4.1.6 Environmental

- Increasing emphasis on waste reduction/minimisation and improved energy efficiency for businesses. The department has already established a good relationship with the new 'environment connect' service and the borough is to be one of three pilot areas in the North West.

4.2 Service Developments

In 2006 consultants, the BE Group, were engaged to undertake a comprehensive review of the current and future commercial property needs of the Borough. The completed study was delivered in late 2006 and will be used to develop future regeneration policy and programmes.

PPB topic reviews

Adult Learning Post-Inspection Action Plan, with a focus on Skills for Life to report March 2006

Business Parks improvement Programme to report March 2006

Halton People into Jobs to report March 2006

Already Identified for 2006-07 –

Town Centre management (Urban Renewal)

Creating Employment through local procurement (Employment, Learning and Skills)

Future skills needs for employers (Employment, Learning and Skills)

Surveys

A survey to assess the feasibility of establishing Business Improvement Districts in the borough's town centres was undertaken and the findings submitted to the Urban Renewal Policy and Performance Board in November 2006.

Although there was evidence of some support from businesses for contributing to the various activities posed in the survey, it fell well short of the first criteria for developing a successful BID, which requires a simple majority (over 50%) voting in favour in a ballot.

On balance, therefore, the Board concluded that any attempts to develop a BID in either Widnes or Runcorn town centre, would fail due to the lack of support from businesses.

Work has also been undertaken to explore the options for sustaining and expanding the programme of regenerating Halton's employment sites as part of the Urban Renewal Policy Performance Board Scrutiny Panel programme.

The process included an assessment of the current Business Parks Improvement Programme (BPIP) and benchmarking and best practice visits to Bolton Industrial Estate Partnership Business Improvement District and Winsford Industrial Estate Business Improvement District. Consultants also undertook a survey to gauge

whether businesses located on Astmoor, Halebank and Riverview Industrial Estate were willing to consider Business Improvement Districts (BIDs) as a viable mechanism for continuing the BPIP programme. Details of the Scrutiny Panel work and the survey findings will be submitted to the Urban Renewal Policy and Performance Board in March 2007.

Business Perceptions Survey

In March 2006, a Business Perceptions Survey was carried out to ascertain the perceptions of employers in the area with regard to the local workforce, their understanding of current training opportunities and the skills that are likely to be required by their employees in the future. The results of the survey were then used to agree proposals for use of NRF via the Employment, Learning & Skills SSP. Examples of this included the publication of a Workforce & Skills Strategy for Halton, the development of a childcare sector-specific level 2 programme and business training solutions for particular companies located in NRF priority wards. Those businesses taking part in the survey were selected from different sized organisations, different sectors and from different wards within the borough and the results of the survey provided a sound knowledge base to begin to address some of the issues around workforce development.

Benchmarking activities

The Team is collaborating with Local Authorities across the North West region to develop regional benchmarks for the Observation of Teaching and Learning (OTL), and an effective and rigorous OTL process that corresponds/correlates with internal and external benchmarks. Working with other LAs to develop these benchmarks will enable the Team to build capacity and share good practice of OTL in order to improve standards in teaching and learning within curriculum areas.

Lewis Carroll Feasibility Study (Urban Renewal PPB and Executive Board)

The project is being led by Daresbury Parish Church Council, which has employed consultants to focus on the story of Lewis Carroll in his home village of Daresbury. A new interpretation and education facility within the currently unused Parish rooms, adjacent to the Ring O' Bells public house is the proposed site for a new visitor centre,

Funded by The Heritage Lottery Fund, the current phase of the project is looking at access, programme development and how the centre will interpret the life of Lewis Carroll within the village of Daresbury during his early life whilst his father was the Vicar at Daresbury Church. Once this stage of the project has been completed, a further application will be made to the Heritage Lottery Fund, early in 2007, to enable the development of the facility.

The new centre in Daresbury will chronicle his early life and also provide an insight into how Daresbury Village used to be in the early 19th Century. As an addition, it will also provide a home for some of the unique records of the village, currently in collections around the Country.

Economic Forum

The first meeting of the Halton Economic Forum took place in November 2005 and subsequent meetings took place in May and December 2006. The Forum will continue to meet bi-annually and will provide the local business community with an

opportunity to engage with and influence key public sector decisions makers in the sub-region.

It is anticipated that over time the Halton Economic Forum will play a significant role with respect to the initiation, development and delivery of economic regeneration and business support policy in Halton.

The Enterprise Game

The Enterprise Game was launched in November 2006 at the stadium. Orders for the game are starting to come in from around the country. The next phase will involve development of sector specific versions (capital of culture, maritime) and a digital version

Future considerations

The NWDA is reviewing the regional tourism strategy. Emphasis is expected to continue on promotion of the North West plus the use of attack brands to attract people e.g. Liverpool. It is likely that NWDA will target its resources at Signature projects and events i.e. big visitor attraction. The concern is that this will leave little resources for other investments.

The Halton Property Review has analysed the Borough's current and future commercial property needs and considered the extent to which the Borough Council should facilitate the development of new commercial property in Halton. The Review also focused on the role of the private sector development community with respect to the realisation of the wider regeneration objectives of the Borough.

The capital of Culture Company launched its new business club (08 businessconnect) in January 2006 to enable companies to engage better with capital of culture, particularly regarding procurement. The department promoting the club within the borough and approaching 50 Halton companies have signed up to date.

4.3 Efficiency Improvements

Cashable – £80,000

- £40,000, through reorganisation of tourism services and changes to marketing programmes and special projects.
- £40,000 through the generation of additional income (however income source only lasts two years)

It is confirmed that last years identified savings have been achieved.

4.4 National, Regional & Sub-Regional Focus

The Northern Way

This is aimed at lifting productivity of the three northern regions (by £29b) and bringing the jobs, investment and quality housing that can create sustainable communities. The programme is now starting to roll out its activities across the regions.

Regional Economic Strategy

This strategy sets out the key economic activities for the next three years in the North West. There are important references to Halton's key projects of the Mersey Gateway and key investment/regeneration sites. It also identifies Halton as a priority for improvements in skill development and reductions in worklessness.

Regional Spatial Strategy

This is at inquiry stage and will ultimately replace RPG. The contents and the impact it will have on the regeneration of Halton cannot be under estimated. The Halton priorities must be included to further the regeneration work delivered to date.

Liverpool City Region Development Plan (CRDP) and Merseyside Action Plan (MAP)

These documents set out the sub regional strategy and actions to support the Northern Way. The timetable for preparation and approval by government has recently been extended. Halton must continue to play an active role in the CRDP preparation to ensure the needs of the borough are included.

Skills Strategy (HM Government 2003)

This document set out an ambitious agenda for tackling the long-standing weaknesses in the way young people and adults are equipped with the skills they need. The strategy aims to ensure that employers have the right skills to support the success of their businesses and that individuals have the skills they need to be both employable and personally fulfilled. The document made the distinction between 'learning for personal development', and 'first step' learning, leading to a level 2 qualification.

Skills: Getting on in Business, getting on in work (HM Government 2005)

Following on from the Skills Strategy (July 2003), this White Paper sets out the Government's Plans for the next major phase of reform in making England a world leader in skills.

Foster Review: Realising the Potential (November 2005)

This document provides a review of the future key strategic issues, challenges and opportunities facing further education colleges. The final report sets out a vision for FE colleges and a clear set of values.

Leitch Review final report (December 2006)

The Government commissioned the Leitch Review to identify the UK's optimal skills mix in 2020 to maximise economic growth, productivity and social justice, and to consider the policy implications of achieving the level of change required. The final report was published in December 2006 and contains significant proposals to achieve a step change in skills levels for the country.

LSC's Annual Statement of Priorities (2006)

Priority 1 – raise the quality and improve the choice of learning opportunities for all young people to equip them with the skills for employment, further higher learning, and for wider social and community engagement;

Priority 2 – raise the skills of the nation, giving employers and individuals the skills they need to improve productivity, employability and social cohesion;

Priority 3 – raise the performance of a world class system that is responsive, provides choice and is valued and recognised for excellence;

Priority 4 – raise LSC's contribution to economic development locally and regionally through partnership working

4.5 Equal Opportunities

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

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006 – 07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

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

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

The bulk of the departmental expenditure is from non-council mainstream sources. This method of funding has been highly effective in delivering a programme of activity that meets the priorities of the corporate plan in terms of employment, learning & skills and urban renewal.

However, in March 2008 a large number of these sources will cease. The scale of the effects cannot be underestimated and will hit particularly hard on the employment and enterprise activity of the department. It is estimated that the department could see **budget reductions of £1.7m** (and a further £150,000 in December 2007). This equates to some 60% of the departmental budget. The services affected would be –

- Halton People into Jobs
- Employment Outreach team
- Supported Employment
- Employment Team
- Enterprise Development
- Business Aftercare
- Business Parks Improvement Programme
- Skills Development

The department will continue to seek external funding wherever possible, but many of the goalposts have been moved, many sources will only be awardable at sub-regional or regional basis and in some instances funding will cease altogether.

Revenue Budget 2007/08

£'000

Spending

Employees
 Premises Support
 Office Accommodation
 Other Premises Costs
 Marketing Programme
 Promotions
 Development Projects
 Supplies & Services
 Transport
 Support Services
 Agency
 Asset Charges

Income

Sales
 Fees & Charges

Government Grants
New Deal
Recharges to Capital

Departmental Budget

REGENERATION

LSP, External or Grant Funded Items

£'000

Multi-Funded Projects

Halton People into Jobs
Growing E-Halton

Priority 3 Life Chances & Employment

Halton ILM
Enterprise & Business Start Up Strategy
Supported Employment
Workforce Development
Halton Employment Plan
Workforce Development - NRF
Skills for Life - NRF

Priority 5 Safe & Attractive Neighbourhoods

Town Centre Initiatives

CAPITAL PROGRAMME 2006/07

£'000

Business Improvement Area Scheme

Total Capital Allocation

5.2 Future Staffing Requirements

As stated above, a substantial number of external funding streams that have underpinned the work of the department will cease in March 2008. As such, the

following budget resources will be required in (08/09) and beyond to maintain the initiatives listed. Should these resources not be secured, the Department will deliver whatever service is possible for the budget that is available:

- Halton people into Jobs (10 staff) £275,000 (08/09)
- Outreach team (3 staff) £150,000 (08/09)
- Employment Initiatives Team (5 staff) £190,000 (08/09)
- Enterprise Development (2 staff) £ 65,000 (08/09)
- Business Parks Improvement (1 staff) £ 39,000 (08/09)
- Business Aftercare (1 staff) £ 22,000* (08/09)
**Talking to TMP about possible funding*
- Supported employment (5 staff) £143,000 (08/09)
- Growing e-Halton (3 staff) £ 23,250** (08/09)
 (07 and 08 calendar years)
***plus ERDF match*
- Adult learning (August 06– July 07) £900,000 (08/09 LSC)

For more detailed information about any future staffing requirements detailed above, please refer to the appropriate Directorate Workforce plan.

Year	Managerial	Professional/ Technical	Administrative/ Clerical
2007/08	4	65	11.5
2008/09	4	38*	8*

Managerial is OD and DM

*Due to the loss of substantial external funding in March 2008, this is the likely staff reduction unless alternate funding is obtained.

5.3 Future ICT Requirements

In addition to general maintenance and replacements-

The location of the Supported Employment team is to be reviewed (see below) and as such any move will require the relocation of its ICT equipment. (Most of its computers are citrix shells).

With the expanded department, there is a clear opportunity to review all the separate databases that exist with relation to working with the business community and the gains of moving to a single CRM will need to be assessed.

Following on from the above, there will need to be a review of all the departmental web sites to ensure clear messaging and connectivity.

IT suite X 3 – equipment will need replacing every 4 years (next replacement due September 2008)

To replace the existing Clever Board at the Acorn Centre with a Smart Board (equivalent to that which is in the IT suite at Kingsway), enabling standardisation of teaching sessions in both centres

5.4 Future Accommodation/Property Requirements

Supported Employment has now been integrated into the Enterprise and employment Division, thus releasing its space in John Briggs House. However, the location of Halton People into Jobs (located on the third floor of Rutland House) remains an issue. It makes both property management and service delivery sense if HPIJ moved to a more accessible location with good footfall. However, the short-term nature of HPIJ funding prevents any commitments to alternative premises at this time.

The cost of accommodation at Kingsway coupled with the reductions in funding for adult learning may necessitate a reduction in the amount of space taken.

The majority of the work that the Adult Learning & Skills Development service delivers takes place in outreach venues and the Team will continue to have some health and safety and risk assessment responsibilities within each of these venues. Review of venues used is ongoing, with a substantial amount of adult/family learning provision taking place in schools, community centres and Children's Centres.

An initial decision to develop the Acorn Centre into an additional Children's Centre (campus model) has been made within the Children & Young People Directorate. This will have some implications for the accommodation available at the Acorn Centre in the future, however, the changes are more likely to be superficial rather than major structural changes.

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- Performance Indicator Targets. These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- Local Performance Indicators. These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- Local Public Service Agreement Targets. Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements. **THIS SECTION OF THE PLAN WILL BE REVISED IN LIGHT OF THE LOCAL AREA AGREEMENT THAT IS PRESENTLY UNDERGOING DEVELOPMENT**
- National Floor Targets. These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

The following tables identify the service objectives and national / local performance indicators, each of which has been referenced to the Corporate Priority to which it relates.

6.1 Service Objectives

6.1.1 Key Service Objectives

Corporate Priority: 2	Halton's Urban Renewal
Key Area Of Focus: 8	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential customers

Service Objective: ER01	Promote diversity and competitiveness, in order to develop a modernised and more competitive business base to provide greater employment security for the Halton community.				
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Implement Phase 2 marketing action plan by 30-3-08 • Forward Strategy for eHalton by 30-9-07 • Expand business Parks to another estate by 30-6-07 (dependent on funding) • Present options for future of eHalton to Strategic Director Environment by 31-10-07 				
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Review Economic & Tourism Development Strategy by 30-3-09 				
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • To be determined pending outcome of review of Economic & Tourism Development Strategy and budget availability 				
Risk Assessment	Initial	H	Responsible Officer	David Owen	Linked Indicators
	Residual	L			

Corporate Priority: 2	Halton's Urban Renewal
Key Area Of Focus: 8	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential customers

Service Objective: ER02	Develop sectors and clusters with a view to developing stronger business inter-linkages and stronger overall business performance in Halton				
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Implement phase2 sector plans for tourism, science and chemicals – by 31-3-08 • Facilitate the development of Daresbury Science and Innovation Campus 				
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Review sector plans in light of revised E&TD Strategy by 31-3-09 				
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • To be determined pending outcome of review of Economic & Tourism Development Strategy and budget availability 				
Risk Assessment	Initial	M	Responsible Officer	David Owen	Linked Indicators
	Residual	L			

Corporate Priority: 4	Employment, Learning & Skills
Key Area Of Focus: 25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture.

Service Objective: ER03	Foster enterprise and entrepreneurship in order to develop an enterprise culture that encourages people to consider starting a business and give new ventures every chance of success.				
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Explore on-line enterprise game by 30-9-07 • Establish Halton Enterprise Island pilot by 30-9-07 • Develop LEGI bid by 31-3-08 (subject to round three taking place) 				
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Dependent on budget 				
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Dependent on budget 				
Risk Assessment	Initial	H	Responsible Officer	Gerry Fitzpatrick	Linked Indicators
	Residual	M			

Corporate Priority: 4	Employment, Learning & Skills
Key Area Of Focus: 22	Working with employers to identify and secure opportunities for the unemployed

Service Objective: ER04	Reduce unemployment and increase employment by equipping people with the basic skills and assisting them to secure employment.				
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Review Basic Skills Strategy by 30-9-07 • Outreach pilot programme to be evaluated by 31-12-2007 • Deliver JCP co-finance contracts by 31-3-2008 • Deliver ILMs programme by 31.3.2008 				
Key Milestone(s) (08/09)	• Dependent on budget				
Key Milestone(s) (09/10)	• Dependent on budget				
Risk Assessment	Initial	H	Responsible Officer	G Fitzpatrick & S Saunders	Linked Indicators
	Residual	M			

Corporate Priority: 4	Employment, Learning & Skills
Key Area Of Focus: 21	To improve access to employment by providing opportunities to adults to enhance employability, skills and knowledge.

Service Objective: ER05	Raise workforce skill levels by reviewing and addressing the skills deficit in Halton				
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Review TNA provision between 30-6-06 & 30-6-07 • Develop a Skills Sub-Group of the ELS by 30-6-07 • SSP to consider customer satisfaction post LSC revamp by 31-3-08 				
Key Milestone(s) (08/09)	• Provide bespoke training solutions to local businesses and raise the number of businesses investing in training by 30-3-09				
Key Milestone(s) (09/10)	• To be determined pending outcome of review of Economic & Tourism Development Strategy				
Risk Assessment	Initial	L	Responsible Officer	Siobhan Saunders	Linked Indicators
	Residual	L			

Corporate Priority: 2	Halton's Urban Renewal
Key Area Of Focus: 10	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors

Service Objective: ER06	Encouraging investment in land and property to develop assets that meet business needs and help to produce an attractive and prosperous Borough.					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Commence Implementing commercial property plan by 30-3-08 • Complete delivery of BIA scheme by 31-3-08 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Review progress on implementing commercial property plan by 31-3-09 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • To be determined pending outcome of review of Economic & Tourism Development Strategy 					
Risk Assessment	Initial	M	Responsible Officer	David Owen	Linked Indicators	
	Residual	L				

Corporate Priority: 2	Halton's Urban Renewal
Key Area Of Focus: 10	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors

Service Objective: ER07	Improving the environment and image of the borough including town centres, to appeal to residents, encourage visitors, businesses and investors.					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Annual footfall statement by 30-9-07 • Finalise night time plan for Victoria square by 31-12-07 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Annual footfall statement by 30-9-08 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • To be determined pending outcome of review of Economic & Tourism Development Strategy 					
Risk Assessment	Initial	M	Responsible Officer	David Owen	Linked Indicators	
	Residual	M				

6.1.2 Other Service Objectives

There are no “Other” service objectives.

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Service Delivery											
<u>ER PI 01</u>	*Number of local people into jobs		583	-	-	-	525		300	100	100
<u>ER PI 02</u>	Number of local people with disabilities into permitted/paid work		30	-	-	-	45		55	25	25
<u>ER PI 03</u>	Number of learners accessing adult learning provision		Academic year 2495	-	-	-	2013 (as in LSC 3 year plan)		1952 (as in LSC 3 year plan)	1893 (as in LSC 3 year plan)	Yet to agree with L
<u>ER PI 04</u>	Number of learner enrolments		Academic year 3713	-	-	-	3540 3434 (to tie in with LSC 3 year plan)		3331 (to tie in with LSC 3 year plan)	3231 (to tie in with LSC 3 year plan)	Yet to agree with LSC
<u>ER PI 05</u>	Number of inward investment enquiries per annum		316	-	-	-	270		300	300	300
<u>ER PI 06</u>	Inward investment enquiry conversion rate		12%	-	-	-	12%		13%	13%	13%
<u>ER PI 07</u>	Contribution to the number of jobs created, as a direct result of the service/s being provided		289	-	-	-	+2%		+2%	+2%	+2%

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

² No quartile data is available for local performance indicators

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
<u>ER PI 08</u>	Contribution to the number of jobs safeguarded, as a direct result of the service/s being provided		1009 to be revised	-	-	-	+2%		TBD	TBD	TBD
<u>ER PI 09</u>	**New business start-ups and self -employment starts		1	-	-	-	10		15	5	0
ER PI 10	***No of day visitors per annum to the borough		TBC STEAM	-	-	-	+2%		+2%	+2%	+2%
ER PI 11	Town Centres ****Footfall in the town centres		July05– March06 Runcorn 1.8m Widnes 7.1m	-	-	-	+2%		+2%	+2%	+2%
Quality											
ER PI 12	Percentage of business customers using the inward investment services (including aftercare) expressing satisfaction with the services & support provided (Audit Commission ECR18e)		80%	-	-	-	80%	80% (based on c15% return rate)	82%	84%	86%
Fair Access											
There are no indicators in this category for this service											

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Cost & Efficiency											
ER PI 13	Cost per job created and/or safeguarded to which the authorities inward investment promotional activity has made a significant contribution. (Audit Commission ECR18d)		£144.00	-	-	-	£144.00		£142.00	£140.00	£138.00
Corporate											
There are no indicators in this category for this service											

Notes to performance indicators:

*Key employment programmes end in 2006/07, hence the target for future years is below the 05/06 actual

** ERDF/NRF funding secured to establish a self-employment programme only until March 2008

*** The Scarborough Tourism Economic Activity Model (STEAM) is used to aid the measurement of tourism and its impact in Halton and in other local authority areas. It is conducted independently and is concerned with estimating the 'size' of the tourism market, in terms of visitors and employment. Key outputs include estimates of tourism numbers, expenditure and employment. The model is intended for trend purposes and not absolute measurements. Given that there are many variables that influence tourism, it offers a holistic measure of tourism activity in an area, that cannot be attributed to a specific intervention or service. **Reports are produced annually, in arrears.**

**** The footfall counters, installed in Widnes and Runcorn town centres, provide a contextual measure of visitor activity within the areas where they are installed. Because footfall is dependent on a range of variables, including amongst others the retail offer, parking, physical infrastructure, cleanliness, customer service etc, it cannot be attributed to a specific intervention or service. The counters measure the number of times a beam is broken, so does not precisely measure the number of people that visit the town.

ER PI 13

Audit Commission ECR18d : Baseline calculation 2005\06

'Cost per job created and/or safeguarded to which the authority's inward investment promotional and support activity has made a significant contribution'

<i>Element</i>	<i>Methodology</i>	<i>Sub-Total</i>	<i>Total</i>
Staff Cost			
Team Leader	17.5% x £31,653	£5,539.27	
E.D.O	50% x £29,859	£14,929.50	
Ass' E.D.O	25% x £27,492	£6,873.00	
		£27,341.77	£27,341.77
Investment Marketing		£38,035.00	£38,035.00
Total			£65,376.77
Jobs Created		260	
Job Safeguarded		194	
Total		454	454
Cost per Job			£144.00

NB The targets for 2007/08 and 2008/09 assume the same level of investment marketing and staff resources.

6.3 Equality Action Plan

No actions identified as high.

6.4 Local Public Service Agreement

Ref	Description	Corp. Plan Priority	Actual	LPSA Target
10	Number of adults gaining a national Skills for Life qualification at level 1, 2 or 3 in literacy, numeracy or ESOL	CP5	19 04/05	116 measured in academic year ending 31/08/08
12	Increase the number of people who have been claiming an incapacity benefit into sustained employment of at least 16 hours per week for 13 consecutive weeks or more Q2 – 13 sustainable job outcomes; Q3/4 total estimate = 30; 07/08 total estimate = 90; 08/09 total estimate = 179	CP5	18 05/06	179 cumulative performance to 31/03/09

6.5 National Floor Targets

Office of the Deputy Prime Minister (ODPM)

Overarching Target

To tackle social exclusion and deliver neighbourhood renewal, working with Departments to help them meet their PSA floor targets, in particular narrowing the gap in health, education, crime, worklessness, housing and liveability outcomes between the most deprived areas and the rest of England, with measurable improvement by 2010. **(PSA1)**

Liveability

Lead the delivery of cleaner, safer and greener public spaces and improvement of the quality of the built environment in deprived areas and across the country, with measurable improvement by 2008. **(PSA8)**

Worklessness

Department of Work and Pensions

Employment

As part of the wider objective of full employment in every region, over the three years to Spring 2008, and taking account of the economic cycle:

- demonstrate progress on increasing the employment rate, joint with HM Treasury;
- increase the employment rates of disadvantaged groups (lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications and those living in the local authority wards with the poorest initial labour market position); and
- significantly reduce the difference between the employment rates of the disadvantaged groups and the overall rate. **(PSA4)**

Department of Trade and Industry

Enterprise Society

Build an enterprise society in which small firms of all kinds thrive and achieve their potential with more enterprise in disadvantaged communities. (PSA6(iii))

6.6 Local Area Agreements

Text to follow

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councillors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;
- Quarterly progress reports to the Management Team;
- The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

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

[Community Strategy](#)
[Halton BVPP 2006/07](#)

Halton Economic Development and Tourism Strategy 2005-2008
Halton Employment Strategy and Action Plan 2006
Halton Enterprise Strategy and Action Plan 2006
Halton Workforce and Skills Strategy and Action Plan 2006

Risk Assessment for Key Service Objectives Initially assessed as 'High' Risk

Key Objective Ref	Initial Risks identified*
ER01 Promote diversity and competitiveness, in order to develop a modernised and more competitive business base to provide greater employment security for the Halton community.	Radical changes to the delivery of support to business come into effect from April 07. Uncertainty of funding for aftercare post Loss of NRF and ERDF 2008.
ER03 Foster enterprise and entrepreneurship in order to develop an enterprise culture that encourages people to consider starting a business and give new ventures every chance of success.	Insufficient funding to make any significant progress Loss of NRF and ERDF 2008
ER 04 - Reducing Unemployment by equipping people with the basic skills and assisting them to secure employment.	LSC will develop an Adult Plan for Halton and the issue of contestability could result in the Adult Learning & Skills Development Team losing a share of the market, and therefore a cut in funding. The way that LSC will commission provision is to change in 2007/8. Loss of NRF, New Deal, ESF co-financing and ERDF budget from March 2008.

*Risk treatment measures associated with the risks identified can be found in the departmental risk register. The register is available from the Operational Director, Economic Regeneration. A commentary will be included in the quarterly service plan monitoring report to indicate the progress



Environmental & Regulatory Services

SERVICE PLAN

April 2007 to March 2010

Advanced Draft 08.02.07

Contents

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1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

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

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

The Environmental and Regulatory Services Department was created on the 1st April 2006, with the purpose of co-ordinating a number of key services which share, as part of their wider objectives, improving the environmental quality of the borough. In particular, the service aims to support and deliver on the corporate objective/vision of providing a modern and high quality urban environment, which is safer and more attractive and which provides for a better quality of life for the boroughs residents.

Within the Department there are four Divisions,

- Environmental Health, Enforcement and Building Control
- Landscape Services
- Planning and Policy
- Waste Management Services

These Divisions contribute to the Departments objectives in the following ways,

Environmental Health, Enforcement and Building Control

- Ensures that, through monitoring, regulation and enforcement and advice, residents and businesses can enjoy an environment which is, so far as possible, safe and without risks to their health or welfare.
- Ensures high standards in construction work, protecting the health and safety of people in or about buildings and making sure that the requirements of people with disabilities are met.
- Provides an enforcement service to ensure a fair and transparent development control system so that proposed development conforms to the development plan and current planning policies.

Landscape Services

- Manages the Borough's 'Natural Assets', by providing safe and attractive parks and open spaces for the enjoyment of the people of Halton and by providing an advice and maintenance service for the other Departments of the Council.
- Nature Conservation including woodland management & local nature reserves

Planning & Policy

- Development Control
 - The processing of planning applications.
 - Enforcement action on breaches of planning control.
 - Defending appeals against Council planning decisions, land charge searches on planning matters.

- Guidance, design advice & preparation of supplementary planning guidance.
- Encouraging business development and ensuring accurate interpretation of statutes.
- Spatial Planning
 - The preparation, adoption and monitoring of the Local Development Framework (LDF).
 - Development Plan Documents (?)
 - Listed building and conservation advice.
 - Preparation of Town Centre Strategies, and input into Regional Spatial Strategies.
- Survey and Monitoring
 - Production of the Annual Monitoring Report (AMR) assessing the progress of the LDF and the performance of planning policy.
 - Production of Land Use Compendiums (all changes in land use).
 - Management of department data, information and systems, corporate Geographical Information Systems (GIS), graphics and cartography.
 - Ordnance Survey Liaison.
 - Local Land and Property Gazetteer custodianship.

Waste Management

- Waste Disposal
 - Domestic Waste Disposal and Recycling Contracts
 - Recycling and Household Waste Centre Contracts
 - Abandoned Vehicles Removal
- Waste Recycling
 - Education and Promotion of Recycling and Waste Minimisation
 - Neighbourhood Recycling Facilities
 - Kerbside Recycling Collection Services
 - Home and Central Green Waste Composting
- Refuse Collection
 - Household Domestic Refuse Collection
 - Bulky Items Collection
 - Commercial Refuse Collection
- Street Cleansing
 - Town Centre Cleaning Cleansing
 - Fly Tipping Removal
 - Litter Prevention and Legislation Enforcement
 - Streetscene, in conjunction with Landscape Services Division to deliver environmental maintenance and improvement across the borough.
- Management of Public Conveniences and Building Cleaning Services

2.2 Key Messages

- The Food Safety Service successfully secured further funding from the Food Standards Agency (FSA) in order to carry out further training for businesses in Halton in the FSA initiative of 'Safer Food Better Business'.

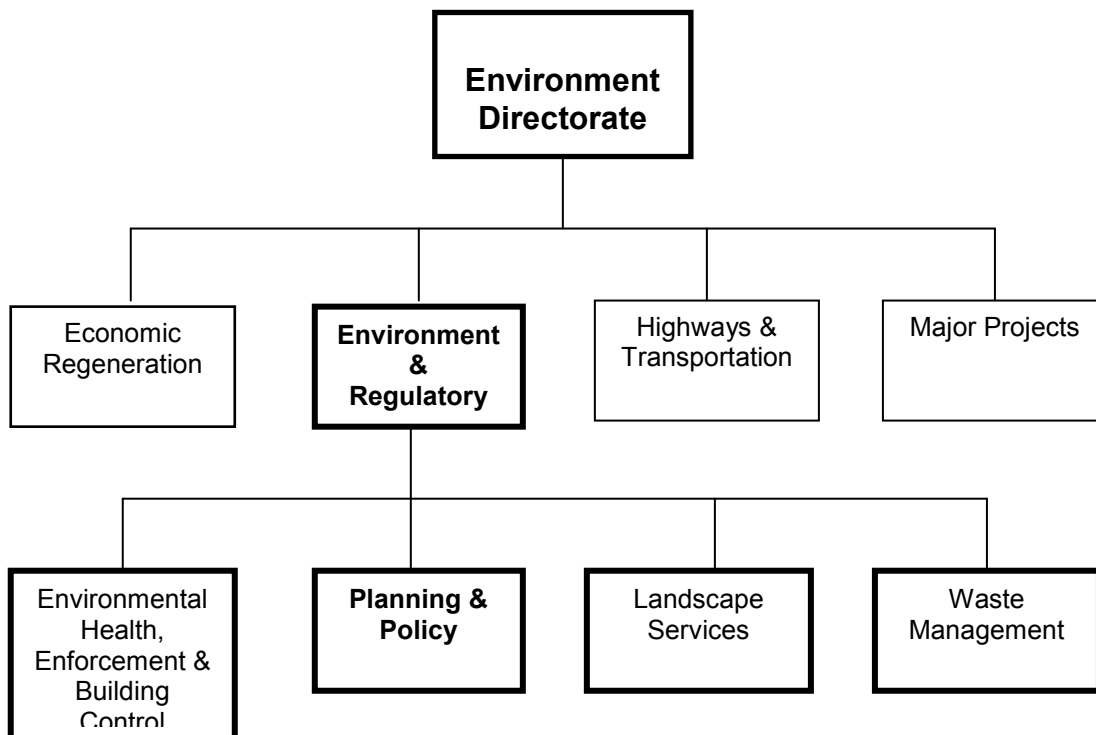
- In two locations air quality objectives for nitrogen dioxide are being exceeded. Mobile monitoring equipment has been installed to undertake detailed assessment.
- Following successful partnership working with PCT (Primary Care Trust) and others, the home safety event 'Alive & Kicking', aimed at enhancing the quality of life of older persons within the Borough, took place in 2006.
- A three star rating scheme that allows consumers to view the food hygiene rating for food premises in Halton was launched. Food premises are awarded a star rating based on the result of their last food safety inspection.
- The department has started to implement a co-ordinated role of environmental enforcement. There are many aspects to the enforcement of environmental standards cutting across a number of department's functions.
- New work plans were developed which have resulted in a better quality standard of maintenance in many areas including all local neighbourhood shopping areas.
- Landscape Services has a SLA with HHT (Halton Housing Trust) that has resulted in a separate business unit and employment of additional staff to meet the requirements of an enhanced Housing Dept. landscape maintenance specification.
- Landscapes Industry awards show through independent assessment and verification that the service continued to reach standards that are amongst the highest nationally. Green Flag awards gained and retained,

Hough Green Park – 5th year of award
Pickering's Pasture LNR – 5th year of award
Runcorn Hill Park and LNR – 5th year of award
Rock Park – 3rd year of award
Victoria Promenade 2nd year of award
Wigg Island – 1st year of award

- The Planning and Compulsory Purchase Act 2004 and European Union Regulations, introduced requirements to prepare sustainability appraisals and 'Appropriate Assessment' of the impact on the environment and nature conservation. Tests of 'soundness' for the Local Development Framework require considerably more public consultation and a more rigorous evidence base. These requirements have put additional pressures on existing resources.
- Detailed land use compendiums, covering all land uses, were completed.
- Public access to corporate geographical information systems (GIS) has been made available through the Council's website.
- The Council's overall recycling performance of 23% in 2006/07 remained above the regional average, and in line with the national average.

- Current contractual arrangements for waste collection, recycling and disposal cease in January 2008. In 2006/07 significant progress was made towards a new fully integrated waste management infrastructure by securing an agreement to work in partnership with the Merseyside Waste Disposal Authority (MWDA) for procurement of waste treatment facilities.
- Blue (paper) and green (garden waste) bin kerbside collection services were extended to a further 3,000 and 5,000 households respectively.

2.3 Organisation Structure



Staffing

	Environmental Health, Enforcement & Building Control	Planning & Policy	Landscape Services	Waste Management	Total
Managerial					
Professional/ Technical					
Administrative/ Clerical					
Front Line					
Total	46	25	128	246	445

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to the Environmental and Regulatory Department, and the Service Aims associated with them are: -

Corporate Priority 1: A Healthy Halton

Area of Focus 5

Actively managing the environmental factors that are detrimental to good health

Area of Focus 7

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

Departmental Service Aim 1

Continue to monitor the impact of pollution upon individual and community health and influence local and national policies in, for example, areas such as the management of contaminated land, air quality, pollution control, and waste management.

Departmental Service Aim 2

Make a visible and sustainable improvement to the local environment by enforcing environmental legislation in co-ordinated and holistic way, including the deployment of appropriate environmental nuisance prevention policies and practices.

Corporate Priority 2: Halton's Urban Renewal

Area of Focus 8

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

Area of Focus 10

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

Departmental Service Aim 3

To provide and implement a planning framework that creates confidence and certainty for developers so that they will invest in the borough's urban renewal activity.

Departmental Service Aim 4

Provide an input into the strategic development and regeneration of the landscape and overall physical environment by developing policies and control solutions that transform the physical fabric and infrastructure within a sustainable development framework.

Area of Focus 11

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

Departmental Service Aim 5

To implement the Unitary Development Plan and carry forward succession Local development Framework policies, through development, enforcement and building control, and engagement in local strategic partnership arrangements to enable the spatial realisation of the Community Strategy.

Area of Focus 12

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

Departmental Service Aim 6

Provide welcoming, attractive and well-maintained parks and opens paces that offer a variety of sustainable recreational facilities

Corporate Priority 6: Corporate Effectiveness and Business Efficiency

Area of Focus 35

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

Departmental Service Aim 7

Develop an integrated waste management and procurement infrastructure that meets the requirements of the Council's Waste Management Strategy.

It should be noted that those service aims described above will also significantly contribute to the following Strategic Priority and Key Areas of Focus

Corporate Priority 5: A Safer Halton

Area of Focus 27

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

Area of Focus 29

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

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

4.1.1 Political

- The basis on which the department regulates the majority of its services is set to change as a result of recommendations from government commissioned reviews. Air quality, air pollution control, air quality monitoring, radiation monitoring, refuse packaging requirements, nuisance, noise nuisances prevention and control, fly-tipping and litter are all likely to be subject to new regulation in the coming year.
- The implications of the Barker Review on land use planning (Final Report December 2006), the Local Government White Paper – Strong and Prosperous Communities, the Pre-Budget Statement by the Chancellor and the Planning Policy Statement on Housing, November 2006, are all likely to have an impact on service delivery and in particular the amount of new housing likely to be built.
- The Government's waste strategy review, reports from Office of Government Commerce and the National Audit Office on waste, and the Local Government White Paper, are likely to have a major impact on waste management. This could result in higher recycling targets and changes in the way in which local authorities are encouraged to work together to achieve better performance in landfill diversion and recycling.

4.1.2 Economic Climate

- Government is considering steeper increases in the Landfill Tax from 2008 and expressed the need for a re-think on the £3 per tonne per year escalator. The review of planned Landfill Tax increases came in the wake of communication with the Treasury, reportedly backing a £75 per tonne Tax. Until the Government's plans are announced, it is not possible to anticipate/forecast the future level or impact of landfill tax. Landfill tax remains one of the key drivers for increasing recycling and composting to hold waste management costs down. Any potential increases will strengthen further the need to divert higher levels of waste from landfill disposal.
- The review by Sir Michael Lyons may set out possible moves towards variable charging on household waste. The financial, administrative and operational impacts if such a scheme were to be introduced are not yet known.
- The end of temporary funding streams such as the Planning Delivery Grant scheme will impact upon the capacity to deliver the service in coming years. At present a number of posts are funded via this income stream and therefore during the coming year appropriate exit strategies will have to be developed for these posts.

4.1.2 Social Factors

- The cost of heating homes has a major effect on poverty, new energy regulations aimed at improving insulation in existing social housing will require the Council to work closely with housing providers/landlords to bring stock up to new standards creating a new area of work previously excluded from local authority duties.
- The general mix of housing type and tenure, to meet the Boroughs affordable housing needs, is likely to change following new planning guidance. Whilst this will ensure a wider mix to meet local needs, it may also slow down the rate of commercial house building.
- Possible schools rationalisation may also affect land supply for housing.

4.1.3 Technological Developments

- Initiatives such as a single national planning application form, electronic submission via the Planning Portal, increased internet based services, 'Expert Systems' for planning advice and information and PARSOL (Planning & Regulatory Services On-Line), will all impact upon the way aspects of our Planning service will be delivered.
- In partnership with MWDA (Merseyside Waste Disposal Authority), the department will procure future waste treatment facilities through a competitive tendering process. The preferred technological option may impact on future services and costs. Despite this, the cost of treating waste will rise significantly in the future.

4.1.4 Legislative

- From 1st July 2007, virtually all enclosed public places and workplaces will become smoke-free. Environmental Health departments are seen as the obvious regulators. Approximately 2,600 of the 3,200 businesses in Halton are in some way affected, the scale of enforcement initially will have financial implications, which will be met by external funding.
- The Hampton report, 'Reducing administrative burdens' argues for a regulatory system in which risk assessment is the basis for all enforcement programmes. The intention is to remove the burden of unnecessary regulation so that resources are focused on areas where the risks to society are greatest. The principles will be established through a statutory Regulators' Compliance Code. Regulators will be obliged to have regard to the principles when deciding their policies and principles, setting standards and giving advice. It should come into force on 1 April 2008 and The National Audit Office will work with the Better Regulation Executive to assess compliance.
- The WEEE (waste electrical & electronic equipment) directive will be implemented in July 2007. Funding will be allocated to local authorities to provide facilities for the separate collection of WEEE at civic amenity sites. Sites taking WEEE will be known as "designated collection facilities" or DCFs. The regulations will allow in-store take back of WEEE if a retailer chooses not to join the compliance scheme.

4.1.5 Environmental

The Council is developing a corporate response to tackling the implications of climate change as part of a national response required by all local authorities.

4.2 Service Developments

- In 2006, to address and better co-ordinate the issues arising out of new legislation, guidance and as a consequence of trends recognised through benchmarking initiatives, the Environmental and Regulatory Services department was formed. In doing so it was recognised that areas of shared responsibility and co-ordinated functions could be better managed and better value for money achieved.
- A review of the Contaminated Land Inspection Strategy has been completed and good progress has been made in implementation. Key work has been completed in the areas of site identification and prioritisation.
- Two focus groups were formed and consulted to establish participants' awareness and perceptions of Environmental Health services. Comments and suggestions received form the basis of an action plan for improvement.
- Following a review of animal welfare an agreement was reached with Warrington Council for their qualified officer to undertake inspections of agricultural premises in Halton, the major consideration being the efficient use of resources.
- An internal audit of Neighbourhood Streetscene services was carried out in October 2006 The report contained 9 recommendations all of which have been taken on board. The overall opinion was that the "appropriate controls have been established to achieve the objectives of the service."
- The results of a Halton 2000 questionnaire, BVPI 199a inspections, and consultation as part of the Local Development Framework and the Best Value Survey will inform decisions about areas or issues requiring a service priority. Results include Parks and Open spaces and the planning service both scoring over 80% satisfaction. With current budgets restraints it is unlikely satisfaction rates can be raised any further.

Benchmarking

The Department continually assesses its performance through benchmarking and other methods. Examples include participation in,

- Environmental Health and planning policy technical groups for Cheshire and Merseyside Authorities, who share best practice and competency of officers.
- The Environmental Health Merseyside Liaison Group for health & safety who benchmark and review procedures and practise notes.
- The Merseyside Local Authority Building Control (LABC) group.

- Landscape Services benchmark from a cost and quality perspective, through membership and involvement with the Association for Public Service Excellence (APSE). Example findings – Halton maintains its formal parks with half the average group cost and spend 20% more (than the average) of its budget on front line staff.

The recently published 'Better Planning Service Standards 2006' are being used to benchmark against a set of criteria produced by PARSOL. The outcome will result in a project to improve service areas where PARSOL initiatives will make a positive difference to service delivery.

4.3 Efficiency Improvements

- As a result of the integration of the Environmental Health and Planning departments and the review of service delivery in July 2005, the structure of the department was fundamentally changed to maximise functional relationships, avoid duplication and to maximise efficiencies. Outcomes included,
 - 21 posts were changed and re-aligned to provide for improved service delivery, more flexibility and to better fit corporate priorities.
 - A reduction in the number of Divisional Managers from three to two and the number of technical support officers from nine to eight.
 - The staffing budget was reduced (circa £25-30K) and approximately £100k grant over each of the next three years re-directed.

Further changes in relation to the delivery of combined enforcement and regulation and the structure of the Waste Division will be undertaken during the coming year.

- A review of special support and administrative needs is underway. The process involves surveying staff to establish where standard and repetitive tasks can be automated or aggregated to free officer time. As a consequence the role of support staff will be re-engineered.
- In 2006/07 the service further targeted net savings of £122,000.

4.4 National, Regional & Sub-Regional Focus

- The outcome of the Review of Enforcement in Environmental Regulation, undertaken by DEFRA, is to be tough on serious offenders, but to give enforcers the flexibility to deal more proportionately with businesses that try to protect the environment. It has looked at enforcement processes for existing regulations, from the actions of courts and enforcers like local authorities, to how the wider community can assist effective enforcement. The community includes individuals, community groups, national non-governmental organisations and businesses.
- Landscape Services has been involved in the strategic development of a new unit for 'Urban Spaces' called CAFE Space (Commission for Architecture and the Built Environment) that will champion the role of urban parks and green spaces, provide a national voice and potentially secure greater resources. Development of CAFE Space will be monitored to determine how Halton can benefit from any initiatives it produces.

- Landscape Services has also been involved in setting up a regional North West Parks and Green Spaces Forum, the objectives of which are similar to those of CABE Space but with a specific regional and local authority focus. In 2006 Halton hosted the Annual Review and Open Meeting of the Forum at the Brindley.
- Issues arising in the new RSS (Regional Spatial Strategy) are of significant importance to Halton and our LDF (Local Development Framework). The RSS will be used, together with the UDP (Unitary Development Plan), to determine planning applications. It is essential to ensure that the RSS reflects Halton's corporate policies, plans and objectives. Officers have made representation and appeared at the Examination in Public on the Councils behalf.

The RSS, together with Merseyside Authorities Joint Waste Development Plan will also affect the provision of waste management and treatment facilities in the region, Merseyside, and Halton. The type, scale and location of such facilities will have a direct impact upon the Councils waste management strategy, and associated costs.

- A revised National Waste Strategy is likely to see increased targets for recycling and composting of household waste. Proposals to meet these targets include,
 - Placing greater focus on waste prevention.
 - Developing a recycling and re-use culture, having people see waste as a resource.
 - Recovering more resources from business waste.
 - Securing technologically efficient investment in the treatment of Waste.

The Council's Waste Strategy will take account of the proposals and ensure consistency with the Regional Waste Management Strategy (RWMS).

Sub-regional strategies, at various stages of development, reflect the regional waste strategy objectives with priority for waste minimisation, recycling and composting. However, the strategies for dealing with residual waste present a more complex situation.

4.5 Equal Opportunities

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

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006 – 07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

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

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

Relevant information yet to be confirmed.

5.2 Future Staffing Requirements

Year	Managerial	Professional/ Technical	Administrative/ Clerical	Front Line
2007/08	No change*	No change*	No change*	No change
2008/09	No change	No change	No change	No change

* The significant changes that will affect the operation of the Department over the next 3 years as a result of the in external influences as detailed in Para 4.1 will affect the resource requirements of the Department, however, the details of those requirements are not yet know.

5.3 Future ICT Requirements

There is a need to ensure that the best return on investment in systems and annual maintenance is achieved. Core Department software, including GIS, requires updating to allow legislative changes to be incorporated, functionality extended, 'bugs' to be fixed, and each system keep pace with technological progress.

Key elements in terms of significant new hardware, software, training and ICT staff resources over the next three years will include:

- PARSOL (Planning and Regulatory Services Online) initiative to improve accessibility of services.
- Improved internal standards and streamlining of data collection for service monitoring and management.
- Improved on-line payments for documents, applications and other services.
- Expansion and development of mobile technology for site inspection work.
- Full electronic document retrieval, record and workflow management system.

5.3 Future Accommodation/Property Requirements

- The Planning Policy and Environmental Health Divisions are located in Rutland House and has no short -term accommodation needs.
- The long-term operational requirements of the Waste and Landscape divisions are being reviewed.

The development of services delivery models, in particular considerations of joint delivery protocols with nearby authorities may influence requirements.

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- Performance Indicator Targets. These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- Local Performance Indicators. These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- Local Public Service Agreement Targets. Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements. **THIS SECTION OF THE PLAN WILL BE REVISED IN LIGHT OF THE LOCAL AREA AGREEMENT THAT IS PRESENTLY UNDERGOING DEVELOPMENT**
- National Floor Targets. These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

The following tables identify the service objectives and national / local performance indicators, each of which has been referenced to the Corporate Priority to which it relates.

6.1 Service Objectives

6.1.1 Key Service Objectives

Corporate Priority: 2	Halton's Urban Renewal
Key Area Of Focus: 10	<i>Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.</i>

Service Objective: ER 01	To maintain a co-ordinated and robust regulatory/enforcement regime operable and that authorised development is implemented in accordance with approved documents and that inappropriate unauthorised activity is quickly addressed.					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> To produce and have adopted a revised cross-cutting Enforcement Policy- January 2008 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> To review policy and to produce an annual monitoring report by January 2009 and to undertake any identified changes by March 2009. 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> To review policy and to produce an annual monitoring report by January 2010 and to implement any required changes by March 2010. 					
Risk Assessment	Initial		Responsible Officer	Divisional Manager	Linked Indicators	
	Residual					

Corporate Priority: 1	A Healthy Halton
<i>Key Area Of Focus: 2</i>	<i>Improving the future health prospects of Halton resident's through encouraging and providing the opportunities to access and participate in physically active lifestyles.</i>

Service Objective: ER O2	Continue Borough-wide Playground Refurbishment Project to ensure compliance with national standard					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Establish funding and agree 2 playground refurbishments, June 2007 Monitor and report the success of playground refurbishment March 2008 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Establish funding and agree 2 playground refurbishments, June 2008 Monitor and report the success of playground refurbishment March 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Establish funding and agree 2 playground refurbishments, June 2009 Monitor and report the success of playground refurbishment March 2010 					
Risk Assessment	Initial		Responsible Officer	D.M Landscape Services	Linked Indicators	
	Residual					

<i>Key Area Of Focus: 12</i>	<i>Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.</i>
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Service Objective: ER O3	Natural Assets_Strategy - Publish the reviewed and revised Strategy and commence implementation of the relevant aspects of the new 5 year Action Plan.					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Open Wigg Island Visitor Centre, May 2007 Secure funding, from National Lottery Fund, for Hale Park restoration, July 2007 Hale Park restoration complete, March 2008 Secure 7 Green Flag Awards (modify to state which additional Park) 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Secure 8 Green Flag Awards (modify to state which additional Park) Secure funding, from National Lottery Fund, for Runcorn Hill & park restoration, July 2008 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Secure 9 Green Flag Awards (modify to state which additional Park) 					
Risk Assessment	Initial		Responsible Officer	D.M Landscape Services	Linked Indicators	
	Residual					

Corporate Priority: 2	Halton's Urban Renewal
<i>Key Area Of Focus: 10</i>	<i>Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.</i>

Service Objective: ER O4	To prepare and adopt a local development framework (LDF) and to review the LDF on a regular basis ensuring that an up to date development plan is available (statutory requirement). To achieve this by producing the following targets:-					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Adoption of the Halton Lea Town Centre Strategy SPD, April 2007 Adoption of the Sandymoor SPD, August 2007 Adoption of the New Residential SPD, December 2007 Adoption of the Transport & Accessibility SPD, February 2008 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Adoption of the Planning for Risk SPD, April 2008 Adoption of the Core Strategy, January 2009 Adoption of the Southern Widnes Regeneration Area SPD, March 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Adoption of the Greening the Legacy SPD, July 2009 					
Risk Assessment	Initial		Responsible Officer	DM Planning Services	Linked Indicators	
	Residual					

Service Objective: ER O5	To develop and implement a strategy for the three town centres in order to maximise the social, economic and cultural well-being of the local population					
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> Complete consultation with interested parties, April 2007 Produce strategy document and submit to Exec. Board for approval. December 2007. 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Review implementation of strategy and produce monitoring report, December 2008 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Review implementation of strategy and produce monitoring report, December 2009 					
Risk Assessment	Initial		Responsible Officer	DM Planning Services	Linked Indicators	
	Residual					

Corporate Priority: 2	Halton's Urban Renewal					
<i>Key Area Of Focus: 8</i>	<i>Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.</i>					

Service Objective: ER O6	Review and publish an updated Municipal Waste Management Strategy and commence implementation of the relevant objectives contained within the strategy, so as to secure compatibility with wider Merseyside strategy.					
Key Milestone(s) (06/07)	Milestones to be developed after approval of Waste Action Plan 25//01/07					
Key Milestone(s) (08/09)						
Key Milestone(s) (09/10)						
Risk Assessment	Initial		Responsible Officer	DM Waste Management	Linked Indicators	
	Residual					

Corporate Priority: 6	Corporate Effectiveness and Business Efficiency					
<i>Key Area Of Focus: 35</i>	<i>Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.</i>					

Service Objective: ER O7	To procure an integrated waste management infrastructure/partnership to meet the requirements of the Municipal Waste Management Strategy					
Key Milestone(s) (07/08)	Milestones to be developed after approval of Waste Action Plan 25//01/07					
Key Milestone(s) (08/09)						
Key Milestone(s) (09/10)						
Risk Assessment	Initial		Responsible Officer	DM Waste Management	Linked Indicators	
	Residual					

Corporate Priority: 1	A Healthy Halton
Key Area Of Focus: 5	<i>Actively managing the environmental factors that are detrimental to good health.</i>

Service Objective: ER O8	Develop policy and practice regarding the introduction of legislation to ban smoking in public places introduce and continue to undertake effective balanced enforcement and review impact after 12 months and 24 months with the objective of ensuring appropriate smoke free environments.					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Establish Smoking, Education & Enforcement Team by May 2007. Complete programme of education for all premises by July 2007. 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Annual review complete 31-08-08 and to secure a reduction in the number of prosecutions from previous year 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Annual review complete 31-08-09 and to secure a reduction in the number of prosecutions from previous year 					
Risk Assessment	Initial	8	Responsible Officer	Divisional Manager	Linked Indicators	
	Residual	6				

6.1.2 Other Service Objectives

There are no "Other" service objectives

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Service Delivery											
BV 216	Identifying Contaminated Land (a) Sites of potential concern with land contamination (b) % of sites with information to decide if remediation is necessary	CP5 AOF30	283				258	TBC	500	500	TBC
			9%				8%	TBC	5%	5%	TBC
<u>BV 217</u>	% of pollution control improvements to existing installations completed on time	CP5 AOF30	89%				90%	TBC	91%	92%	TBC
ENV R LI 1	% of playgrounds that conform to national standards for locally equipped areas	CP2 AOF12	66.6% (24 sites)	-	-	-	72.2% (26 sites)	TBC	77.7% (28 sites)	83.2% (30 sites)	TBC
<u>BV 106</u>	% of new homes built on previously developed land	CP2 AOF10	45.97%				45%	TBC	50%	55%	TBC
<u>BV 109</u>	(a) % of major commercial and industrial applications determined within 13 weeks	CP2 AOF10	72.22%				75%	TBC	76%	77%	TBC
	(b) % of minor commercial and industrial applications determined within 8 weeks		87.23%				90%	TBC	91%	91%	TBC
	(c) % of all other applications determined within 8 weeks		95.60%				96%	TBC	96%	96%	TBC

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

² No quartile data is available for local performance indicators

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
<u>BV 219</u>	Preserving the Special Character of Conservation Areas.	CP2 AOF10									
	a) No. of conservation areas in the local authority plan.		10				10	TBC	10	10	TBC
	b) % Of conservation with an up to date character appraisal.		0%				10%	TBC	20%	30%	TBC
	c) % with published management proposals.		0%				TBC	20%	30%	TBC	
<u>BV 82a (i)</u> <i>*CPA</i>	Percentage of Household waste arisings sent for recycling	CP1 AOF7	13.58%				14.58%	TBC	15.58%	16.58%	TBC
BV 82a (ii)	Total tonnage of household waste arisings sent for recycling.	CP1 AOF7	8873				9621	TBC	10384	11160	TBC
<u>BV 82b (i)</u> <i>*CPA</i>	Percentage household waste arisings composted or sent for treatment by anaerobic digestion.	CP1 AOF7	9.64%				10.64%	TBC	11.64%	12.64%	TBC
BV 82b (ii)	Tonnage of household waste arisings composted or sent for treatment by anaerobic digestion.	CP1 AOF7	6299				7595	TBC	7758	85.8	TBC
BV 82c (i)	Percentage of household waste arisings used to recover heat, power & other energy sources.	CP1 AOF7	0%				0%	TBC	0%	0%	TBC
BV 82c (ii)	Total tonnage household waste arisings used to recover heat, power & other energy sources.	CP1 AOF7	0				0	TBC	0	0	TBC

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
<u>BV 82d (i)</u> <i>*CPA</i>	Percentage of household waste arisings landfilled.	CP1 AOF7	76.78%				74.78%	TBC	72.78%	70.78%	TBC
<u>BV 82d (ii)</u>	Total tonnage of household waste arisings landfilled.	CP1 AOF7	50,165				49,346	TBC	48,506	47654	TBC
<u>BV 84a</u> <i>*CPA</i>	Kg of household waste collected per head.	CP1 AOF7	549.5				555	TBC	561	566	TBC
BV 84b	Percentage change on previous year in Kg of household waste collected per head.	CP1 AOF7	-0.04				1	TBC	1	1	TBC
BV 91a <i>CPA</i>	% of households served by a kerbside collection - 1 recyclable.	CP1 AOF7	100%				100%	TBC	100%	100%	TBC
<u>BV 91b</u> <i>CPA</i>	% of households served by a kerbside collection of at least 2 recyclables.	CP1 AOF7	47.25%				56%	TBC	74%	100%	TBC
<u>BV 199</u>	Local Street & Environmental Cleanliness (a) Litter and detritus (b) Graffiti (c) Fly-posting (d) Fly-tipping	CP5 AOF27	8% 0% 1 1				17.75% 2% 1 1	TBC TBC TBC TBC	16% 2% 1 1	14.25% 2% 1 1	TBC TBC TBC TBC
<u>BV 218a</u>	Percentage of new reports of abandoned vehicles investigated within 24 hours of notification	CP5 AOF27	70.76%				85%	TBC	100%	100%	TBC
<u>BV 218b</u>	Percentage of abandoned vehicles removed within 24 hours from the point at which the LA is legally entitled to remove.	CP5 AOF27	77.31%				85%	TBC	93%	100%	TBC

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
ENV R LI 5	% of incidents of offensive graffiti responded to within 24 hours of notification	CP5 AOF27	77.22%	-	-	-	85%	TBC	100%	100%	TBC
ENV R LI 6	% of incidents of fly-tipping responded to within 48 hours	CP5 AOF27	93.55%	-	-	-	95%	TBC	100%	100%	TBC
Quality											
BV 166 (b)	Score against a checklist of enforcement best practice for Environmental Health	CP1 AOF7	100%				100%	TBC	100%	100%	TBC
<u>BV 119e</u>	General Best Value Review; Resident Satisfaction with Parks & Open Spaces	CP2 AOF12	N/a				75	TBC	N/a Triennial Survey	N/a Triennial Survey	TBC
ENV R LI 2	Survey satisfaction with the level of cleanliness in parks.”	CP2 AOF12	80.6%	-	-	-	82%	TBC	84%	88%	TBC
ENV R LI 3	Number of Green Flag Awards achieved for Halton	CP2 AOF12	5	-	-	-	8	TBC	9	10	TBC
<u>BV 111</u>	User satisfaction survey (triennial survey)	CP6 AOF32	N/a				83%	TBC	N/a	N/a	TBC
<u>BV 205</u>	Quality of service checklist	CP2 All AOF	94.4%				100%	TBC	100%	100%	TBC
BV 200	Plan-Making (a) current development plan? (b) proposals on deposit? (c) annual monitoring report?	CP2 All AOF	Yes Yes Yes				Yes Yes Yes	TBC TBC TBC	Yes Yes Yes	Yes Yes Yes	TBC TBC TBC
<u>BV 89</u>	% of people satisfied with the cleanliness standard in their area	CP5 AOF29	57.9% 2003/04				63.69%	TBC	N/a	N/a	TBC

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
<u>BV 90</u>	% of people satisfied with (a) household waste collection (b) waste recycling (c) waste disposal	CP1 AOF7	(2003/04) 90.3% 69.8% 87.5%				90% 70% 90%	TBC TBC TBC	N/a	N/a	TBC TBC TBC
ENV R LI 7	% of residents satisfaction with the cleansing standards in Halton (Annual PI).	CP1 AOF7	N/a	-	-	-	N/a	TBC	+ 10% from 2006/7	+ 10% from 2007/8	TBC
Fair Access											
There are no indicators in this category.											
Cost & Efficiency											
<u>BV 204/</u>	% of appeals against the authority's decision to refuse permission	CP2 All AOF	28.6%				30%	TBC	27.5%	25%	TBC
BV 86	Cost of waste collection per household.	CP1 AOF7	£26.95				£29.00	TBC	£31.00	£33.00	TBC
<u>BV 87</u>	Cost of waste disposal per tonne for municipal waste.	CP1 AOF7	£46.28				£51.00	TBC	£57.00	£63.00	TBC
Corporate											
There are no indicators in this category.											

6.3 Equality Action Plan

To be completed

6.4 Local Public Service Agreement

THIS SECTION OF THE PLAN WILL BE REVISED IN LIGHT OF THE LOCAL AREA AGREEMENT THAT IS PRESENTLY UNDERGOING DEVELOPMENT

LPSA Target 6 – Waste Management Division

Outcome

Reducing vehicle arson

Indicators by which performance will be measured

A reduction in the number of incidents of arson occurring to non-derelict vehicles from 200 per year to 140 per year by 31st March 2008

LPSA Target 7 - Environmental Health & Building Control Division

Outcome

Improving health and well-being

Indicators by which performance will be measured

Increase the number of people reporting to NHS stop smoking services who had set a quit date and who are not smoking at the four weeks review from 850 (05/06) to 2000 (08/09).

6.5 National Floor Targets

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councilors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;
- Quarterly progress reports to the Management Team;
- The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

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

[Community Strategy](#)
[Halton BVPP 2006/07](#)

Risk Assessment for Key Service Objectives Initially assessed as 'High' Risk

Key Objective Ref	Initial Risks identified*

*Risk treatment measures associated with the risks identified can be found in the departmental risk register. A commentary will be included in the quarterly service plan monitoring report to indicate the progress



Exchequer and Customer Services

SERVICE PLAN

April 2007 to March 2010

Advanced Draft 08 February 2007

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1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

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

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

The Department exists to provide central support services to the Council; the delivery of the Council's customer focused services to Halton residents through Halton Direct Link and the management and administration of Council Tax and Benefits.

The Department is responsible for:

Revenues and Benefits

The Division is responsible for the administration and collection of Council Tax, Non-domestic Rates, Residual Poll Tax and Sundry Debtor accounts, the administration of Housing and Council Tax Benefits and the provision of a Welfare Rights Service.

Revenues and Benefits operations have a high public profile and consequently the services provided are critical to the effectiveness and image of the Council.

Customer Services

Customer Services are responsible for the provision of a customer interface that provides for community access to Council services and information through single points of contact to include One Stop Shops, a Corporate Call/Contact Centre and digital access through TV and the Council's Internet & Intranet Service.

Customer Services has a pivotal role in helping to deliver central government's 'e-Government' agenda and the Council's aim of improving access to services to meet the social shift toward a 24 hour / 7 day economy.

The provision, and future extension, of the Halton Direct Link facility allows members of the public to readily access all of the services that the Council provides from a single point of access. Additionally the efficient and effective provision of the Revenues and Benefits administration provides to those most in need the assistance to which they have a legitimate entitlement

Exchequer Services

Exchequer Services is responsible for the Council's Insurance provision, holding strong links with Risk Management. The Finance Support Section carries out the Council's statutory services for the Concessionary Travel Scheme, the Right to Buy and Mortgages function. In addition to processing Car Mileage claims and Car Loans, the Division is responsible for the purchasing and distribution of stationery, equipment, computer consumables and the management and distribution of controlled stationery. They provide a purchasing and invoice processing function both for Resources and under an SLA, for the Chief Executive's Directorate and will be responsible for the Council's e-Procurement function.

In providing both a central support service and directly accessible public services the Department ultimately benefits all who live, work or visit the Borough. Additionally in providing a central support service, including the payment of invoices, salaries and expenses, the work of Exchequer and customer services benefits staff and Elected Members and also various council departments in the discharge of their functions

Payroll Services

The provision of a fully managed payroll service to all Council employees, Members of the Council and a number of outside bodies. The new human resources software system, which is currently being implemented, will result in the merging of the Payroll and Personnel Divisions.

2.2 Key Messages

The software and services operated by Halton Direct Link continue to provide an excellent platform for the method in which back-office customer driven processes are delivered. Currently over 370 business processes are already delivered by Customer Services through the One Stop Shops and the Contact Centre in whole or in part. Savings and/or efficiency gains have already been delivered in several areas. Blue Badges. Free School Meals and Job Vacancies for example, are now delivered, either substantially or totally through the Direct Links so allowing back offices to determine how they maximise either savings or gains in efficiency. The Efficiency Strategy Group will be steering Directorates to realise additional gains through further business process mapping that will examine existing procedures to determine the potential to extend the level of service delivery through Halton Direct Link. The HDL Contact Centre now delivers true 24/7 services and also incorporates the Council's Lifeline service.

HDL will also develop a Customer Service Charter and a Customer Service Strategy for the future development of the service. HDL will work closely with service areas of the council to extend service provision through One Stop Shops and the Contact Centre, enabling greater access to services on a 24/7 basis. The Contact Centre, working closely with all Directorates plans to examine the feasibility of dealing with paper mail through HDL and introducing workflow management across the Council. HDL will also be looking at further opportunities to introduce outbound call campaigns, which can for example promote services, improve take up and collect revenue.

The new HR/Payroll system will be fully implemented during 2007 which will result in efficiency gains realised through the introduction of an fully integrated computer system. The system will drive a single database of information and so avoid much of the duplication that currently exists. In 2007 other modules of the system will become operational that incorporate an element of self-service that will allow employees to amend certain data fields themselves.

Halton has built on past successes around the implementation of the new financial system in 2004, further developing the available functionality and driving through change in our business methods. The purchasing system has been integrated with the IDeA electronic Marketplace. This means the Halton can trade electronically, end to end, with suppliers who have the technology in place, to deliver a paperless purchase order directly into the back office system of a supplier.

The Council will however continue to trade with suppliers who are not geared up to full electronic trading. Procurement Cards have recently been introduced for suppliers where there is an appropriate business case to support the application and further opportunities to implement are being examined .

Document imaging and electronic workflow has been piloted in one Directorate to reduce manual invoice processing and plans are in hand to roll this out to the whole Council, to deliver considerable cashable savings.

The Procurement Information Unit has continued to drive better procurement principles through the Procurement and Commissioning Group. The Procurement Strategy has been radically rewritten and the 2006/9 version is published on the Procurement web site, detailing aims for the 3-year period. The web site is aimed at prospective suppliers, enabling them to access the Corporate Contracts Register, Who buys what list, Advertising area for contracts, standing lists and select lists as well as advice on how the council goes about tendering.

Information extracted from the Agresso finance system has produced a detailed spend analysis that pull together areas of cross directorate spend. From this the Council will be better placed to address areas where savings and better procurement can be achieved.

A quarterly newsletter is issued to inform senior officers of developments in procurement, and a handbook is available to all via the Intranet to embed corporate procurement policy into everyday thinking. Training on procurement will be available via the Corporate Program from 2007.

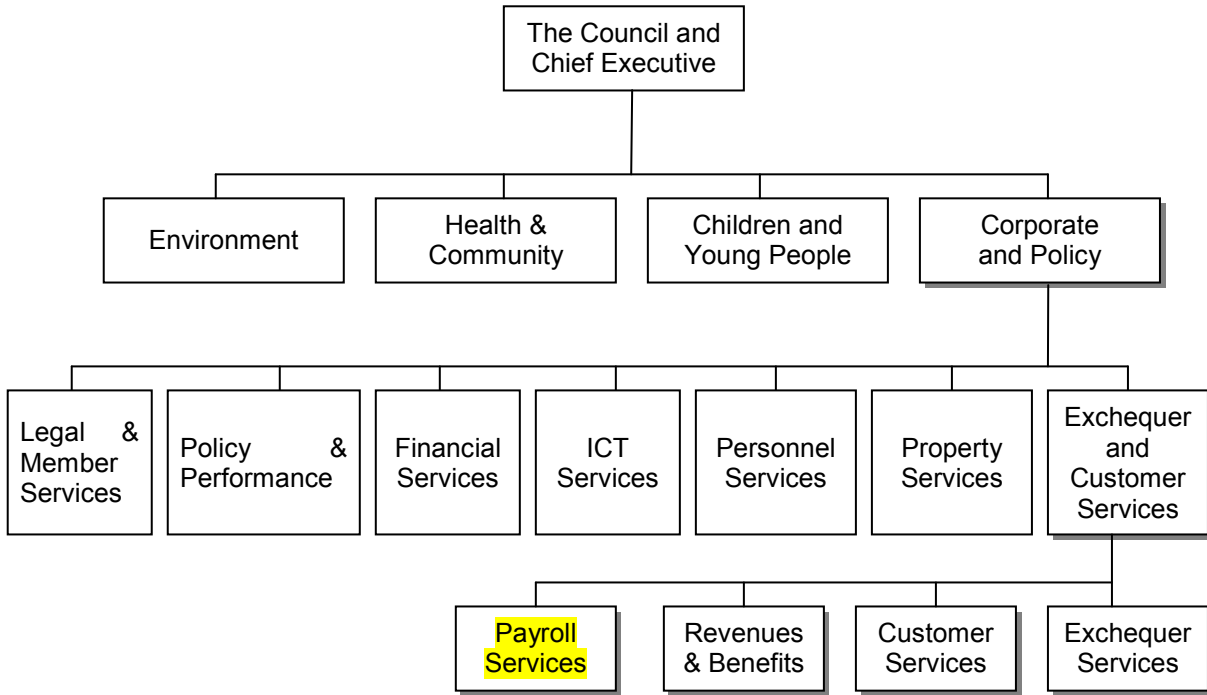
Other pieces of work include establishing a Corporate Register of Contracts and trailing Purchasing Cards to reduce low value/high volume invoice generation. Halton is an active member of the North West Centre of Excellence, one of six regional centres set up by Government to promote best practice across the whole spectrum of local government. Halton will work with the NWCE and constituent member authorities to actively review the opportunities for partnership working at all appropriate levels.

During the past twelve months the Revenues & Benefits Division has implemented a new computer system. This has been financed in part by a grant from the Department of Works and Pensions. Despite a down time of some 6 weeks the Division has maintained a level of service that has met the needs of local people. Importantly the Division has continued to perform within government targets for its benefits administration.

Work continues with the home working pilot and it is anticipated that this will be extended to include visit staff early in 2007. The scheme has been well received by staff and is viewed as a continuing development of the Councils family friendly policies.

The Benefit Express project has continued to attract both national and international attention. The service was highlighted as one of the top 14 EU government projects. There have now been over 70 visits from Local Authorities together with an international delegation from China. All have been impressed by the Benefit Express project.

2.3 Organisation Structure



Staffing

	F.T.E	Headcount
Managerial	16	16
Professional/ Technical	16	17
Administrative/ Clerical	66	70
Front Line	15	15
Total	113	118

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to Exchequer & Customer Services, and the Service Aims associated with them are:-

Corporate Priority 6 Corporate Effectiveness and Business Efficiency

Area of Focus 32

Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access

Departmental Service Aim 1

Continue to provide a locally accessible mobile benefits service throughout the borough and continue to extend the Halton Direct Link facilities.

Departmental Service Aim 2

Provide advice and support, including Welfare Benefit and Money Advice, to those in genuine need and administer the benefits service in such a way as to minimise the time between application and payment.

Area of Focus 3

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.

Departmental Service Aim 3

Provide customers with open, accessible and accountable services through a single point of contact and explore and progress the opportunities to work in partnership with other agencies and bodies.

Area of Focus 34

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

Departmental Service Aim 4

Ensure the effective prevention and detection of fraudulent claims for Benefit and maximise the collection of Council Tax, Business Rates and Sundry Debtors.

Area of Focus 35

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

Departmental Service Aim 5

Introduce and develop an e-procurement solution for the Council that provides optimal purchasing arrangements for the procurement of goods and services.

Departmental Service Aim 6

Provide cost-effective systems for the payment of the Councils creditors and of salaries and expenses to Officers and Members in accordance with Council Policy.

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

The following table identifies those external factors that will, or are likely to, impact upon the service during the period of this plan.

Key Developments	Timeframe	Comment(s)
<p>Political</p> <p>1. Budget pressures/ ODPM Efficiency Review</p>	2005/08	Full impact upon the service not yet known. Expectation by Govt for all authorities to make efficiency savings of 2.5 p.a. to 2008
<p>Social</p> <p>2. 24 / 7 access to services</p>	2005 – 08	Changing business and user expectation towards 24 / 7 access and service availability.
<p>Technological</p> <p>3. Extension of home working initiative within the Division</p> <p>4. Exploration of the use of technology to enable video access to R&B staff at offices such as RSLs or the Pension Service</p> <p>5. ODPM Priority outcomes & Extension of HDL facilities</p> <p>6. Development of a replacement Customer Relationship Management System</p>	<p>2007</p> <p>2007</p> <p>2007</p> <p>2007</p>	<p>The policy has been approved and staff are enthusiastic to develop this. Much depends upon the IT infrastructure</p> <p>This is at the initial fact finding stage but could prove a cost effective way of extending the service with key partners</p> <p>Requirement to develop in conjunction with ICT / Directorates appropriate e-solutions</p>
<p>Legislative</p> <p>7. New legislation will change the focus of intervention on HB claims</p>	2007	Full details are still awaited from the DWP but there is a scheduled start date of April 2007

4.2 Service Developments

The Benefit Fraud Inspectorate, as part of the Comprehensive Performance Assessment process, carried out a re-assessment of the Revenues and Benefits service and in 2006 and again assessed the service as "Excellent". A customer survey is presently being undertaken as part of the BVPIs requirements

4.3 Efficiency Improvements

The opening of two new HDL One Stop Shops has enabled the service to introduce Payment Kiosks in place of the traditional cashiering service. Efficiency savings have resulted and further consideration will be given to introducing this facility in to the main HDL shops in Runcorn & Widnes. The introduction of the online payments facility and the telephone payment option via the HDL Contact Centre has also

Better procurement has resulted in savings in Insurance, the Council's Stationary and Furniture Contracts. Savings have also resulted from the introducing Procurement Cards for Catering. Savings in productive time have resulted from improved working practices in processing of job vacancy details and the processing of invoices.

4.4 National, Regional & Sub-Regional Focus

Nationally, 'Government Connect' is being launched. This scheme is designed to provide a secure electronic gateway between local and central government. All councils are being actively encouraged to sign up early and commit to a level of future expenditure. However at this present time the benefits of joining this initiative are not entirely clear.

Regionally the Council is an active member of the North West Centre of Excellence, a collaboration of local authorities in the North West looking at introducing best practice and collaborative working across the region to achieve better procurement of goods and services.

The Revenues & Benefits Division has been in discussion with other Local Authorities in Cheshire to explore the extent to which collaborative working would help service delivery.

4.5 Equal Opportunities

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

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006 – 07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

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

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

INFORMATION TO FOLLOW

5.2 Future Staffing Requirements

At the present time there are no indications that existing staffing levels will require any significant amendment during the lifetime of this plan.

Year	Managerial	Professional/ Technical	Administrative / Clerical	Front Line
2007/08	16	16	66	15
2008/09	16	16	66	15

5.3 Future ICT Requirements

At the present time there are no indications that there will be any significant additional ICT requirements, other than those associated with the extension of home-working, during the lifetime of this plan.

XXX

5.4 Future Accommodation/Property Requirements

The extension of home-working may result in some adjustments to future property requirements but at this stage these cannot be fully ascertained. It is likely that as we move through the course of the current year such requirements will become more determinable and will influence the annual plan update during 2009.

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- **Performance Indicator Targets.** These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- **Local Performance Indicators.** These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- **Local Public Service Agreement Targets.** Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements.
- **National Floor Targets.** These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

6.1.1 Key Service Objectives

Corporate Priority:	Corporate Effectiveness and Business Efficiency
<i>Key Area Of Focus: 32</i>	<i>Building on our customer focus by improving communication, involving more users in the design and delivery of services, and ensuring equality of access.</i>

Service Objective: ECS O1	Provide customers with open, accessible and accountable services through a single point of contact and explore and progress the opportunities to work in partnership with other agencies and bodies					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Implement and develop a work plan in partnership with ICT to develop the new in-house Customer Relationship Management system to provide Directorates with key business data. April – March 2007 Set out work program to look at further Business Process Re-engineering work to achieve deeper cutting service delivery by examining improvements to the top 5 services June 2007 Implement the Emergency Duty Team monitoring system (HBC in partnership with St Helens) May 2007 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Examine further service areas for Business Process Re-engineering to develop a rolling programme March 2008 					
Key Milestone(s) (09/10)	Not applicable					
Risk Assessment	Initial		Responsible Officer	Head of Customer Services	Linked Indicators	
	Residual					

Corporate Priority:	Corporate Effectiveness and Business Efficiency
<i>Key Area Of Focus: 38</i>	<i>Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery</i>

Service Objective: ECS O2	To enhance the operational performance and delivery of the Revenues and Benefits service by extending the current use of ICT capabilities.					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Further roll out of Home-working across the Department September 2007 • Implement new system for mobile working in Benefits and determine opportunities for using the system in Revenues June 2007 • Examine implications of adopting the DWP initiative to receive Electronic Benefit Claims from Customers and determine policy June 2007 • Investigate introducing 'Tellytalk' (using remote technology to link the customer to the back office) in HDLs/Registered Social Landlords etc. December 2007 					
Key Milestone(s) (08/09)	Not applicable					
Key Milestone(s) (09/10)	Not applicable					
Risk Assessment	Initial		Responsible Officer	Head of Revenues and Benefits	Linked Indicators	
	Residual					

Corporate Priority:	Corporate Effectiveness and Business Efficiency
<i>Key Area Of Focus: 35</i>	<i>Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.</i>

Service Objective: ECS O3	To systematically acquire and utilise intelligence to inform the ongoing delivery of procurement related activity and through information and skills transfer increase and strengthen organisational capabilities.					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Develop a work programme that examines major areas of spend across the Council April 2007 • Develop and implement a Procurement Training Plan designed to improve procurement practices for those officers responsible for the procurement of goods and services September 2007 • Report findings and recommendations to Business Efficiency PPB October 2007 ▪ Roll out the arrangements for document imaging for invoices across all directorates April Oct 2007 					
Key Milestone(s) (08/09)	Not applicable					
Key Milestone(s) (09/10)	Not applicable					
Risk Assessment	Initial		Responsible Officer	Head of E-Procurement	Linked Indicators	
	Residual					

6.1.2 Other Service Objectives

Corporate Priority:	Corporate Effectiveness and Business Efficiency
<i>Key Area Of Focus: 38</i>	<i>Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery</i>

Service Objective: ECS O4	To further enhance customer focus and service provision by integrating ICT solutions and working with other partners and agencies.		
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Examine future cash receipting provision. Complete evaluation of the new machines recently installed in Runcorn and Ditton One Stop Shops. Examine the options open to the Council and make recommendations - April 2007 • Carry out a feasibility study to examine the benefits and/or risks of using Voice over Internet Protocol and examine potential telecommunication savings. Report of the findings of the feasibility Study September 2007 • Produce Volumetric data by integrating the CRM system and linking the data with other sources will enable the Council to make better use of its resources to improve service delivery to the customer July 2007. • To continue to work with partner agencies (North West E-Government Group & CWHIC) to develop a benchmarking model for Customer Services that all parties can sign up to. September 2007 • Develop with ICT a workflow management system in order that all white mail can be dealt with through the new CRM system, this would achieve savings across the council December 2007 		
Key Milestone(s) (08/09)	Not applicable		
Key Milestone(s) (09/10)	Not applicable		
Responsible Officer	Head of Customer Services	Linked Indicators	

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10

Service Delivery

<u>BVPI 78a</u>	Average time for processing new claims (Housing & Council Tax Benefit)		17.52 Days	27	33	39	24 Days		24 Days	23 Days	22 Days
<u>BVPI 78b</u>	Average time for processing notifications of changes in circumstances		4.61 Days	9	14	19	7 Days		7 Days	6 Days	D:

Quality

ECSLI 1/ SA2	% Of fairer charges assessments completed within 10 days of referral		98%				98%		98%	98%	
BVPI 80 SA N/a	Overall user satisfaction survey		N/a				To be agreed		To be agreed	To be agreed	

Fair Access

There are presently no indicators of this type identified for the service

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

² No quartile data is available for local performance indicators

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10

Cost & Efficiency

BVPI 76 SA4	a) Number of claimants visited b) Fraud investigators c) Fraud investigations d) Prosecutions and sanctions		401.6 0.35 42.54 6.92				484.44 0.36 45 4.80		484.44 0.36 46 4.80	484.44 0.36 47 4.90	484.44 0.36 47 5
BVPI 79 SA4	Accuracy of processing a. Percentage of cases for which the calculation of the amount of benefit due was correct. b(i). HB recovered as a % of debt outstanding. b(ii). HB recovered as a % of debt outstanding. b(iii). HB written off as a % of debt outstanding.		100 73.03 72.43 1.93	99	98	97	99.50 See note 40 4		99.50 See note 41 2.5	99.50 See note 42 2	99.5

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10

Corporate Health

BVPI 8 (CPA Ass – High Risk SA4)	The percentage of undisputed invoices which were paid in 30 days		94.62				94.00		97.00	98.00	
BVPI 9 (CPA Ass Indicator) SA4	Proportion of Council Tax collected		96.67				96.75		96.75	96.76	
BVPI 10 (CPA Ass indicator SA4)	The percentage of Business Rates which should have been received during the year that were received		99.82				98.70		98.80	98.85	

6.3 Equality Action Plan

Text to be inserted

6.4 Local Public Service Agreement

THIS SECTION OF THE PLAN WILL BE REVISED IN LIGHT OF THE LOCAL AREA AGREEMENT THAT IS PRESENTLY UNDERGOING DEVELOPMENT

6.5 National Floor Targets

There are presently no national floor targets that are directly relevant to the service.

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councilors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- **Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Quarterly progress reports to the Management Team;**
- **The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

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

[Community Strategy](#)
[Halton BVPP 2006/07](#)

Risk Assessment for Key Service Objectives Initially assessed as ‘High’ Risk

Key Objective Ref	Initial Risks identified*

*Risk treatment measures associated with the risks identified can be found in the departmental risk register. A commentary will be included in the quarterly service plan monitoring report to indicate the progress

Equality Action Plan

The Department carried out an Equality Impact Assessment during 2005 and a number of actions that needed to be taken were identified. Those yet to be completed that are considered to be high priority are detailed in the table below.

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Action(s) Proposed	Timetable			Officer Responsible
			2007/08	2008/09	2009/10	



Financial Services

SERVICE PLAN

April 2007 to March 2010

Advanced Draft 08.02.07

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1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

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

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

The main purpose of the Department is to manage the financial affairs of the Council to bring maximum financial benefit wherever possible by ensuring the effective utilisation of existing resources and identifying opportunities to generate additional resources.

In addition, the Department provides the support to enable the Operational Director – Financial Services to carry out his statutory duty (under S151 Local Government Act 1972) of ensuring the proper administration of the Council's financial affairs. This duty exists to protect the Council, Councillors, all staff, and ultimately the Council taxpayer and general public.

The main activities undertaken by the Department are:

Accountancy

Providing a proper record of how the Council has spent its money and to provide a record of the Council's assets and liabilities.

Ensuring that resources are allocated over agreed operational areas and that appropriate cost centres exist to record their transactions.

Ensuring that the Council's capital expenditure is planned and that longer-term finance is raised to meet it.

Ensuring that the Council's revenue expenditure is properly planned over the medium term and that the Council's income is adequate to meet its planned revenue expenditure.

Ensuring that cash flows are monitored on a daily basis, surplus cash maximised and invested successfully with borrowings and interest payments minimised.

Monitoring the revenue budget and capital programme.

Ensuring Councillors, Strategic Directors and their staff have sufficient financial information to make informed decisions of the financial consequences of policy issues.

Providing financial information, including management accounting and costing data, available to support Operational Directors in the control of their budgets and spending.

Ensuring schools receive budget management and financial administration under the terms of the service legal agreement.

Internal Audit

Under the Accounts and Audit Regulations 2003, the Authority is required to undertake an annual review of the system of internal control. The independent assurance gained from the work of Internal Audit forms an integral element of that review.

Providing an independent and objective opinion on the Council's control environment by evaluating its effectiveness in achieving the organisation's objectives.

Examining, evaluating and reporting on the adequacy of the control environment as a contribution to the proper, economic, efficient and effective use of resources.

Recommending improvements in controls and procedures to help ensure that safe and effective financial systems and procedures operate effectively throughout the Council.

Promoting an anti-fraud and corruption culture and providing assurance over the proper administration of public funds.

Carrying out investigations, within the Council's Anti-Fraud and Anti-Corruption Strategy, into any circumstances, which suggest the possibility of financial irregularity or loss.

Conducting key controls reviews aimed to provide assurance that the systems used to produce the Council's financial statements are well controlled and reliable.

In ensuring the effective utilisation and attraction of the financial resources available to it the Financial Services Department underpins all aspects of the Council's work. Ultimately this results in benefits for all those who live, work or visit the borough.

2.2 Key Messages

The Audit Commission has reported that the Council's finances are well managed. This is reflected in the Corporate Performance Assessment Use of Resources score of 3 out of 4 (performing well). Although the overall score has remained unchanged there were improvements in individual elements. An action plan has been developed to address the issues to continue to make improvements in all aspects of the Department's work. The Council's financial position is stable, on track for spending in line with budget, with balances and reserves at a reasonable level and the Council well on target to hit its Gershon target.

An important part of the Use of Resources assessment looks at how the Council's financial management links to the strategic management of the Council, how it is integrated with strategy and corporate management, supports council priorities and delivers value for money. The Council's financial systems and processes are tested on an annual basis and they are found to be robust and provide reliable information for the Council's financial statements.

The Business Efficiency Board became the Council's audit committee during 2006 and Internal Audit now provides the Board with quarterly updates on the work and performance of Internal Audit.

A Financial Management Standard & Toolkit has been developed by the DfES for schools. The Standard is intended to help schools in evaluating the quality of their financial management and to aid in training staff to become better financial managers. All high schools are expected to have achieved the standard by April 2007 with primary and special schools being phased in over the following two years. All schools must be externally assessed every three years to ensure continued compliance with the standard. The S151 officer has to declare on the S52 statement the number of schools that have / have not achieved the standard. Internal Audit has been accredited by the DfES to undertake external assessments and is working with schools to help them achieve the Standard.

The Code of Practice for Internal Audit in Local Government was recently updated to reflect changes arising from the amendments to the Accounts and Audit Regulations in 2006 and practice relating to corporate governance that further emphasises the importance of internal audit to the management of organisations.

The Council's financial management system "Agresso" is now able to provide financial information to budget holders within 10 days of the month end. This is a significant improvement on the previous system and work is ongoing to improve it even further. In addition summarised revenue and capital information is provided to Operational Directors quarterly to aid the monitoring of spending against budgets. This information is incorporated in the quarterly performance monitoring reports to Policy and Performance Boards and brought together to report the overall position to Management Team and the Executive Board Sub Committee.

The Council has a major capital programme, although it is expected that spending will slip into next year. As well as the major developments of Mersey Gateway, Widnes Waterfront, Castlefields and 3MG the Council is Wave 6 of the Building Schools for the Future programme, which would provide £60-80m of investment in the borough's secondary schools. Given its scale, the monitoring and management of capital expenditure will be given greater focus to ensure time limited external funding is maximised and spending is in line with the programme.

Over many years the Department has been very successful in managing the Council's cash resources. There has been continual reduction in the cost of borrowing and in addition the return on funds invested has out performed the benchmark. In this way treasury management has made additional resources available to services in Halton. Prudential borrowing has also been used, such as on the acquisition of the new refuse collection fleet, to make significant revenue savings.

The Council's accounts were published within the earlier timescale set by Government. This was a major challenge to the Department and achieved with the co-operation of all Directorates across the Council. The accounts have been given a clean bill of health by the Audit Commission.

A major new statistical return was introduced by Government this year, known as the "Whole of Government Accounts"; its aim is to produce one set of accounts for the whole of the public sector. It was successfully introduced in the year and has been subject to external audit.

The Halton Local Strategic Partnership is about to enter into a Local Area Agreement (LAA) with the Government. It is a three-year agreement that will involve the pooling of a number of existing grant regimes by Government into a single LAA grant. The Council will act as the accountable body for the LAA and this will involve distributing and accounting for funding passed on to other partner organisations. As such, the LAA will have significant impact on the work of the Department in terms of establishing and maintaining robust governance, accounting, monitoring and auditing arrangements.

The provisional financial settlement for 2007/08 is poor. Halton's grant increase is only 2.8 % compared to the national average of 3.8 %. Coupled with increasing spending pressures from new legal duties and alongside increased costs from such things as the waste agenda, the children's agenda, the ageing population and the job evaluation exercise, as well as public expectations for new and improved services, means difficult choices will have to be made to balance the budget given pressures from Government to keep down council tax rises.

The Local Government Bill has been published but there is nothing in it that reforms local government finance. Consequently any reforms as a result of either the Lyons Review or the Comprehensive Spending Review (CSR07) will require further legislation.

The Lyons review into local government finance was extended to also look at form and function and has been further extended to incorporate the implications of recent studies into transport, planning and skills and is now expected to be published in the spring 2007. It may have far reaching implications on such things as council tax, capping and business rates but there is speculation that it will not be a major influence.

CSR07 is expected to be published in July 2007 and will cover the period 2008/09 to 2010/11. The grant settlement will also cover the same 3-year period, which should be an aid to financial planning. The grant is the major source of finance to the Council and the Government will review the grant methodology. The Department will be working closely with Merseyside authorities, SIGOMA and other Unitary authorities with the aim of maximising the grant coming to the Council.

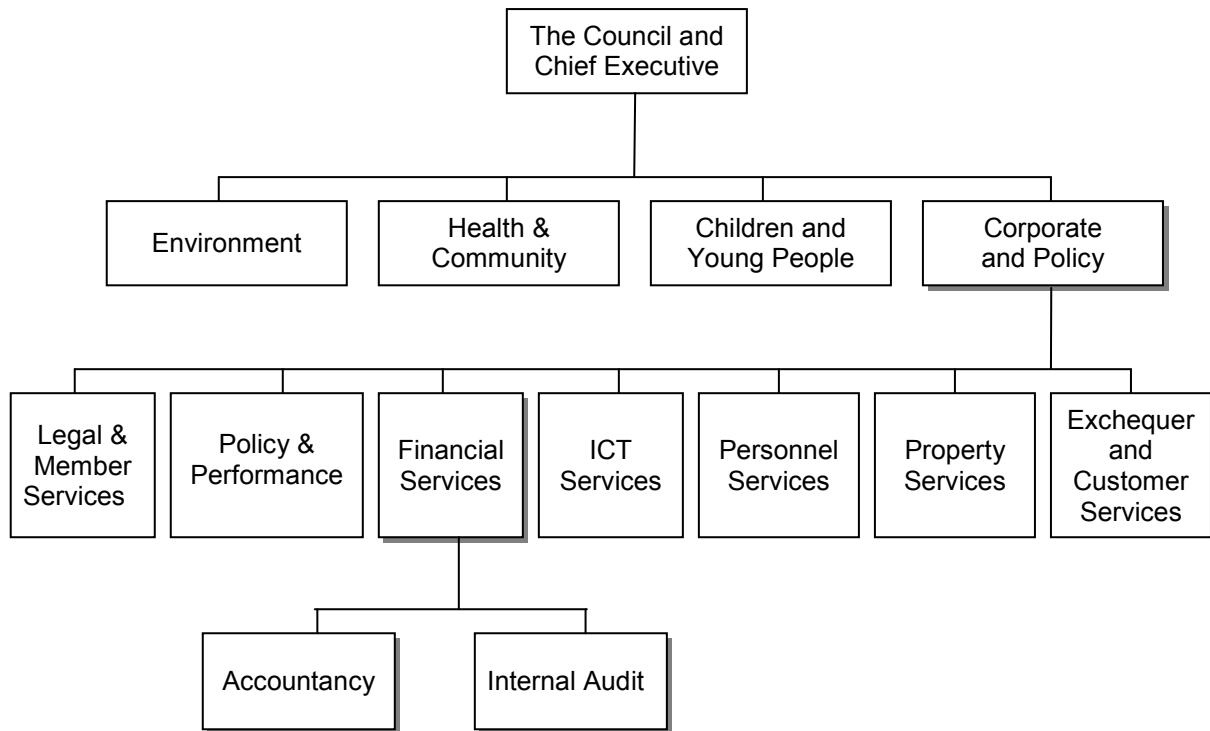
However, the Government have already indicated that public sector spending will be under greater constraint than before with overall increases being limited to 1.9% each year. In addition a number of grants such as Neighbourhood Renewal Fund and Supporting People will either be reducing or withdrawn next year. It is possible that the Council will only receive the minimum grant increase next year meaning that all spending should be under increased scrutiny. The minimum grant increase, known as the "floor", for 2007/08 is 2.7% but there is every expectation this will reduce considerably in future and may even be a cash freeze.

With priority given to education and health there is likely to be less for other services and therefore the prospects for 2008/09 and beyond are expected to be bleak.

Against this background maximising efficiency is going to be critical in generating additional resources. The Government, in response to the Gershon report, set all local authorities a target of achieving efficiency gains of 2.5%, of which more than half had to be cashable savings, in each year for the three years ending 2007/08.

The Council is well on track to achieve this target. CSR07 is expected to set in more challenging targets for the next three years, with cashable savings of 3% each year being identified in the Chancellors Pre-Budget report. However it will become more and more difficult to make these gains without examining radical changes to service delivery.

2.3 Organisation Structure



Staffing

	F.T.E ¹	Headcount
Managerial	2	2
Professional/ Technical	22	23
Administrative/ Clerical	13	14
Front Line	0	0
Total	37	39

¹ Full time equivalent

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to the Financial Services Department, and the Service Aims associated with them are: -

Corporate Priority 6: Corporate Effectiveness & Business Efficiency

Area of Focus 34

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

Departmental Service Aim 1

To maximise, and effectively manage, the financial resources available to the Council and ensure that capital expenditure is planned and is fully funded.

Departmental Service Aim 2

Assist management in delivering services to the community and the overall efficiency and effectiveness of the Council and its performance management systems.

Departmental Service Aim 3

Ensure probity in the Council's financial affairs and to promote an environment and culture, which help deter and identify fraud.

Departmental Service Aim 4

Develop long term financial planning that links with service planning.

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

The table below identifies those external factors that will, or are likely to, impact upon the service during the period of this plan.

Key Developments	Timeframe	Comment(s)
<i>Political</i>		
1. Regeneration Activity	2007/10	Manage funding and cash flows of major developments including Mersey Gateway, Castlefields, EDZ and Ditton FRSP.
2. CPA/ Use of Resources	2007/10	An action plan has been developed to help further strengthen the Council's financial management arrangements in line with the good practices set out in the key lines of enquiry for Use of Resources
3. Waste Agenda	2007/10	Continue to provide financial advice and information in support of the major procurement to be undertaken in partnership with MWDA.
4. Building Schools for the Future	2007/10	Arrangements for supporting the financial aspects and the financial implications of BSF need to be established, as Halton has been included in BSF Wave 6.
<i>Economic</i>		
5. ODPM Efficiency Review	2005/08	Government target for all authorities to make annual efficiency gains of 2.5%, of which more than 50% must be cashable. The target is expected to increase to 3% (and all cashable) from 2008/09
6. Budget Pressures	2007/10	Increasing public expectation across all services for improvements and new developments coupled with increasing costs such as pensions, insurance and single status agreement yet at the same time the increase threat of capping from Government to minimise Council Tax increase.
7. Formula Grant (RSG)	2007/10	The implications on the Council's grant of the Lyons Report due in early 2007, the 2007 Comprehensive Spending Review, revised grant methodology and updated data incorporated in the 3-year settlement expected in the Autumn 2007.

Key Developments	Timeframe	Comment(s)
Social		
8. Existing / new Partnership arrangements	2007/10	These arrangements often result in more complex accounting and governance arrangements being required.
Technological		
9. Development of Agresso	2007/10	Developing the range and use of financial information available from the new Agresso system
10. E-Government	2007/10	Advice on new controls as business processes change. Particular developments include e-procurement, replacement revenues and benefits system and replacement payroll/ personnel system
Legislative		
11. Children's Act and Associated Guidance	2007/10	Introduction of Children's Trust and Pooled budgets.
12. Accounting Developments	2007/10	Statements of Recommended Accounting Practice are issued annually, which determine the extent and format of the Council's accounting statements and provide the basis against which they are audited.
13. Auditing Developments	2007/10	<p>The amendment to the Accounts and Audit regulations 2006 has introduced a requirement to review the effectiveness of internal audit on an annual basis.</p> <p>The Code of Practice for Internal Audit in Local Government in the UK. has been updated to define the way in which the internal audit service should undertake its functions.</p> <p>Internal Audit has been accredited by the DfES to undertake external assessments at schools relating to the Financial Management Standard in Schools (FMSiS).</p>

4.2 Service Developments

Under the 2006 CPA the Use of Resources assessment was more stringent and focused on financial management and how this links and supports the strategic management of the Council. The Council scored 3 out of 4 (performing well). There are a few areas for further development and an action plan has been developed to make further improvements in the financial management of the Council.

The department received high levels of satisfaction and positive feedback from a recent client survey. Internal Audit regularly receives high levels of satisfaction following audit reviews. Both the Accountancy and Internal Audit Divisions are members of CIPFA Benchmarking Clubs. The overall cost of Halton's accountancy function is below the average for unitary councils. In terms of Internal Audit, the last benchmarking exercise showed staff costs are 8% below average.

As part of its annual audit the Audit Commission reviews the work of the Internal Audit Division and concluded that "Internal Audit meets statutory requirements and relevant standards" and stated that "coverage has improved year on year over the last two years with coverage of all key systems and other systems on a risk basis."

4.3 Efficiency Improvements

Over many years the Department has been successful in absorbing additional responsibilities without increasing staffing levels. The development of Agresso is a major example of improved efficiency and its continued development will help budget management across the Council. Other examples of improved efficiency include the introduction of pooled budgets such as Adults with Learning Difficulties, the Whole of Government Accounts initiative and the new LAA. However it has to be recognised that given their intangible dominant nature such efficiency gains can be extremely difficult to quantify in financial terms.

Internal Audit are to combine the Financial Management Standards in Schools visits to schools with their usual school audit reviews, which should generate additional income of £10,000 each year. In addition Internal Audit has a wider role in terms of identifying opportunities to improve efficiency through the course of its normal audit work.

4.4 National, Regional & Sub-Regional Focus

The Executive Board Member for Corporate Services is a member of the Executive Committee of SIGOMA – Special Interest Group of Municipal Authorities (outside London), which represents 48 Local Authorities in most of England's urban areas outside the capital. SIGOMA provides a forum for discussion at the highest political level on matters of common concern and provides a means of channelling views to Government and the Local Government Association.

The Department represents the Council on the Merseyside Directors of Finance Group and Cheshire Chief Finance Officers Group. These Groups are valuable ways of sharing information and developing solutions to the emerging financial issues faced by the authority.

The proposed development of the Liverpool City Region would result in new financial relationships and if implemented would require the examination of the Council's existing financial transactions with Cheshire based bodies.

4.5 Equal Opportunities

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

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006 – 07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

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

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

INFORMATION TO FOLLOW

5.2 Future Staffing Requirements

At this stage there are no indications that the existing staffing levels will require any significant amendment during the lifetime of this plan.

Year	Managerial	Professional/ Technical	Administrative/ Clerical	Front Line
2007/08	2	22	13	0
2008/09	2	22	13	0

5.3 Future ICT Requirements

There is a high degree of expertise in the use of personal computers in the Department and this will continue to be developed to maximise the use of computing facilities.

The Accountancy Division was one of the first areas of the Council to be successfully integrated into the full "Citrix" environment. It is anticipated that Internal Audit will also move onto "Citrix" in the future, as this will bring significant advantages in terms of mobile and remote working.

The Agresso system provides the Department with a state of the art financial management system that should meet the needs of the Council for the foreseeable future. The system is likely to undergo a major upgrade during 2008/09 as part of Agresso's approach to continuous development and in order to ensure the Council maximises the benefit from its investment in the system.

The Trent integrated human resources and payroll system is due to be implemented over the next 12 months in three phases, which should significantly improve the financial information available for budgeting purposes

5.4 Future Accommodation/Property Requirements

At the present time, there are no foreseeable additional property requirements for Financial Services during the lifetime of this plan.

Should any unforeseen developments arise that necessitate additional requirements, these will be reported either by exception or through the normal quarterly reporting cycle.

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- Performance Indicator Targets. These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- Local Performance Indicators. These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- Local Public Service Agreement Targets. Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority’s commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements. **THIS SECTION OF THE PLAN WILL BE REVISED IN LIGHT OF THE LOCAL AREA AGREEMENT THAT IS PRESENTLY UNDERGOING DEVELOPMENT**
- National Floor Targets. These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

The following tables identify the service objectives and national / local performance indicators, each of which has been referenced to the Corporate Priority to which it relates.

6.1.1 Key Service Objectives

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 34</i>	<i>Attracting and Managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders.</i>

Service Objective: FS O1	Set the Revenue Budget, Capital Programme and recommend Council Tax					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Report Medium Term Financial Forecast to Executive Board November 2007 Report to Council in March 2008. 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Report Medium Term Financial Forecast to Executive Board November 2008 Report to Council in March 2009. 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Report Medium Term Financial Forecast to Executive Board November 2009 Report to Council in March 2010. 					
Risk Assessment	Initial	Medium	Responsible Officer	Operational Director Financial Services	Linked Indicators	
	Residual	Medium				

Service Objective: FS O2	To take steps to maximise the Council's share of the Formula Grant (RSG)					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Join with Merseyside authorities and SIGOMA to lobby for appropriate methodology changes. - August 2007 Check with relevant data to DCLG. – September 2007 Analyse provisional settlement. - November 2007 Lobby MP's and DCLG following provisional settlement. – December 2007 					
Key Milestone(s) (08/09)	Not applicable					
Key Milestone(s) (09/10)	Not applicable					
Risk Assessment	Initial	Medium	Responsible Officer	Group Accountant Planning	Linked Indicators	
	Residual	Medium				

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 34</i>	<i>Attracting and Managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders</i>

Service Objective: FS O3	To effect financial prudence by assisting managers to control their budgets by monitoring spending and providing financial reports.					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Provide monthly financial reports to budget holders within 8 days of month-end (currently 10 days) (Chief Acc) • Provide quarterly financial monitoring reports to Operational Directors for inclusion in Service Performance Monitoring Reports (Group Accountant) • Provide monitoring reports on the overall budget to the Executive Board Sub Committee twice a year (Chief Accountant) 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Provide monthly financial reports to budget holders within 8 days of month-end (currently 10 days) (Chief Acc) • Provide quarterly financial monitoring reports to Operational Directors for inclusion in Service Performance Monitoring Reports (Group Accountant) • Provide monitoring reports on the overall budget to the Executive Board Sub Committee twice a year (Chief Accountant) 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Provide monthly financial reports to budget holders within 8 days of month-end (currently 10 days) (Chief Acc) • Provide quarterly financial monitoring reports to Operational Directors for inclusion in Service Performance Monitoring Reports (Group Accountant) • Provide monitoring reports on the overall budget to the Executive Board Sub Committee twice a year (Chief Accountant) 					
Risk Assessment	Initial	Low	Responsible Officer	Chief Accountant	Linked Indicators	
	Residual	Low				

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 34</i>	<i>Attracting and Managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders</i>

Service Objective: FS O4	To summarise and report the efficiency gains in response to Gershon review				
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Submit the 2007/08 Annual Efficiency Statement (Forward Look) by June 2007 and report to the Business Efficiency Board • Submit the 2006/07 Annual Efficiency Statement (Backward Look) by July 2007 and report to the Business Efficiency Board • Submit the 2007/08 Half Year Review by November 2007 and report to the Business Efficiency Board 				
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Submit the 2008/09 Annual Efficiency Statement (Forward Look) by June 2008 and report to the Business Efficiency Board • Submit the 2007/08 Annual Efficiency Statement (Backward Look) by July 2008 and report to the Business Efficiency Board • Submit the 2008/09 Half Year Review by November 2008 and report to the Business Efficiency Board 				
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Submit the 2009/10 Annual Efficiency Statement (Forward Look) by June 2009 and report to the Business Efficiency Board • Submit the 2008/09 Annual Efficiency Statement (Backward Look) by July 2009 and report to the Business Efficiency Board • Submit the 2009/10 Half Year Review by November 2009 and report to the Business Efficiency Board 				
Risk Assessment	Initial	Low	Responsible Officer	Chief Internal Auditor	Linked Indicators
	Residual	Low			

6.1.2 Other Service Objectives

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 34</i>	<i>Attracting and Managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders</i>

Service Objective: FS O5	Provide for public accountability by reporting the Council's stewardship of public funds and its financial performance in the use of resources by preparing the final accounts as required by statute and in accordance with latest accounting standards.		
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Complete the draft Abstract of Accounts and report to the Business Efficiency Board by 30th June 2007 • Publish the Abstract of Accounts by 30th September 2007 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Complete the draft Abstract of Accounts and report to the Business Efficiency Board by 30th June 2008 • Publish the Abstract of Accounts by 30th September 2008 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Complete the draft Abstract of Accounts and report to the Business Efficiency Board by 30th June 2009 • Publish the Abstract of Accounts by 30th September 2009 		
Responsible Officer	Chief Accountant	Linked Indicators	

Service Objective: FS O6	Make best use of cash resources available to the Council, and fulfil statutory requirement by setting and monitoring Treasury Management Policy		
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Establish Treasury Management policy and report to the Executive Board Sub Committee by April 2007 • Monitoring reports to the Executive Board Sub Committee on a quarterly basis 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Establish Treasury Management policy and report to the Executive Board Sub Committee by April 2008 • Monitoring reports to the Executive Board Sub Committee on a quarterly basis 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Establish Treasury Management policy and report to the Executive Board Sub Committee by April 2009 • Monitoring reports to the Executive Board Sub Committee on a quarterly basis 		
Responsible Officer	Operational Director	Linked Indicators	

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 34</i>	<i>Attracting and Managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders</i>

Service Objective: FS O7	Ensure that capital programme is affordable, prudent and sustainable by setting and monitoring Prudential Borrowing Indicators		
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Report Prudential Indicators to Council in March 2007 • Monitoring report to the Executive Board Sub Committee on a quarterly basis 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Report Prudential Indicators to Council in March 2008 • Monitoring report to the Executive Board Sub Committee on a quarterly basis 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Report Prudential Indicators to Council in March 2009 • Monitoring report to the Executive Board Sub Committee on a quarterly basis 		
Responsible Officer	Operational Director	Linked Indicators	

Service Objective: FS O8	To provide an independent and objective opinion on the Council's risk management processes, control systems, accounting records and governance arrangements.		
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Report Audit Plan to Business Efficiency Board May 2007 • Report progress to the Business Efficiency Board on a quarterly basis 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Report Audit Plan to Business Efficiency Board May 2008 • Report progress to the Business Efficiency Board on a quarterly basis 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Report Audit Plan to Business Efficiency Board May 2009 • Report progress to the Business Efficiency Board on a quarterly basis 		
Responsible Officer	Chief Internal Auditor	Linked Indicators	

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ²	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ³ (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Service Delivery											
<u>FSLI 6 / SA 3</u>	Issue 75% of draft audit reports within 15 working days of completing the audit fieldwork.	CP6	77%				75%		75%	75%	75%
Quality											
<u>FSLI 7</u>	Maintain a high degree of user satisfaction survey in Internal Audit ^{NB}	CP6	100%				90%		90%	90%	90%
<u>FSLI 8</u>	Maintain the number of schools buying back financial services.	CP6	48				48		48	48	48
Fair Access											
Cost & Efficiency											
<u>FSLI 5 / SA 1</u>	Achieve investment returns for the year higher than benchmark	CP6	4.87%								

² Key Indicators are identified by an **underlined reference in bold type**.

³ No quartile data is available for local performance indicators

Ref ²	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ³ (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10

Corporate

FSLI 1 / SA 4	Receive an unqualified audit opinion on the accounts.	CP 6	Yes				Yes		Yes	Yes	Yes
FSLI 2 / SA 4	Receive positive comments from the District Auditor relating to the financial standing of the Council and the systems of internal financial control.	CP 6	Yes				Yes		Yes	Yes	Yes
FSLI 3 / SA 4	Complete at least 90% of the Audit Plan	CP 6	93%				90%		90%	90%	90%
FSLI 4 / SA 5	Maintain the scores achieved in CPA last year.	CP 6							Maintain 3 out of 4		

6.3 Equality Action Plan

Text to be inserted

6.4 Local Public Service Agreement

THIS SECTION OF THE PLAN WILL BE REVISED IN LIGHT OF THE LOCAL AREA AGREEMENT THAT IS PRESENTLY UNDERGOING DEVELOPMENT

6.5 National Floor Targets

There are presently no National Floor Targets that are directly relevant to the service

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councilors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- **Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Quarterly progress reports to the Management Team;**
- **The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

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

[Community Strategy](#)
[Halton BVPP 2006/07](#)

Risk Assessment for Key Service Objectives Initially assessed as 'High' Risk

Key Objective Ref	Initial Risks identified*

*Risk treatment measures associated with the risks identified can be found in the departmental risk register. A commentary will be included in the quarterly service plan monitoring report to indicate the progress

Equality Action Plan

The Department carried out an Equality Impact Assessment during 2006 and a number of actions that needed to be taken were identified. Those yet to be completed that are considered to be high priority are detailed in the table below.

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Action(s) Proposed	Timetable			Officer Responsible
			2007/08	2008/09	2009/10	



Health & Partnerships

SERVICE PLAN

April 2007 to March 2010

Advanced Draft 08.02.07

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1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

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

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

Within the Health and Community Directorate the Health & Partnerships Division exists to provide a range of support services to operational front-line staff in order for them to deliver high-quality social care services/support to the local community in partnership with the NHS, independent, voluntary and community sectors. Effective support services are essential in ensuring that safe practices are adopted, staff are highly trained, public money is wisely spent, information technology is utilised to maximise efficiency, measure, monitor and manage performance, front-line staff are freed from administrative duties, and longer-term planning is promoted.

The Consumer Protection Service ensures fair and equitable business and trading practices; protects consumers; meets the requirements of the bereaved in relation to burial and cremation; conducts civil marriages / civil partnerships / citizenship ceremonies and facilitates the registration of births, marriages and deaths.

The Housing Strategy Team provides financial assistance to improve conditions in private sector properties; grants to adapt homes for disabled occupiers; manages the Council's permanent Gypsy site; undertakes housing enforcement duties; develops the local housing and homelessness strategies; and is responsible for managing the contracted out homelessness service.

2.1.1 Divisional Activities

The primary role of Health and Partnerships is to support and enable staff in the Health and Community Directorate to achieve the councils strategic and business objectives for adult services. It also plans, commissions, contracts and in some instances delivers services for the residents of Halton that maintain their independence, keeps them safe from risk and improves their quality of life. It aims to achieve this by:

Planning & Commissioning

Ensures the effective planning and commissioning of quality, value for money services for customers of adult social care. It also supports policy development in response to local or Government priorities. Focus is upon planning and commissioning functions across all adult and older people client groups. Functions include Service Development, Contracting, Supporting People, Training, HR, Workforce Development and Housing Strategy.

Finance

Manages the budget preparation and financial support to budget holders for capital and revenue resources. This work includes regular monitoring reports of income and expenditure in key areas, preparation of final accounts, completion of financial returns, grants claims and payments to third sector providers. Also provides the link between corporate finance and the Directorate in all financial matters.

Business Support-

Includes the management and provision of Communication and Information Services. Information Technology services develops and maintain IT systems to support social care and housing activity electronically. Performance monitoring and management through collation of information on needs and activity, delivering statistical returns and regular performance monitoring. Administrative Support, Customer and Office Services and Complaints and Compliments ensure the Directorate meets its statutory and corporate responsibilities.

Consumer Protection

Provides the management of Trading Standards and Business Advice, Consumer Advice and Education Service, Petroleum and Explosives Storage Enforcement and Advice, Bereavement Service and Registration Services.

NB. Further details regarding specific activities can be found in team plans.

2.1.2 Who benefits?

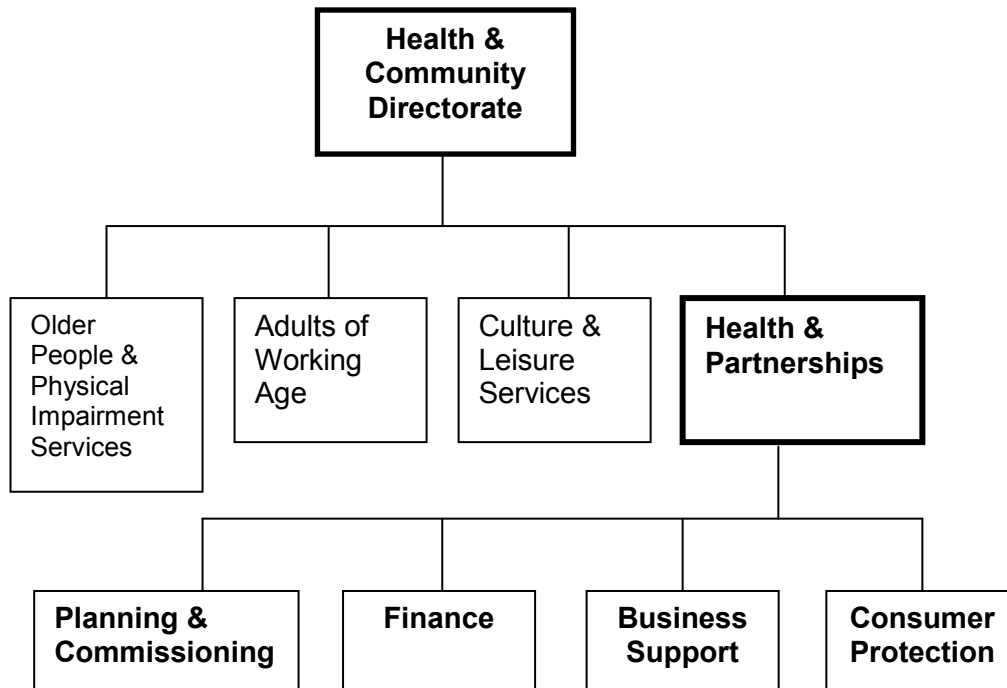
The service benefits everyone in Halton by supporting front-line services to assist those most in need, particularly the most vulnerable in the community who may need help to care for themselves or others. We provide support to people to arrange and contract for care services, who buy goods and services, conduct business, who lose loved ones, who wish to register births, marriages and deaths. Housing Strategy services benefit everyone in Halton, but particularly those in greatest housing need.

2.2 Key Messages

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

- The need to address and support innovation in meeting efficiently requirements whilst improving outcomes.
- Embedding the requirements of the 2 white papers published in 2006 – ‘Our Health Our Care Our Say’ and the Local Government white paper ‘Strong and Prosperous communities’.
- Working to support the development of Local Area Agreement (LAA) including the development of a shared performance management framework with partner agencies – particularly within the health community.
- Focussing on outcomes for users of services in line with guidance to date from the Commission for Social Care Inspection (CSCI) and expected publication of an outcomes framework across the Healthcare Commission and CSCI in 2007.
- Focussing upon strategic commissioning of key services such as Domiciliary Care and Residential and Nursing Care.
- Work to refocus on meeting needs of Homeless people in Halton.
- Develop further joint commissioning functions with the reconfigured Halton and St. Helens PCT to ensure we improve the Health of Halton Citizens.

2.3 Organisation Structure



Current Staffing Levels

Workforce profile

Staff WTE 2006/07	Managerial	Professional	Admin	Non Salaried
DMT	4	0	2	0
Planning & Commissioning	3	8.7	2.5	0
Finance	3	11	8	0
Business Support	2	27.1	8.3	0
Consumer Protection	5	10.31	2.05	5
Total	17	57.11	22.85	5

Head Count 2006/07	Managerial	Professional	Admin	Non Salaried
DMT	4	0	2	0
Planning & Commissioning	3	9	3	0
Finance	3	12	9	0
Business Support	2	30	11	0
Consumer Protection	5	13	3	5
Total	17	64	28	5

NB. Staffing figures as at 30th September 2006

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to the Health and Partnerships Division, and the Service Aims associated with them are: -

Corporate Priority 2: HALTON'S URBAN RENEWAL

Area of Focus 11: Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.

SA1: The Health & Partnerships Division aims to improve housing conditions by working with key partners and providing services which support those most in need through either poor health, limited life opportunities, low self esteem or underdeveloped life skills.

Corporate Priority 5: A SAFER HALTON

Area of Focus 27: Reducing the physical effects of anti-social and criminal behaviour

SA2: The Division aims to minimise the supply of age-restricted products such as alcohol, cigarettes and solvents to under age persons in order to impact on youth nuisance associated with their supply.

Area of Focus 30: Improving the social and physical well-being of those most at risk within the community

SA3: To raise awareness of consumers' statutory rights, with particular reference to the socially excluded, and recognising that young people and children are consumers and to reduce the level of Doorstep Crime affecting Halton residents.

Corporate Priority 6: CORPORATE EFFECTIVENESS AND BUSINESS EFFICIENCY

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 to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.

SA4: In order to narrow the gap between the most disadvantaged a review of homelessness services is now a priority. The Supporting People programme also aims to ensure that vulnerable adults have access to a home in which they are safe and be supported to live independently within our community.

SA5: To deliver intelligence-based Consumer Protection services, informed by partners and the community, to ensure optimum tasking and co-ordination of resources so that the service's contribution to improving the quality of life in Halton and narrowing the gap between the most disadvantaged neighbourhoods and the rest is optimised.

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.

SA6: The Division aims to provide high quality performance monitoring and quality information, which monitors, manages and reports service delivery and assists services to continuously improve with respect to revised National outcome measures.

Area of Focus 34: Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders.

SA7: The Health & Partnerships Division aims to maximise external capital and revenue funding from all relevant grant aiding bodies to enable enhanced service delivery and to match fund changing service requirements through its financial strategy and appropriate commissioning of services.

Area of Focus 35: Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.

SA8: The Health & Partnerships Division aims to develop and implement joint commissioning and procurement strategies in each service area. Through revised contractual arrangements for domiciliary and residential/nursing care we are seeking to embed high quality value for money services which reduce the cost to the Council.

Area of Focus 36: Ensuring that the Council's land, and property and equipment portfolios are managed efficiently

SA9: To ensure sufficient longer-term cemetery availability and to effectively manage the provision of crematorium facilities whilst ensuring calm and peaceful cemeteries to provide visitors with tranquil, safe and well-maintained environments.

Area of Focus 38: Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.

SA10: To ensure local people receive an excellent and well-informed service with improved choice and greater flexibility in the range of services provided.

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.

SA11: The Health & Partnerships Division aims to develop service and workforce planning to support commissioning, service redesign and quality improvement to ensure that our resources are managed and deployed to their best effect.

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

The following factors have been identified as having a potential impact on the delivery of services during the period 2007-2010:

4.1.1 Political

- Changes to the Comprehensive Performance Assessment regime will impact upon service design and service delivery.
- The Office of Fair Trading's governance role, the launch of the Local Better Regulation Office and the move to an intelligence based service delivery model will impact significantly on the work of the Consumer Protection Service.
- The adoption of new governance arrangements will provide greater discretion in the delivery of local Registration Services but at the same time will provide a challenging set of national service standards to achieve.
- The Governments National Strategy, Allocation Formula and guidance on the administration arrangements for Supporting People will impact on resources available to deliver local services and may affect the way in which the programme is administered locally.
- Changes within NHS following publication of a Patient Led NHS has resulted in the reconfiguration of local NHS Trusts. This will impact on partnership work as the new organisations become established. The joint commissioning managers role may change and all future commissioning strategies will be required to establish joint commissioning intentions between HBC and PCT.

4.1.2 Economic Climate

- The Carers Grant in addition to others e.g. access and systems capacity grant is likely to cease during this period but it will be expected that services and support to carers and service users to continue at an increasing level.
- Supporting People – Reductions in Supporting People Grant will increase budget pressures in operational areas. Business support will be required to assist services in ensuring projects after VFM within the funding requirements.
- External Grant Funding – Exit Strategies will need to be identified and become integral to the commissioning process.

4.1.3 Social Factors

- Commissioning Strategies will need to take account of demographic changes in Halton to ensure commissioning reflects present and future need.
- Public Health initiatives e.g. Healthy Eating, smoking cessation etc – Public information and awareness is central to success of this initiative. The Division will need to ensure information is current and accurate and reaches a wide audience thus ensuring the promotion of healthy lifestyles.

4.1.4 Technological Developments

- The launch of Consumer Direct North West contact centre will enable officers to take the Consumer Protection service to the socially excluded (who wouldn't otherwise contact the service) and raise awareness of statutory rights amongst this vulnerable group.
- Telecare – VATF (Vulnerable Adults Task Force) Project will use new assistive technology to promote independence and choice for older people.

4.1.5 Legislative

- The Local Government White Papers “Our Health, Our Care, Our Say” and “Strong and Prosperous Communities” promote improved health and wellbeing outcomes for people, community and neighbourhood engagement. Developments in the role of overview and scrutiny in relation to external bodies provides new requirements on service providers to engage with sustainable communities, strategies and Local Area Agreements. The paper also sets out a new performance framework across partner agencies, which aims to reduce the number of nationally required targets.
- The new Carers (Equal Opportunities) Act 2004 strengthens the requirements on services to ensure that all carers are effectively supported and have individual assessments of need, specifically ensuring that carers have equal rights to employment, leisure and education.
- Health and Partnerships will also work across the Directorate to ensure the implementation of the Mental Health Bill and Mental Capacity Act 2005 are successfully implemented.

4.2 Service Developments

- The Health and Partnerships Division in supporting a wide range of service developments across all operational service areas have included an element of consultation with staff service users, carers and other stakeholders together with external benchmarking and internal performance analysis.
- Findings from a Neighbourhood Renewal Assessment at West Bank, due early in 2007, will help determine whether housing market intervention is necessary and, if so, what is the best course of action. A decision on how to proceed is likely by Autumn 2007.
- Findings from the 2006 Housing Needs Assessment are being used to inform development of the housing strategy and to inform planning in terms of the development of an affordable housing policy within the emerging Local Development Framework.
- An internal audit report on the Supporting People service highlighted a number of areas for improvement, in particular system processes and IT development. In assessing the quality of Supporting People services in Halton 624 service users have been interviewed about the services they receive or have returned questionnaires.

- The focus for service development within Consumer Protection Services will include reviewing the longer term provision of new grave space in Widnes, the ongoing modernisation of the Registration Service and the design and implementation of an intelligence-led process for delivering Consumer Protection Services.
- Health and Partnerships have contributed significantly to the development of the CPA Direction of Travel work corporately, in order to provide the Audit Commission with up-to-date information and analysis.
- The Consumer Protection Service undertakes an annual self-assessment against the European Foundation in Quality Management (EFQM) Excellence Model. This recognition system provides a method of surveying staff views in order to assist the Consumer Protection Service to understand their current performance levels and establish improvement priorities.
- The Consumer Protection Service is registered against the ISO9001: 2000 quality management standard whilst Bereavement Services has been awarded the Charter for the Bereaved quality mark.
- Benchmarking was undertaken as part of the Base Budget Review exercise using Audit Commission VFM Analysis 2004/5 against all Local Authorities and nearest neighbour Local Authorities, CIPFA expenditure per head of population; with comparisons drawn for all service areas to identify value for money, efficiency and effectiveness of service delivery.
- Vulnerable Adults Task Force (VATF) received a partnership award from the Halton Strategic Partnership for work in helping older people maintain their independence through support and preventative services in the community.

4.3 Efficiency Improvements

- Through withholding inflation uplifts and renegotiating Supporting People contracts, efficiency gains will be achieved without impacting on services. In total this is £306,000 and all cashable.
- Reduced spend on supplies and services without impacting on services, all of which is cashable.

4.4 National, Regional & Sub-regional Focus

- To effectively deliver the objectives contained in the National Performance Framework: informed confident consumers; informed successful businesses; fair and safe trading environment and an improving trading standards service.
- To meet the challenges of the Gershon Review: identify ways of using existing resources more efficiently to produce cashable and none cashable efficiency savings.
- The division will have an important role to play in supporting operational staff in meeting the objectives of E Government through training plans and IT support and provision.

- The Regional Housing Strategy priorities focus on low demand and affordability issues. Halton's housing markets do not exhibit these problems to the same degree as some other areas in the North West, although the problem of affordability is rising to the fore, and this is impacting upon the level of resources allocated for investment in Halton.
- A Liverpool City Region Housing Strategy is to be developed by 2007 which will identify areas of low demand in the sub region that are in need of additional Regional Housing Board resources, and seek to put in place plans to improve the "housing offer" to ensure economic growth is not held back. Although the outcome is unknown, it may further affect the regional distribution of resources to Halton's detriment.
- To participate in the development of the North West Supporting People contract, Accreditation Framework and Outcomes Framework and agree a way forward to jointly commission services to meet the gaps.

4.5 Equal Opportunities

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

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006 – 07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer to section 6.3).

4.6 Unforeseen Developments

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

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

Relevant information yet to be confirmed.

5.2 Future Staffing Requirements

Year	Managerial	Professional/ Technical	Administrative/ Clerical	Front Line
2007/08	TBC	0.5	TBC	TBC
2008/09	TBC	TBC	TBC	TBC

Note to future staffing requirements

During 2006/07 a review of Administration Services took place.

In responding to the challenges of the Gershon efficiency requirements, Health and Partnerships will identify back office efficiency savings whilst also ensuring improved outcomes are achievable.

Due to the requirements to demonstrate efficiency savings, a review of staffing requirements within Health & Partnerships is underway. The progress of which will be monitored via the Quarterly Monitoring Reports.

The Contracts Team and Supporting People Team will be reviewed by March 2007 to determine opportunities for joint working, co-location or merger of the teams.

The Department will consider opportunities to enter into dialogue with potential partners for delivering consumer protection services. Within Bereavement Services future staffing requirements are expected to remain fairly static. The Consumer Protection Service will need to address the development of an intelligence analyst role within its establishment (or via external funding) at the earliest opportunity. The national review of the Registration Service is not likely to impact upon staffing numbers during the life of this plan.

For more detailed information about any future staffing requirements detailed above, please refer to the appropriate Directorate Workforce plan.

5.3 Future ICT Requirements

Finance & Business Support

- During 2007/08 Carefirst 5 will be upgraded to Carefirst 6, CareStore and CareAssess will be implemented and evaluated. The project of implementation will be managed in conjunction with Corporate IT.
- The IT Systems Team will focus on data extraction and data quality issues to ensure that data is recorded accurately, produced in a timely manner and reflects current performance.

- The Performance Team will ensure that performance is monitored and measured accurately and submitted in a timely manner within the statutory performance framework. Performance issues will be highlighted to operational teams so that performance can be improved. Performance surgeries will be held with operational teams so that their knowledge and understanding of performance issues is increased. Regular performance reports will be submitted to SMT in accordance with the timetable contained in the Performance Management Strategy.
- The use of electronic social care records will be piloted so that the Carestore system can be tested and evaluated.
- The use of mobile working options will be extended further across the Directorate.

Consumer Protection

- The Consumer Protection Division is not equipped to deliver the e-government agenda without the help and support (both in terms of expertise and on occasion, finance) from ICT Services.
- Bereavement Services are exploring “hand-held” technology for headstone safety testing and propose to introduce a system of document imaging for record purposes.
- The Consumer Protection Service plans to explore the feasibility of mobile access to the Flare database.
- A web-based system for birth and death registration and the giving of marriage notices will be phased-in during the period covered by this plan. However, the present General Register Office locally maintained RSS database would have to be maintained long after GRO support for this “Lotus Notes” based package ceases to be supported by GRO. Thus, consideration should be given to the transfer of this data to a standard, proprietary Microsoft database.
- The Register Office would benefit from access to a suitable document scanner to scan register entries in order to provide copy certificates.

5.4 Future Accommodation/Property Requirements

An Accommodation Strategy has been prepared for the Health and Community Directorate. The intention is to locate all Runcorn based staff in the Health and Community Directorate at Runcorn Town Hall. This will ensure efficient communication and effective working practices. The Health and Partnerships Division will work in conjunction with Property Services to ensure the smooth transfer of staff to their new locations.

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- Performance Indicator Targets. These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- Local Performance Indicators. These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- Local Public Service Agreement Targets. Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements.
- **THIS SECTION OF THE PLAN WILL BE REVISED IN LIGHT OF THE LOCAL AREA AGREEMENT THAT IS PRESENTLY UNDERGOING DEVELOPMENT**
- National Floor Targets. These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

The following tables identify the service objectives and national / local performance indicators, each of which has been referenced to the Corporate Priority to which it relates.

6.1 Key Service Objectives

Corporate Priority:	Halton's Urban Renewal Corporate Effectiveness and Business Efficiency
Key Area Of Focus:	<p>AOF 11, Maintaining levels of affordable housing provision within Halton that provides for quality, choice and meets the needs and aspirations of existing and potential residents.</p> <p>AOF 31, Working with partners and the community, to ensure that our priorities, objectives and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton</p> <p>AOF 35, Implementing and further developing procurement arrangements that will reduce the cost to the council of acquiring its goods and services</p> <p>AOF 39, Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information.</p>

Service Objective:	HP1 – Ensure that high level strategies are in place, and working to deliver service improvements, and support frontline services to deliver improved outcomes to the residents of Halton					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • <i>Develop and implement Joint Commissioning Strategy's to ensure that we identify our commissioning intentions linked to financial planning by September 2007</i> • <i>Develop robust contract management and monitoring arrangements across all service areas by March 2008</i> • <i>Update the Housing and Homelessness Strategy's to reflect findings of 2006 needs assessment and revised strategy and action plan by March 2008</i> • <i>Review 5 year Supporting People Strategy to ensure diverse and flexible housing support services are in place to support people to live at home by July 2007</i> • <i>Develop a Training Plan to deliver effective and efficient learning interventions, to ensure staff are equipped with the appropriate skills and knowledge by October 2007.</i> • <i>Embed the guidance from the 2 White papers 'Our Health Our Care Our Say' and 'Strong and Prosperous Communities' in delivering the Health Strategy for Halton to improve partnership working and outcome measures by September 2007</i> 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Monitor Joint Commissioning Strategies to ensure priorities are still met by Sept 08 • Review contract management and monitoring arrangements across all service areas by March 2009 • Review Housing and Homelessness Strategy's to ensure that action plan is implemented by March 09 • Review SP Strategy to ensure any change to grant allocation is reflected in priorities by July 08 • Update Training plan to ensure personal development plans link to organisational priorities by Oct 08 • Determine link between Health Strategy and Local Are Agreement by Sept 08 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Monitor and review all HP1 service milestones in line with three-year planning cycle. 					
Risk Assessment	Initial	Medium	Responsible Officer	S MCENEANY	Linked Indicators	BVPI 64, 183a&b, 202,203,213,214,225(Part8) HP/LPI 1,2,6,15,16PAF D59
	Residual	Medium				

Corporate Priority:	Corporate Effectiveness and Business Efficiency
Key Area Of Focus:	<p>AOF 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.</p> <p>AOF 38, Exploiting the potential of ICT to meet the present and future business requirements of the council, and ensure that customer access is improved by means of electronic service delivery</p>

Service Objective:	HP2 – Work with operational managers to design a performance management framework that will provide high quality performance monitoring and management information, to help improve service delivery and assist services to continuously improve					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Develop a performance monitoring framework to meet the requirements of changing National priorities including outcomes and non care managed services by June 2007 • Establish an IT strategy in conjunction with Corporate IT so that Carefirst6, Carestore and CareAssess are implemented in accordance with agreed timescales so that Carefirst users have access to more effective data input systems – October 2007 • <i>Implement an electronic performance framework that is accessible to managers via the intranet to facilitate the availability of real time information to support decision making – May 2006</i> 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Review and revise the performance monitoring framework according to changing service needs to ensure that any changing performance measure requirements are reflected in the framework and the performance monitoring cycle – September 2008 • Review the IT strategy and the IT needs of the Directorate in conjunction with Corporate IT to ensure that systems available are accessible and deliver a quick and responsive service to those that need them – June 2008 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Monitor and review all HP2 service milestones in line with three-year planning cycle. 					
Risk Assessment	Initial	High	Responsible Officer	S HARRIS	Linked Indicators	HP/ LPI 13 (Based on BVPI 8)
	Residual	Low				

Corporate Priority:	Safer Halton Corporate Effectiveness and Business Efficiency
Key Area Of Focus:	<p>AOF 27, Reducing the physical effects of anti-social and criminal behaviour</p> <p>AOF 30, Improving the social and physical well-being of those groups most at risk within the community</p> <p>AOF 31, Working with partners and the community, to ensure that our priorities, objectives and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton</p> <p>AOF 36, Ensuring that the Council's land and property portfolio is managed efficiently</p> <p>AOF 38, Exploiting the potential of ICT to meet the present and future business requirements of the council, and ensure that customer access is improved by means of electronic service delivery</p>

Service Objective:	HP3 – To deliver high quality Bereavement, Consumer and Registration Services, that are fit-for-purpose and meet the needs, dignity and safety of the Halton community					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Ensure that sufficient longer-term cemetery provision exists to meet the needs of the Halton people, by initially completing an options appraisal and securing member decision by 31 March 2008 • <i>Research and develop an action plan by 31 December 2007, for the implementation of an intelligence-led approach to delivering Consumer Protection services</i> • <i>Progress the modernisation of the Registration Service by securing the installation of a new Registration Scheme by 30 September 2007</i> 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Develop a project plan to deliver longer-term cemetery provision, based on member decision, and commence delivery in accordance with project plan timeframes • Produce an initial Consumer Protection Strategic Assessment, in line with the National Intelligence Model, by 31 December 2008 • Benchmark performance against national standards with relevant benchmarking group by 30 Sept 2008, to inform improvement plan 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Continue to deliver longer-term cemetery provision project plan in accordance with project plan timeframes • Develop an in-service tasking and co-ordination approach to consumer protection work planning / resource allocation and install by 31 December 2009 • Review Registration Service provision in the light of legislative changes and best practice examples and consider service amendments / partnership working as appropriate by 31 December 2009 					
Risk Assessment	Initial	Medium	Responsible Officer	J DOWNES	Linked Indicators	BVPI166b HP/LPI 3-5, 7-14
	Residual	Low				

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Service Delivery											
BVPI 166b	Score against a checklist of enforcement best practice for Trading Standards	AOF31	100%	TBC	TBC	TBC	100%	TBC	100%	100%	100%
BVPI 64	Number of private sector dwellings returned into occupation or demolished as a direct result of action by the local authority.	AOF11	0	TBC	TBC	TBC	2	TBC	2	2	2
BVPI 183a	The average length of stay in B&B accommodation of homeless households that are unintentionally homeless and in priority need (weeks)	AOF11	1.69	TBC	TBC	TBC	1.65	TBC	1.6	1.55	1.5
BVPI 183b	The average length of stay in hostel accommodation of homeless households that are unintentionally homeless and in priority need ³	AOF11	0	TBC	TBC	TBC	0	TBC	0	0	0
BVPI 202	Number of Rough Sleepers	AOF11	0	N/A	N/A	N/A	0	TBC	0	0	0
BVPI 203	The % change in the average number of families placed in temporary accommodation	AOF11	10.85%	TBC	TBC	TBC	10.0%	TBC	9.0%	8.0%	7.0%

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

² No quartile data is available for local performance indicators

³ Halton does not have any accommodation that falls within the definition of a hostel as stated in the guidance for this indicator.

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
BVPI 213	The number of households who considered themselves as homeless, who approached the LA housing advice service, and for whom housing advice casework intervention resolved their situation (expressed as the number divided by the number of thousand households in the Borough)	AOF11	0	75%	Median	25%	1.06	TBC	1.10	1.14	1.18
BVPI 214	The proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same LA within the last 2 years	AOF11	4.10	N/A	N/A	N/A	4.5%	TBC	4.1%	3.7%	3.3%
BVPI 225 Part 8	Has there been a reduction in cases accepted as homeless due to domestic violence that had previously been re-housed in the last 2 years by that LA as a result of domestic violence	AOF11	Yes	N/A	N/A	N/A	Yes	TBC	Yes	Yes	Yes
<u>PAF</u> <u>C51/</u> <u>BVPI</u> <u>201/</u>	Adults and older people receiving of Direct Payments per 100,000 population.	AOF34	165	79 Band 5 Rated	62 6 th in	47 Country	184	TBC	190	200	210
HP/ LPI 1	Percentage of SSD directly employed staff that left during the year.	AOF39	11.24%	N/A			10%	TBC	13%	13%	13%

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
HP/LPI 2	Percentage of Social Services working days/shifts lost to sickness absence during the financial year.	AOF39	8.49%	N/A			7.5%	TBC	7%	7%	7%
HP/LPI 3	% of Halton pupils completing a survey on the supply of age restricted products	AOF27	60% of appropriate School year	N/A			45% of appropriate School year	TBC	50% of appropriate school year	55% of appropriate school year	60% of appropriate school year
<u>HP/LPI 4</u>	No. of schools (incl yr 11 and Sixth form pupils) offered a Validate card	AOF30	100%	N/A			100%	TBC	100%	100%	100%
<u>HP/LPI 9</u>	Percentage of times service has met standard of offering 2 burial appointments within 9 working days (Dec to Feb inclusive) or within 7 working days at other times	AOF36	TBC	N/A			85%	TBC	90%	95%	97%
HP/LPI 11	Applications for current certificates processed on the day of receipt.	AOF36	98.3%	N/A			99%	TBC	99%	99%	99%
<u>HP/LPI 12</u>	Clients attended to within 10 minutes of their appointment time♣.	AOF31	99.7%	N/A			99%	TBC	99%	99%	99%

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
HP/LPI 13 (Based on BVPI 8)	The percentage of undisputed invoices which were paid in 30 days (BVPI 8)	AOF34	TBC	TBC	TBC	TBC	95%	TBC	96%	97%	TBC
Quality											
PAF D59	No. of assessed social work practice learning days per whole time equivalent social worker	AOF39	26	18.5	14.2	11.7	27	TBC	18	18	18
HP/LPI 7	Percentage of consumer service users satisfied with the Trading Standards Service, when last surveyed	AOF31	TBC	89.5	85.85	81.85	88%	TBC	89%	90%	91%
HP/LPI 8	Percentage of Business service users satisfied with the Trading Standards Service, when last surveyed	AOF39	TBC	91.3	88.9	86.7	88%	TBC	89%	90%	91%
HP/LPI 10	Percentage of Bereavement Service users who rated the staff courteousness / helpfulness as reasonable / good / excellent when last surveyed	AOF39	TBC	N/A			70%	TBC	92%	96%	97%
HP/LPI 13	Percentage of couples who felt that they received an excellent or good service from staff on the day of their marriage / partnership, when last surveyed.	AOF39	TBC	N/A			88%	TBC	90%	92%	95%

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
HP/LPI 14	Percentage of other Registration Service users who rated the staff's helpfulness / efficiency as excellent or good, when last surveyed.	AOF39	TBC	N/A			88%	TBC	92%	96%	97%
Fair Access											
HP/LPI 5	No. of initiatives undertaken to raise the profile of the Service in the 5 most deprived wards	AOF31	9	N/A			3	TBC	4	5	TBC
Cost & Efficiency											
HP/LPI 15	% of SSD directly employed posts vacant on 30 September	AOF39	9.77%	N/A			7%	TBC	8%	8%	8%
HP/LPI 16	% of SSD gross current expenditure on staffing which was spent on training the Council's directly employed staff during the financial year	AOF39	3.8%	N/A			4.0%	TBC	3.5%	3.5%	3.5%
HP/LPI 6	% of HR Development Strategy Grant spent on Council staff	AOF39	100%	N/A			93.7%	TBC	?	?	?
Corporate											
No indicators of this type are applicable to this service											

6.3 Equality Action Plan

To be added when further information is available mid-January.

6.4 Local Public Service Agreement

No LPSA Targets are applicable to this service

6.5 National Floor Targets

The following targets are relevant to this service: -

Housing Strategy

Ref	Description	Government Targets
PSA 7 ODPM	Through the provision of housing renovation grants and loan assistance, contribute to a reduction in the number of non-decent homes occupied by vulnerable owner-occupiers.	By 2010, bring all social housing into decent condition with most of this improvement taking place in deprived areas, and for vulnerable households in the private sector, including families with children, increase the proportion who live in homes that are in decent condition.

Consumer Protection

Ref	Description/
DTI	Build an enterprise society in which small firms of all kinds thrive and achieve their potential, with - An increase in the number of people considering going into business; - An improvement in the overall productivity of small firms, and - More enterprise in disadvantaged communities.

6.6 Local Area Agreement

THIS SECTION OF THE PLAN WILL BE REVISED IN LIGHT OF THE LOCAL AREA AGREEMENT THAT IS PRESENTLY UNDERGOING DEVELOPMENT

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councillors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;
- Quarterly progress reports to the Management Team;
- The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

- Comprehensive Performance Assessment
- A Community and Neighbourhood Renewal Strategy for Halton
- Health & Community Budget Book
- Adults of Working Age, Older People and Culture and Leisure Services service plans in the Health and Community Directorate
- Commissioning Plans for older people, mental health, learning disabilities and children
- Carers Strategy
- Age Related Sales Action Plan
- National Performance Framework for Trading Standards
- Training Development Plan
- Better Care, Higher Standards
- Supporting People Strategy
- Housing Strategy
- Private Sector Housing Strategy
- Homelessness Strategy
- Halton Local Delivery Plan (LDP)
- Learning Disabilities white paper 'Valuing People'
- Community Strategy
- Halton BVPP 2006/07
- White Paper "Our Health, Our Care, Our Say"
- White Paper "Strong and Prosperous Communities"

Risk Assessment for Key Service Objectives Initially assessed as 'High' Risk

Key Objective Ref	Initial Risks identified*
HP2	Failure to provide IT systems that record activity and care services provided places both the organisation and service users/carers at risk

*Risk treatment measures associated with the risks identified can be found in the Departmental risk register.

A commentary will be included in the quarterly service plan monitoring report to indicate the progress

Equality Action Plan

The Department carried out an Equality Impact Assessment during 2006 and a number of actions that needed to be taken were identified. Those yet to be completed that are considered to be high priority are detailed in the table below.

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Action(s) Proposed	Timetable			Officer Responsible
			2007/08	2008/09	2009/10	
TBC	TBC					



Highways and Transportation

SERVICE PLAN

April 2007 to March 2010

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1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

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

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

The Department exists to provide safe, efficient highway networks and inclusive, integrated transport systems that ensure people and goods can move around freely and sustainably within and through Halton. Transport is essential to economic growth and regeneration and enables us all to gain access to the places and goods we need in the work, education, social and leisure aspects of our daily lives.

The Department is responsible for:

- **Highways** – maintaining and improving all roads, bridges, street lighting, road signs, traffic signals, land drainage and flood defence systems.
- **Transportation** – developing safe and integrated transport systems by coordinating passenger transport, traffic management and transport policy and planning.
- **Operational Support and Logistics** – managing the Council's vehicle fleet, providing passenger services and administrative, personnel and financial support to the Directorate.

The Highways and Transportation services benefit everyone in Halton and many across the City Region - those who travel around or through the Borough and all who use goods and services sent by road by rail. Transportation additionally provides specialised passenger transport services internally to the two Directorates of Children and Young Peoples' and Health and Community.

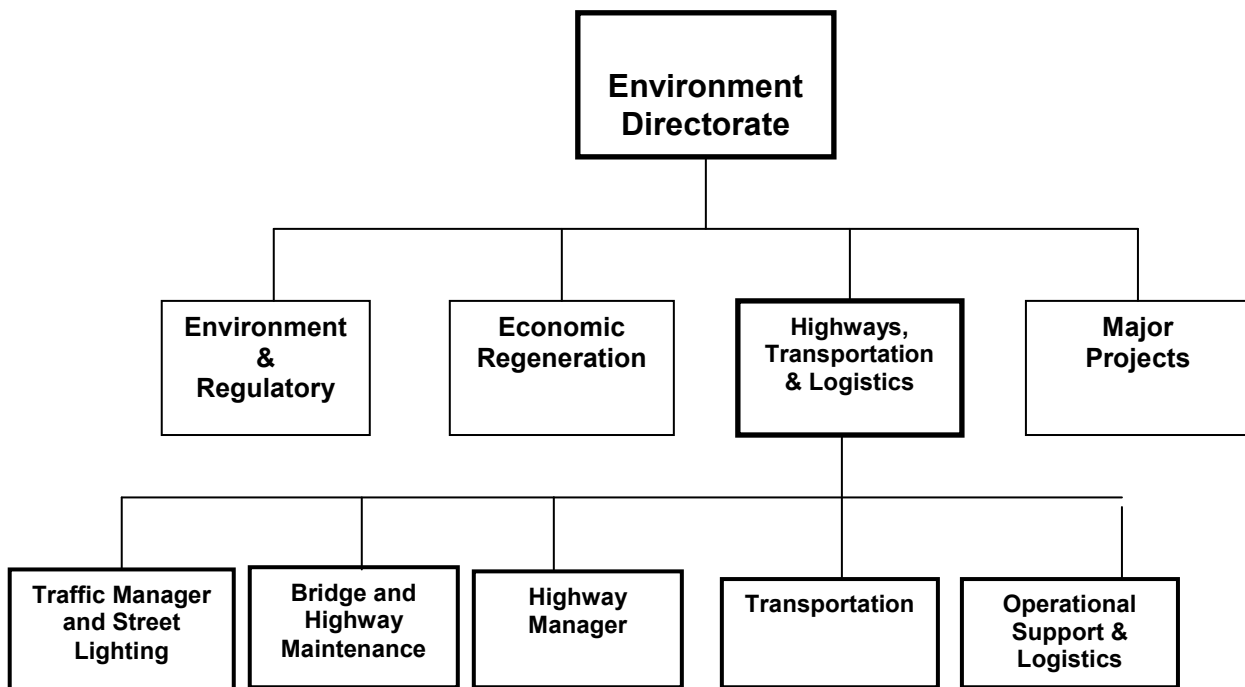
Operational Support provides primarily internal services across the authority.

2.2 Key Messages

- It was announced by the Minister for Transport Dr Stephen Ladyman at end of March 2006 that Mersey Gateway had been granted Programme Entry. DfT have offered funding at £123m in PFI credits plus £86m in grant from the Regional Funding Allocation. The Mersey Gateway Project Director has been confirmed in post for an initial two years and the core Project Team was established in September 2006.
- Both the final Local Transport Plan for 2007/08-2010/11 and the LTP Delivery Report for 2001/02 –2006/07 were rated by DfT to be **Excellent**, the top category in the country.
- The LTP capital settlement announced in December 2006 for 2007/08 was in line with the previously announced guideline. The allocation for integrated transport again includes a 25% performance related addition amounting to £392,000. The DfT have indicated that this enhancement will continue through the remaining three years of the LTP period up to 2010/11. These allocations will be dependent on performance. If performance additions cannot be maintained the reduced allocations will limit the extent to which LTP funding can be targeted to support the key best value and local indicators associated with highway maintenance, accessibility and road safety.

- The total number of road casualties showed an overall reduction over the previous year and kept the Council on track to meet the National Floor Target for Road Safety.
- The condition of Halton’s roads remained good although changes made by DfT to the survey methods has meant that meaningful comparisons with comparator authorities have not been possible.
- A review of the staffing structure of the Highways Division addressed the issues of succession planning and accountability. The review resulted in the establishment of three smaller and leaner divisions – see organisation structure below.

2.3 Organisation Structure



Current staffing establishment

Managerial	Professional/ Technical	Administrative/ Clerical	Front Line
24	69	11	56

3.0 AIMS OF THE SERVICE

The Borough's Local Transport Plan for 2006/07-2011/12 sets an overarching objective:

“To deliver a smart, sustainable, inclusive and accessible transport system and infrastructure that seeks to improve the quality of life for people living in Halton by encouraging economic growth and regeneration, and the protection and enhancement of the historic, natural and human environment.”

Highways and Transportation contributes strongly to the Council's strategic priorities and supports central Government's Integrated Transport Strategy, promoting an integrated, sustainable transport system. However, as a provider of infrastructure, the Department's contribution is in many instances delivered by indirect means.

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to the Highways and Transportation Department, and the Service Aims associated with them are: -

<u>Corporate Priority 1</u>	<u>A Healthy Halton</u>
<i>Area of Focus 7</i>	<i>Providing services and facilities to maintain existing good health and well-being.</i>
Service Aim 1	To make it easier for those people in Halton accessing employment and training to use healthy options e.g. walking and cycling for travelling to and from work and education.
Service Aim 2	To improve health and the environment by addressing air quality and limiting climate change through the management of travel demand and the provision and encouragement of environmentally sustainable travel choices.
<u>Corporate Priority 2</u>	<u>Halton's Urban Renewal</u>
<i>Area of Focus 9</i>	<i>Maintaining and developing local transport networks that meet the needs of residents, businesses and visitors</i>
Service Aim 3	To provide the transport infrastructure that is essential to urban renewal and maintain its asset value, helping to attract new investment and jobs to the area, and promote safe, accessible, efficient and sustainable movement of people and goods.
<u>Corporate Priority 3</u>	<u>Children & Young People in Halton</u>
<i>Area of Focus 16</i>	<i>To provide transport facilities that meet the needs</i>

of children and young people in Halton accessing education and training

Service Aim 4 To support employment learning and skills through an integrated approach to transport that promotes sustainable economic development, convenient, affordable access to education and jobs, and is supported by all sections of the community.

Corporate Priority 4 Employment, Learning & Skills in Halton

Area of Focus 23 ***To provide transport facilities that meet the needs of those people in Halton accessing employment and training***

Service Aim 4 To support employment learning and skills through an integrated approach to transport that promotes sustainable economic development, convenient, affordable access to education and jobs, and is supported by all sections of the community.

Corporate Priority 5 A Safer Halton

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 and working in or visiting Halton.***

Service Aim 5 To minimise the incidence of personal injury road crashes within the Borough through a combination of targeted physical measures and preventative road safety education and training initiatives.

Service Aim 6 To enhance safe and attractive neighbourhoods with a programme of practical measures to create a safer transport network and lessen the fear of crime.

Corporate Priority 6 Corporate Effectiveness and Efficient Service Delivery

Area of Focus 35 ***Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services***

Service Aim 7 To procure, and manage the Council's vehicle fleet, in order that vehicles meet the operational requirements of the council at optimum life cost.

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

4.1.1 Political

The emerging Liverpool City Region would inevitably have an over-arching strategic transport role. This could potentially impact on the Transport Policy function within the department and the management of the Mersey Gateway Project Team. If the City Region then included an expanded role for the Passenger Transport Executive (Merseytravel), similar to Transport for London, this would impact particularly on the Transport Co-ordination role in Halton.

A decision on the Major Scheme bid for the maintenance of Silver Jubilee Bridge is still awaited. The updated SJB 10 Year Maintenance Strategy identified a requirement for over £30m of expenditure on the Bridge. A Major Scheme Appraisal for the SJB maintenance was submitted in November 2005. The Secretary of State has confirmed funding will be available in 2008/09 subject to scheme achieving Programme Entry.

The LTP funding allocation guidelines for the current five-year LTP2 period announced by DfT are lower than those available through the LTP1 period. However the settlement announced for 2007/08 included a performance addition, see Key Messages above, of £392,000 bringing the total settlement to £4.150m. The DfT have made it clear that future allocations will be dependent on performance. If performance additions cannot be maintained the reduced allocations will limit the extent to which LTP funding can be targeted to support the key best value and local indicators associated with highway maintenance, accessibility and road safety.

The Government have announced a new Transport Bill that will include proposals to give local authorities more influence over bus companies' services. A consultative document has been published and the draft Bill will follow. This could have far reaching effects on how Transport Co-ordination delivers services.

4.1.2 Economic Climate

Construction costs and passenger transport contract costs are expected to continue to rise ahead of inflation. The continuing volatility of the energy market will place further challenges on the funding and delivery of street lighting.

4.1.3 Legislative

A new Transport Bill has been announced in the November 2006 Queen's Speech to Parliament. This appears likely to include powers to roll out road user charging.

The White Paper on Local Government could have wide ranging impacts.

4.2 Service Developments

The retirement of two senior managers from the department created an opportunity to review the management structure of the Highways Division. The Division has been reconfigured into three smaller, more focussed divisions.

The Cheshire Casualty Reduction Partnership will replace the Cheshire Area Safety Partnership, which is currently responsible for operating Cheshire's safety cameras, in April 07. This new partnership will have an enhanced remit to tackle all elements of casualty reduction in the Cheshire area on a strategic basis.

The second Local Transport Plan covering the years 2007/08 – 2010/11 was published at the end of July 2006. This followed extensive consultation with stakeholders and the public. The four themed seminars held with stakeholders were complemented by a special meeting of the Urban Renewal PPB that considered the final draft before it was approved by the Executive Board.

The Best Value Review of Transport and Access reported in 2006. The recommendations were endorsed by both the Business Efficiency Board and the Urban Renewal Policy and Performance Board.

The key recommendations of the Best Value Review are:

Improving the quality and accessibility of public transport services within Halton

- The creation of a single integrated passenger transport booking call centre for all accessible transport services;
- The introduction of common branding and a unified approach to the marketing of the various accessible transport services;
- Better utilisation of the Council in house passenger transport fleet – including longer hours of working and more varied range of duties and more joint working with Halton Community Transport;
- Encourage independent passenger travel supported by travel training and individual journey planning.

Developing the local bus network within the Borough.

- Improve the quality of local bus stations and key public transport interchanges within the Borough;
- New improved services to the major hospital sites, especially Halton, Warrington and Whiston General Hospitals from the top 5 most deprived Wards in the Borough;
- More attention to bus network development to ensure communities are better linked to new employment areas and opportunities brought about through the regeneration of the area.

Improving the quality of passenger information

- Improved quality of conventional information at bus stops, including the development of a new tube style "Network Map";
- Extend bus stop real time bus passenger information. This new technology has just been extended in north Widnes as part of the service 61 "Kickstart" scheme funded by the Department of Transport;
- The introduction of SMS texting at every bus stop within the Borough, enabling passengers to gain access to accurate up to date bus departure information; and
- Ensuring greater community participation in the Halton Public Transport Liaison Panel.

Improving further the provision of good quality and accessible transport for post sixteen learners

- Introduction of new post 16 discounted multi operator bus ticket – now agreed and to be introduced for January 2007 term;
- New campus link shuttle bus service linking the various campuses of Riverside College;
- Improved transport for work based learners and those students participating in the new 14-19 Gateway diplomas;
- Better targeting of travel advice and support for learners drawn from socially excluded communities and NEET clients identified through recent work undertaken by the Connections Service.

Reducing the environmental impact of passenger transport within Halton.

- Promotion of biofuels and other environmentally sustainable fuels for passenger transport operation;
- Halton BC is leading a major trans national project to promote biofuels by passenger transport operators across the EU, including partners drawn from Spain, Italy, Germany, Croatia and Greece.

Internal service improvements.

- Transport Co-ordination should continue to organise and procure the Council's passenger transport services within a revised organisation structure in order to meet the challenges identified in the review.
- The development of more robust and accountable Service Level Agreements between Transport Co-ordination and the Children and Young People and Health and Community Directorates;
- Continuation of and further investment in the Council's "In House" passenger transport vehicle fleet, and provide a balance of public/ private passenger transport service provision.

4.3 Efficiency Improvements

The Annual Efficiency Statement identified savings for 2006/07 in Highways and Transportation totalling over £490,000 of which £235,000 are cashable. A large part of the saving arises from the full year effect of the restructuring of the Operational Support Division prior to its transfer to the department. As Operational Services budgets are fully charged out to client departments their Gershon saving will appear in the client departments' returns.

The restructuring of the Highways Division will realise a saving of £100,000 in 2007/08 rising as severance costs work their way out.

The Council's Refuse Collection vehicles have been procured through capital rather than through a finance lease. This will result in a net saving of £100,000 pa accruing to the Waste Service.

The structural maintenance of Street Lighting will be fully funded from capital bin 2007/08 leading to a £100,000 saving to the Council's revenue budget.

4.4 National, Regional & Sub-Regional Focus

The Regional Transport Strategy included in the Regional Spatial Strategy entered its formal consultation phase in 2006/07. Halton's key major schemes, Mersey Gateway and Silver Jubilee Major Maintenance feature in the region's top priorities for transport interventions. A third scheme, the Halton Curve, featured in the second quartile of schemes. The RSS is expected to be approved by Government early in the service plan period.

The Regional Funding Allocation exercise that reported in 2006 resulted in both Mersey Gateway and Silver Jubilee Maintenance being approved by the Secretary of State in the three year spending programme 2006/07 – 2008/09. The allocations will be reviewed in the second year of the Service Plan.

4.5 Equal Opportunities

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

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006 – 07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan that has been through an annual review, and has identified two high priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

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

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

To be completed

5.2 Future Staffing Requirements

Year	Managerial	Professional/ Technical	Administrative/ Clerical	Front Line
2007/08	24	69	11	56
2008/09	24	69	11	56

5.3 Future ICT Requirements

The department operates many specialist applications that will not run on Citrix, this would make the adoption of the Citrix platform within the directorate difficult. The Department is proposing to procure new transport brokering and marketing software and to increase efficiencies in the delivery of transport services.

5.4 Future Accommodation/Property Requirements

The accommodation occupied at Rutland House will meet the needs of the department for the length of the plan. There may require to be some minor re-modelling to reflect the changes to the Highways Division structure.

At Lowerhouse Lane, it is expected that Halton Housing Trust will vacate the depot sooner rather than later. How to make best use of the additional space will present a challenge and there may be additional costs to borne by the residual users of the depot.

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- Performance Indicator Targets. These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- Local Performance Indicators. These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- Local Public Service Agreement Targets. Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Government's commitment to reward these improvements. **THIS SECTION OF THE PLAN WILL BE REVISED IN LIGHT OF THE LOCAL AREA AGREEMENT THAT IS PRESENTLY UNDERGOING DEVELOPMENT**
- National Floor Targets. These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

The following tables identify the service objectives and national / local performance indicators, each of which has been referenced to the Corporate Priority to which it relates.

6.1 Service Objectives

6.1.1 Key Service Objectives

Corporate Priority: 2	<u>Halton's Urban Renewal</u>
Key Area Of Focus: 9	<i>Maintaining and developing local transport networks that meet the needs of residents, businesses and visitors.</i>

Service Objective: HT01	Mersey Gateway – to complete the procedural process to achieve all necessary orders for the construction of Mersey Gateway.				
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Publish orders and applications by January 2008. 				
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Complete Public Inquiry by December 2008. 				
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Secretary of State confirms orders by Sept 2009. 				
Risk Assessment	Initial	8	Responsible Officer	Project Director	Linked Indicators
	Residual	4			

Corporate Priority: 2	<u>Halton's Urban Renewal</u>
Key Area Of Focus: 9	<i>Maintaining and developing local transport networks that meet the needs of residents, businesses and visitors.</i>

Service Objective: HT02	Mersey Gateway – to commence the procurement process for the construction of Mersey Gateway.				
Key Milestone(s) (07/08)	-				
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Outline Business Case approved by DfT by February 2008. 				
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Publish OJEU by end of September 2009. • Invite Tenders by end of February 2010. 				
Risk Assessment	Initial	8	Responsible Officer	Project Director	Linked Indicators
	Residual	4			

Corporate Priority: 2	<u>Halton's Urban Renewal</u>
Key Area Of Focus: 9	<i>Maintaining and developing local transport networks that meet the needs of residents, businesses and visitors.</i>

Service Objective: HT02	Capital Programme - to improve local transport networks through the Highways capital programme as supported by LTP funding.					
Key Milestone(s) (07/08)	-					
Key Milestone(s) (08/09)	• To complete Grange and Halton Brook Quality Corridor Scheme, value £462,000 by 31 March 2009.					
Key Milestone(s) (09/10)	• To complete phase 1 of Ditton and Halebank Quality Corridor Scheme, value £439,000 by 31 March 2010.					
Risk Assessment	Initial	8	Responsible Officers	Highway Manager	Linked Indicators	
	Residual	8				

Corporate Priority: 2	<u>Halton's Urban Renewal</u>
Key Area Of Focus: 9	<i>Area of Focus 9 - Maintaining and developing local transport networks that meet the needs of residents, businesses and visitors.</i>

Service Objective: HT03	Local Transport Plan 2 – to deliver the implementation programme of LTP2, submit Progress Reports as required by DfT and monitor progress against the Council's transport objectives.					
Key Milestone(s) (07/08)	• APR 2006/07-07/08 in preparation. Requirements yet to be confirmed by DfT.					
Key Milestone(s) (08/09)	• APR 2006/07-07/08 submitted by 31.07.08. Requirements yet to be confirmed by DfT.					
Key Milestone(s) (09/10)	• APR 2008/09-2009/10 in preparation. Requirements yet to be confirmed by DfT.					
Risk Assessment	Initial		Responsible Officer	DM Transportation	Linked Indicators	
	Residual					

Service Objective: HT04	Silver Jubilee Bridge Maintenance Major Scheme – to secure funding, complete procurement and deliver works.
--------------------------------	--

Corporate Priority: 2	Halton's Urban Renewal					
Key Area Of Focus: 9	<i>Maintaining and developing local transport networks that meet the needs of residents, businesses and visitors.</i>					
Key Milestone(s) (07/08)	• To complete named major maintenance schemes on SJB, value £594,000, by 31 March 2008.					
Key Milestone(s) (08/09)	• TBC					
Key Milestone(s) (09/10)	• TBC					
Risk Assessment	Initial	12	Responsible Officer	Bridge and Highways Maintenance Manager	Linked Indicators	
	Residual	8				

Corporate Priority: 6	Corporate Effectiveness and Efficient Service Delivery					
Key Area Of Focus: 35	<i>Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services</i>					

Service Objective: HT05	Vehicle Fleet Replacement Programme – Implement and complete tendering process.					
Key Milestone(s) (07/08)	• Tenders advertised. Contracts awarded by 31.03.08					
Key Milestone(s) (08/09)	-					
Key Milestone(s) (09/10)	-					
Risk Assessment	Initial	4	Responsible Officer	DM Op. Support	Linked Indicators	
	Residual	1				

6.1.2 Other Service Objectives

Corporate Priority: 2	<u>Halton's Urban Renewal</u>
Key Area Of Focus: 9	<i>Maintaining and developing local transport networks that meet the needs of residents, businesses and visitors.</i>

Service Objective: HT06	Improving the quality and accessibility of public transport services within Halton					
Key Milestone(s) (07/08)	• Introduce 24/7 booking service via Contact Centre and website by 31 March 2008					
Key Milestone(s) (08/09)	• Replace Council mini-bus fleet with dual-purpose vehicles with unified livery by 30 June 2008.					
Key Milestone(s) (09/10)	• Independent passenger travel to day care etc supported by travel training and individual journey planning to be established as a core facility by 31 March 2010.					
Risk Assessment	Initial	4	Responsible Officer	DM Transportation	Linked Indicators	
	Residual	1				

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Service Delivery											
BVPI 99a (i)*	No. of people killed or seriously injured (KSI) in road traffic collisions.	CP5 AOF28	74				72	TBC	71	70	69
BVPI 99b (i)	No. of children (<16) killed or seriously injured (KSI) in road traffic collisions.	CP5 AOF28	14				13	TBC	13	13	12
BVPI 99c (i)*	No. of people slightly injured in road traffic collisions.	CP5 AOF28	555				548	TBC	544	540	535
<u>BVPI 215a</u>	Average number of days taken to repair street lighting fault: non DNO	CP5 AOF28	4.62 days				5 days	TBC	5 days	5 days	5 days
<u>BVPI 215b</u>	Average number of days taken to repair street lighting fault: DNO	CP5 AOF28	45.98 days				50 days	TBC	45 days	40 days	35 days
BVPI 223*	Percentage of principal road network where structural maintenance should be considered	CP2 AOF9	1.44% ³				1.44%	TBC	1.44%	1.44%	1.40%

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

² No quartile data is available for local performance indicators

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
BVPI 224a	Condition of Non-Principal classified Roads (% non-principal classified road network where structural maintenance should be considered)	CP2 AOF9	2.2%				2.2%	TBC	2.2%	2.2%	2.2%
BVPI 224b*	Condition of Unclassified Roads (% unclassified road network where structural maintenance should be considered)	CP2 AOF9	12.9% ⁴				12%	TBC	12%	12%	12%
BVPI 187*	% of footways not in good condition (across categories 1 & 2)	CP2 AOF9	22.4%				22%	TBC	21.5%	21%	21%
HT LI 01	Damage to roads and pavements (% dangerous damage repaired within 24 hours)	CP2 AOF9	98%	-	-	-	98%	TBC	98%	98%	98%
BVPI 102*	Local bus service (passenger journeys per year)	CP4 AOF23	5.51m	-	-	-	6.14m	TBC	6.17m	6.2m	6.3m
HT LI 02	(a) No of sites with new bus shelters.	CP4 AOF23	16	-	-	-	20	TBC	22	24	26
	(b) No of sites with replacement bus shelters.		44	-	-	-	39	TBC	48	57	65

³ This indicator was previously BVPI 96 and was amended for 2005/06 – the survey method was altered, hence the discrepancy between 2005/06 target and actual figures.

⁴ This indicator was previously BVPI 97 and was amended for 2005/06 – the survey method was altered, hence the discrepancy between 2005/06 target and actual figures

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
HT LI 03	Percentage of schools with School Travel Plans in place.	CP3 AOF16	39%	-	-	-	60%	TBC	70%	80%	85%
HT LI 04	Percentage of employers (> 100 employees) with Green Travel Plans in place	CP4 AOF23	27%	-	-	-	18%	TBC	21%	24%	27%
HT LI 05	Proportion of LGV's that pass the annual MOT test first time	CP6 AOF35	88%	-	-	-	90%	TBC	90%	90%	90%
HT LI 06	Proportion of workshop jobs attributed to non-scheduled maintenance	CP6 AOF35	27.54%	-	-	-	25%	TBC	25%	25%	25%
Quality											
BVPI 103*	% of people satisfied with local public transport information.	CP4 AOF23	55.30% (2003/4)				56.8%	TBC	N/a – triennial survey	N/a – triennial survey	55%
BVPI 104*	% of people satisfied with local bus services.	CP4 AOF23	59.90% (2003/4)				63%	TBC	N/a – triennial survey	N/a – triennial survey	60%
Fair Access											
BVPI 165*	% of pedestrian crossings with facilities for disabled people.	CP2 AOF9	100%				100%	TBC	100%	100%	100%
BVPI 178*	% of footpaths and ROWs that are easy to use.	CP2 AOF9	96%				96%	TBC	96%	96%	96%

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
HT LI 07	No. of passengers on community based accessible transport.	CP2 AOF9	153,768	-	-	-	154,500	TBC	155,000	156,000	158,000
HT LI 08	% of bus stops with Quality Corridor accessibility features. (No. of stops – 603)	CP2 AOF9	28.4%	-	-	-	26% (156)	TBC	27% (162)	28% (169)	35% (211)
Cost & Efficiency											
HT LI 09	Number of third party compensation claims received due to alleged highway / footway defects	CP5 AOF28	113	-	-	-	110	TBC	105	100	95
HT LI 10	Increase MOT test facility turnover by 5% per annum	CP6 AOF35	£ 131,213	-	-	-	£ 137,774	TBC	+ 5%	+ 5%	+ 5%
Corporate											
There are no indicators in this category.											

6.3 Equality Action Plan

The Department carried out an Equality Impact Assessment during 2005 and this has been through an Annual review. A number of actions that needed to be taken were identified. Those yet to be completed that are considered to be high priority are detailed in the table below.

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Action(s) Proposed	Timetable			Officer Responsible
			2007/08	2008/09	2009/10	
Transport Co-ordination	High	Collect more evidence Ensure robust monitoring arrangements Publish more comprehensive assessment results	X	X		David Hall
Transport Policy and Planning	High	Make monitoring arrangements Publish more comprehensive assessment results		X		Jonathan Farmer

6.4 Local Public Service Agreement

There are no local public service agreements for this service area.

6.5 National Floor Targets

Ref	Description
ODPM / DfT	Road Safety Reduce the number of people killed or seriously injured in Great Britain in road accidents by 40% and the number of children killed or seriously injured by 50%, by 2010 compared with the average for 1994-98, tackling the significantly higher incidence in disadvantaged communities.

6.6 Local Area Agreement

Text to follow.

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councilors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;
- Quarterly progress reports to the Management Team;
- The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

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

[Community Strategy](#)

[Halton BVPP 2006/07](#)

[Local Transport Plan 2006/07 to 2010/11](#)

Regional Transport Strategy

Regional Spatial Strategy

Regional Economic Strategy

Regional Housing Strategy

Northern Way

Local Development Framework

Unitary Development Plan

The Corporate Plan

Risk Assessment for Key Service Objectives Initially assessed as 'High' Risk

Key Objective Ref	Initial Risks identified*

*Risk treatment measures associated with the risks identified can be found in the departmental risk register. A commentary will be included in the quarterly service plan monitoring report to indicate the progress



ICT Services

SERVICE PLAN

April 2007 to March 2010

Advanced Draft 08.02.07

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1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

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

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

The Department is responsible for all aspects of centralised ICT service delivery. Offering technical and analytical support together with dedicated requirement, process analysis, re-engineering and project/programme expertise, currently delivered through 4 distinct divisions.

Following the approval by corporate management team and members, a final restructure profile amendment has been agreed, allowing the service to further reduce its management overhead and enhance staffing structures. This is will be achieved by the removal of 2 vacant Divisional Managers posts reducing the service post restructure to 2 Divisions from the current profile of 4.

Analysis & Development

Responsible for developing, implementing and supporting in-house software systems; packaged software solutions, Internet and Intranet facilities. Additional services within the new structure include: Business Process Re-engineering supporting the Council's transformational-Government, modernisation, and corporate agenda together with the rationalisation and re-engineering of its services. Development of the ICT related corporate Resource Planning, Business Continuity Management and Disaster Recovery strategy and implementation plan.

Infrastructure & Customer Services

Provision, maintenance and support for all infrastructure related hardware and software solutions encompassing desktop, network, server, helpdesk, ICT and Directorate business requirements analysis, technical programme and project management, new product development and security.

2.2 Key Messages

Referenced within the current ICT strategy was the need to align the service and staffing profile with the demands of technology as well as the programme requirements to deliver the authorities technical and non-technical needs; as most technical solutions require a mix of procedural, software and hardware solutions as well as the hugely complex relational implications between data sources and their user base.

Together with the now constant requirement for efficiency through new and innovative delivery solutions, Business Process Analysis is an emerging area primarily focused upon the customer service developments but now proving its worth within many of the authority's larger project deliveries. This area will again be a focus area for 2007/08 with additional resources moving into the team as part of the restructure of the service. With the formal adoption of the new Halton Project Management process by the authority it is now time in this area to re-evaluate the governance process in line with this corporate development, aligning and re-evaluating the current and often complex project appraisal process.

During the autumn of 2006, the service began a programme of work focused upon improving the performance and overall reliability of the network and Citrix performance, with the specific aims:

- Reduce logon times
- Improve response times
- Improve performance when using email/Outlook via fat client
- Eliminate file corruption

The following changes were deemed as essential components to achieving the infrastructure programme's aims. It must be noted that all the changes have to be implemented and completed over the coming year before the 07/08 programme's outcome can be fully assessed.

Network Objectives:

1. Reduce network broadcasts
2. Increase network capacity & reliability
3. Implement network Quality of Service also known as Prioritisation of Traffic

PCs, Printers and Servers connected to any network 'chatter' to each other all day, everyday. Every device unnecessarily says 'hello I'm here' to every other device on that network. Essentially it's like everybody shouting and talking a once, but when a legitimate message needs to be heard nobody can hear it because of the noise level. Broadcasts hinder real network activity and stop the correct traffic getting to its real destination.

This has been identified by four separate external consultants as a contributing factor to the issues experienced by Citrix users during the past 12 months (particularly file corruptions). This was mainly down to the architecture of Halton's ageing network that had grown dramatically over the last few years into a cumbersome and flat local area network consisting of around 3500 devices all shouting at the same time. We cannot stop this chatter because it is inbuilt into the Microsoft Windows makeup. Industry best practice around the management of broadcasts centres around segmentation or "Vlanning" of networks into much smaller mini networks.

During 2006 and the first quarter of 2007 the Corporate Network has been broken up into a considerable number of small local networks.

Increase Network Capacity & Reliability

With a constant increase in users, systems and data this requires bigger communications links to manage the expansion in usage. ICT has commissioned an upgrade to the current link of 100mb to 1GB, which will address capacity issues. At the same time the Microwave link connecting Runcorn sites to the Municipal Buildings is prone to disconnection in the event of bad weather such as heavy rain. The 1GB link is Fibre and underground thus not affected by weather conditions and should improve the reliability of the links.

The fibre link between Grosvenor and Municipal is in place and now requires configuring to route network traffic via the new link. Another link is currently in planning stages between Runcorn Town Hall and Grosvenor House

Implement Quality of Service/Prioritisation of Network Traffic

Quality of Service/Prioritisation of Traffic will allow ICT Services to prioritise and grade different types of network traffic. Services that need a very consistent level of network resource can do so without being affected by other activities occurring on the network (such as a large file being transferred from a PC to a server or scanning of documents to central servers). Technologies such as Citrix needs almost 100% of the time a constant network utilization to work effectively, but up and coming projects such as Video Conferencing and Telephony Voice Over IP also requires an excellent and uninterrupted network resource. Current and future activities such as file sharing, centrally held data, data transfers between systems and document scanning/imaging are network hungry and will dominate the network at the expense of Citrix traffic if Quality of Service is not implemented.

HBC is unable to achieve QoS currently because it requires a range of new Cisco switches to be installed throughout the entire network (both corporate, schools and public). The network changes that have taken place to segment the corporate network also took the opportunity to change 3comm switches for Cisco at the same time. But all Primary Schools, Secondary Schools and Public Access sites (such as Libraries) still use an older network device known as an "Antlow Tunneller" which cannot be configured for QoS. The next set of work to be carried out by ICT is the change of all "95" of the Antlow Tunnellers and 3 Comms units within Schools and Libraries over to the new Cisco technology.

Server Objectives:

- Speed up logon Times by Moving Profiles from the corporate storage area (SAN) to a Dedicated Server
- Speed up response times within Citrix by:-
 - Reducing the number of users per Citrix Server
 - Increasing the number of active file servers connected to the SAN

When the Citrix environment was created almost 4 years ago the environment was designed the architecture was based around three components:

- Citrix Farm Servers
- File Cluster Servers
- SAN Disc

The three components work in conjunction to deliver the overall Citrix environment which consists of data (u:drive, team drive etc), the desktop (54 different desktops for over 1000 available users), the information about who the user is, what desktop they need, data and shares they connect to (known as profiles, which dictates the speed of logon and log off) and the icons linking to client applications installed on the Citrix farm servers.

All the components now need to be replaced reconfigured or upgraded to maintain a scaleable service as the demand continually grows for this service.

Improve Connection and Logon Speeds

When a Citrix user logs on they use the network to connect to their profile (located on the SAN), which is then transferred over the network to the Citrix Farm Servers. If the SAN Disc/File Cluster or Network is busy when attempting to logon then the time it takes will be longer than normal.

To reduce logon times, 850 profiles have been moved away from the main SAN Disc and File Server to its a dedicated server, eliminating the possibility of a busy SAN/file server as the reason for slow logons.

Speed up response times by connecting more file servers to the SAN Disc

Currently one active file server works non-stop to provide data and the 54 Citrix desktop configurations. To reduce a possible overload of this single server, we aim to connect four active file servers to the SAN and spread the load and processing across these four servers.

Email System Performance Changes

- Decommission obsolete 5 year old 5.5 Exchange Server technology
- Eliminate latency and response times by connecting more Exchange 2003 Servers to the SAN.

Customer Relationship Management (CRM)

CRM is an area of technology and procedural improvement Halton has been highly successful in developing and implementing over the last 6 years.

A project was initiated in January 2006 to evaluate the options available to the authority both technically and from a customer relationship perspective, following this period of detailed analysis; a formal technical project was initiated in July 2006 allowing a dedicated in house development team the opportunity to specify and prototype a corporate CRM solution primarily designed for use within Halton but also within any local authority/partner. This was successful and completed early on in October 2006 leading to a decision to move forward with the in-house CRM solution with a go live date within the call centre and One Stop Shops of quarter 3 2006.

Halton now has the foundation for a “corporate wide” process management solution that is much more than just a front office CRM solution and comparable if not better and more appropriate for local government use than any of the major commercial solutions on the market today.

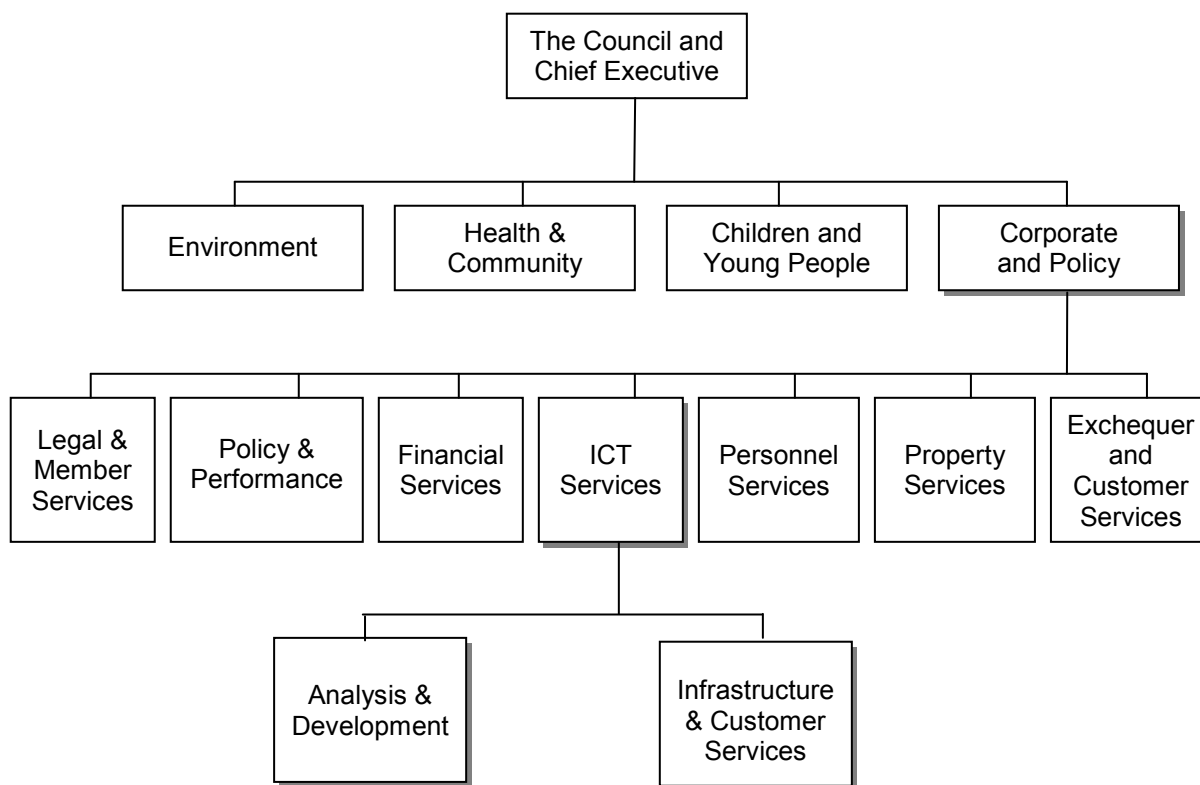
What’s next for CRM?

Enterprise Workflow	Pilots proposed that integrate CRM into the whole authority, allowing it to see who said what to whom, when and what the result was. Presented to the Front Office staff updated by the Back Office (where possible automatically using Web Service technologies)
Corporate Document Imaging	Pilots are underway analyzing the opportunity of moving from silo-based document imaging to a Corporate service that allows a paper-trail and tracking facility managing all interactions with the authority, including post.
Records Management	Store it. Find it. View it. Comment on it. Online. At your desk/Mobile or at Home.
Desktop Portal	CRM traditionally has one serious ‘failing’ – The ‘Black Hole’ that is the ‘Back-Office’. The future road map for CRM has identified this and addresses it through the use of workflow technologies and the distributed use of the CRM solution to everyone.
CMS	Given all of the above, there is no reason why CRM cannot incorporate, for example, Web and Intranet technologies i.e. Share Point portal to become a corporate Content Management Solution for the authority.
Shared Services	Currently a number of authorities are evaluating the potential use of the Halton CRM solution.

Directorate Projects

2006/07 saw over 200 ICT projects completed 2007/08 brings with it as does every year a large number of challenging corporate and directorate projects such as the full replacement of the Social Care Software and Hardware systems, Educational Developments such as BSF and the 14-19 projects, also the completion of major projects such as the Trent HR solution; resource is to be allocated to these projects in line with the corporate priorities.

2.3 Organisation Structure



Current Staffing Levels

The following table identifies the number of staff employed within each of the Divisions that form the Directorate

Division	Category			Total
	Managerial	Professional	Administrative	
Operational Director	1	-	-	1
Business Management	1	13.67	-	14.67
Systems Development	1	16	-	17
Desktop Services	1	10	2	13
Technical Services	1	8	-	6
Total	5	46.67	2	53.67

*Please note excludes large temporary resource allocation (14).

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to the Department, and the Service Aims associated with them are: -

Corporate Priority 6: Corporate Effectiveness and Business Efficiency

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.

Departmental Service Aim 1

To pro-actively promote the use and application of ICT in order to secure maximum benefit from the Council's ICT investment; co-ordinate and develop ICT strategies and plans to ensure that they support the Council in achieving its objectives

Departmental Service Aim 2

To review, analyse and re-engineer Council and individual service business procedure/process and recommend develop and implement appropriate solutions that support the Council's modernisation agenda and achieve greater efficiency, quality service, customer focussed and more cost-effective services.

Departmental Service Aim 3

In accordance with the Council's Modernisation Programme, Directorate ICT Strategies the Council's IEG & Transformational Government agenda develop and implement systems that will underpin the e-enablement of all aspects of the Council's business.

Departmental Service Aim 4

Maintain an awareness of emerging technologies evaluate, assess and recommend where they can be applied to satisfy the Council's ongoing needs and improve operational performance and cost effectiveness.

Departmental Service Aim 5

To research, evaluate and implement appropriate emerging infrastructure technologies to support the immediate and future requirement of the Council.

Departmental Service Aim 6

To procure and manage appropriate infrastructure security consultancy, resource, systems and processes to support the delivery of secure cost-effective ICT services that meet the needs of the Council.

Departmental Service Aim 7

To develop a resource and service strategy in line with the Council ICT requirements servicing key operational and developmental technology solutions and infrastructure.

Departmental Service Aim 8

To provide and procure effective efficient disaster recovery and business continuity solutions supporting the core ICT infrastructure.

Corporate Priority 6: Corporate Effectiveness and Business Efficiency.

Area of Focus

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

Departmental Service Aim 9

Aid in the development of corporate risk analysis, disaster recovery and business continuity planning through advice and guidance in analytical and technological development, deployment and action planning

Departmental Service Aim 10

Provide an efficient corporate procurement service for the purchase of all Council IT hardware and software and maintain an accurate inventory of all licences to ensure that the Council's legal obligations are met.

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

The table below identifies those external factors that will, or are likely to, impact upon the service during the period of this plan.

Key Developments	Timeframe	Comments
Political (Local)		
Restructuring / business focus / partnerships	2006 - 10	ICT re-organisation 2006/07, Ageing hardware infrastructure, Network replacement programme, Process Re-engineering programme, CRM development programme, Recruitment and retention.
Home-working	2006 – 10	Corporate requirement initiated
Care First/ ICS/ Trent/SX3/Corporate Network and Schools Network/BSF	2006 – 10	Financial and human resource impact. Significant resource requirement to develop stand alone installations - SLA delivery
Economic		
Budget pressures / DCLG Efficiency Review/ Partnership / Shared service – process/ Strategic Outsourcing	2006 – 10	Expectation by Govt for all authorities to make efficiency savings of 2.5 p.a. to 2008. Regional initiatives. Major impact upon resources required for corporate business analysis and programme delivery.
Social		
24 / 7 access to services	2006 – 10	Changing business and user expectation towards 24 / 7 access leading to increased demand for system development, hardware support and maintenance.
Technological		
t-Govt agenda DCLG Priority outcomes Gershon Efficiencies	2006 -10	Resources needed to deliver targets by and related corporate requirement, AES efficiency agenda, BPR requirement, Front Office vs Back Office agenda.
Technology standards	2006 - 10	Resources required enabling government, security, disaster, and procedural standards to be adopted and authenticated.
Development of HDL	2006 - 10	Development of new web based workflow and process management systems / interactive internet facility / Digital dashboard, integrated workflow and document imaging.

Key Developments	Timeframe	Comments
Legislative		
Children's Bill	2006 – 10	Major re-engineering of information databases, systems and procedures will have significant impact upon technical, analytical and project resources with ICT services
Evolution of CRM through to a council wide process & workflow management solution	2006 - 10	Major analysis & re-engineering of information databases, systems and procedures will have significant impact upon resources of ICT services
Environmental		
	2006 - 10	The need to evaluate location and split of ICT staffing, with a view to bringing all teams under one roof

4.2 Service Developments

The re-organisation of staffing profiles leading to a generic skills base within the service will provide the authority with the support facilities required to move both the technical and non-technical developments forward over the next 3 – 5 years.

Developments associated with the replacement of the existing hardware and software infrastructure with new industry standard platform solutions creating greater opportunity for innovation and the acceptance of new technologies leading to new and improved ways of working.

Focus upon new and innovative corporate and directorate maintenance and support solutions leading to changes in working practice and support solutions.

Constant evaluation of the growing revenue implication associated with the considerable capital investment from not only the capital programme but the grant and project ICT spend profile.

Development and delivery of shared process - procedure through joint service delivered through partnership opportunities with and for neighbouring authorities.

4.3 Efficiency Improvements

Opportunities for improving efficiency and reducing revenue growth within the department have been exploited through for example, the use of both targeted outsourced support contracts and the strategic management of maintenance contracts. Additionally a major redesign of network services and staff restructuring have allowed further efficiencies and the reallocation of revenue to areas of growth.

Outsourced contracts include:

- Network Management & Design
- Security testing and strategy
- HP Server Hardware Support

- Unix Hardware Support
- SX3 Hardware Support
- Anti Virus
- Spam Filtering
- RSA Support (24/7)
- Data Storage & backup analysis
- Thinstore design services (Citrix & Exchange)

Removal of an outsourced CRM support and development contract (31/03/07) saving over £100,000 per annum was also realised through the internal development of the new CRM software solution. Many further examples such as the Trent and SX3 developments have realised additional savings for the authority through major ICT developments.

4.4 National, Regional & Sub-Regional Focus

As a service ICT has been instrumental in developing not only links with other agencies and partnerships but a key facilitator in the authorities drive for the development of its customer services division and partnering agencies.

Many partnerships have been formed over the last few years through the current e-Government programmes with Neighbouring Authorities within Merseyside and Cheshire through working groups such as the North West E-Government Group, The Cheshire, Halton & Warrington Information Consortium, and currently through the Greater Merseyside Digital Development Agency.

The ICT team is a key contributory member within each of these groups as well as formal involvement within National Organisations such as SOCITM (Society of ICT Managers) and a number of DCLG & IDEA initiatives.

4.5 Equal Opportunities

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

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006 – 07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

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

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

INFORMATION TO FOLLOW

5.2 Future Staffing Requirements

Year	Managerial	Professional/ Technical	Administrative/ Clerical	Front Line
2007/08	2	49	3	14
2008/09	3	48	3	14

As an authority we must be realistic with our anticipated investment associated with ICT growth; we cannot expect current technologies or resource to fit the requirement of our business within the next Three - Five years. As such staff related capital and revenue considerations must be part of the future ICT planning process and for all aspects of the resource planning process. As an authority we have to expect change as well as increased costs within the technology areas. Given that growth and an increased technology requirement is a constant, we have to expect constant changes in resource profiles to match such growth.

The current 2006/07 restructure is aimed at addressing aspects of current and known growth requirement by substantially reducing the number of senior and managerial posts and redeploying the revenue within additional generic technical, analytical and project resource. Future projects expecting a high usage and delivery requirement for ICT must include costs for both the implementation and subsequent ongoing support linked to any additional requirement.

For more detailed information about any future staffing requirements detailed above, please refer to the appropriate Directorate Workforce plan.

5.3 Future ICT Requirements

	05/06	06/07	07/08	08/09	09/10	10/11
Revenue	475*	645	765	870	890	
Capital	600	1100	600	600	600	1100

As detailed within the table above, the profile of the corporate ICT revenue requirement is changing in line with the constant authority wide demand for technology growth and innovation.

Again with all new services and support infrastructure purchases the authority attracts further revenue as services develop over and above the current core system base. For example many if not the majority of new software applications now need complex and extensive hardware environments to operate within, link this to the additional computing requirement for internet and network connectivity as well as the growing desktop demands for mobile as well as desk based services.

Such growth is not technology for technologies sake, this growth is a result of the corporate and directorate need for efficiency and change, but with this growth and additional complexity the often-outsourced 3rd party hardware and software maintenance agreements grow at a similar rate resulting in additional and increased revenue implications.

As the authority relies upon such technology solutions the revenue implication within these areas will inevitably grow. Considerable work is undertaken in this area to negotiate and limit any unnecessary spend related to both 3rd party support and the core server/network/software infrastructure platforms.

5.4 Future Accommodation/Property Requirements

An opportunity is sought to locate all ICT service teams within a single location within the municipal building.

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- **Performance Indicator Targets.** These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- **Local Performance Indicators.** These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- **Local Public Service Agreement Targets.** Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements.
- **National Floor Targets.** These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

6.1.1 Key Service Objectives

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 38</i>	<i>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.</i>

Service Objective: ICT O1	Constantly evaluate and improve the usability, resilience, control and flexibility of the Council's Data Communications Network Infrastructure					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Full segmentation of the corporate, libraries and schools networks July 2007 • Increased network capacity to 1GB September 2007. • Schools and Public access network upgrade July 2007. • Switch over to fibre link for Grosvenor House May 2007. • Switch Internet providers from tier 3 to tier 1 May 2007. • Decommissioning of PDC and BDC's July 2007. • Introduce network resilience September 2007. • Implement quality of service provision December 2007. • Implement secure wireless to corporate network within council meeting rooms December 2007. 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Implement clientless VPN June 2008 • Consolidation of AV products June 2008 • Implement remote lockdown and PC management June 2008 • Wide area network upgrade March 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Local area network evaluation March 2010 • Wide area wireless networking March 2010 					
Risk Assessment	Initial		Responsible Officer	Head of Infrastructure Services	Linked Indicators	
	Residual					

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 38</i>	<i>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.</i>

Service Objective: ICT O2	Satisfy the business needs of the Council’s Corporate and Directorate requirement by providing a scaleable and robust hardware infrastructure					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Complete exchange server upgrades (e-mail facility) September 2007. • Introduce data encryption to all laptop and tablet devices September 2007 • Complete annual technology replacement programme (Elected Members) December 2007. • Complete annual PC / laptop replacement programme (377 devices) March 2008 • Complete planned upgrades to CITRIX software systems March 2008 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • 313 PC & laptop replacements March 2009 • Virtualisation of a further 40 servers March 2009 • Initiate Desktop virtualisation programme March 2009 • Data and e-mail archiving March 2009 • All PC data transferred to NAS March 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • 352 PC & Laptop replacements March 2010 • Virtualisation of a further 40 servers March 2010 • Desktop virtualisation programme March 2010 					
Risk Assessment	Initial		Responsible Officer	Head of Infrastructure Services	Linked Indicators	
	Residual					

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 38</i>	<i>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.</i>

Service Objective: ICT O3	Satisfy the business needs of the Council's Corporate and Directorate requirement by providing a scaleable and robust software platform					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Rollout of Microsoft Windows XP and decommissioning of Windows 95 / 98 September 2007. • Implement Corporate web reporting tools September 2008 • Complete provision of intranet services to all secondary and primary schools March 2008 • Implementation of corporate spyware for servers and PC's September 2007 • Complete planned operating system upgrades March 2008 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Evaluation and pilot testing of Microsoft Vista Desktop and Server operating systems July 2008. • Evaluation of Office 2007 March 2008 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Corporate wide share point portal March 2009 					
Risk Assessment	Initial		Responsible Officer	Head of Infrastructure Services	Linked Indicators	
	Residual					

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 38</i>	<i>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.</i>

Service Objective: ICT O4	The implementation of a range of new corporate wide facilities including Web services, records & document management, business process workflow, corporate desktop portal.					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Implementation of document imaging supporting adoption records March 2008 • Planning and Building Control document imaging October 2007 • Pilot workflow, internal ICT processes November 2007 • Midwifery database- in partnership between CYP and PCT September 2007 • Staff Harassment system- corporate wide system meeting legislative requirements April 2007 • Mayrise Highways and Streetworks integration into HDL September 2007 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Corporate wide document imaging – October 2008 • Continuing improvements and enhancements to recently implemented CSD system- ongoing • Wider workflow implementation projects as identified by BPR process • Web channel implementation of CSD- September 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Continuing improvements and enhancements to recently implemented CSD system- ongoing • Corporate wide workflow implementation- December 2010 					
Risk Assessment	Initial		Responsible Officer	Heads of Analysis and Development / Infrastructure Services	Linked Indicators	
	Residual					

6.1.2 Other Service Objectives

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 38</i>	<i>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.</i>

Service Objective: ICT O5	Service efficiency and improvement through the use of Business Process Re-engineering		
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Adoption of record scanning project (document management using CSD)- arising from legislative requirement March 2008 Publication of BPM diagrams via corporate intranet to facilitate communication of business transformation efficiencies March 2008 Deliver business transformational projects identified by the corporate BPR programme March 2008 Complete phases 2 and 3 of Trent software application December 2007 		
Key Milestone(s) (08/09)	Deliver business transformational projects identified by the corporate BPR programme March 2008		
Key Milestone(s) (09/10)	Deliver business transformational projects identified by the corporate BPR programme March 2008		
Responsible Officer	Programme manager Infrastructure Services	Linked Indicators	

Service Objective: ICT O6	Evolve, improve and redevelop customer contact and reactive fix services, access channels and availability.		
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Replacement of helpdesk software solution March 2008. Improved Self Help Web Services March 2008. 		
Key Milestone(s) (08/09)	Satisfaction survey March 2008 .		
Key Milestone(s) (09/10)	Satisfaction survey March 2009 .		
Responsible Officer	Programme Manager Customer Services	Linked Indicators	

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10

Service Delivery

ITCLI 3/	% Of all calls received that were resolved at the Help Desk.	CP6	58				55		60	65	65
ITCLI 4/	% Of all responsive repairs completed within 2 working days.	CP6	88				75		80	80	80
ITCLI 5/	School Support SLA: % of calls responded to within <u>agreed</u> target*. Priority 1 Priority 2 Priority 3 Priority 4	CP6	98				85		85	85	85
			99				90		90	90	90
			98				95		95	95	95
			99				100		100	100	100
ITCLI 6/	Member Support: % of calls responded to within 1 working day*.	CP6	99				95		95	95	95
ITCL1 7/	E-mail accounts set-up within 3 working days of receipt.	CP6	95				77		79	80	80
ITCL18/	Average days from order to completion of a new PC	CP6	24				11		10	10	10
ITCL18a	Average days from delivery to completion of a new PC	CP6	4				6		5	5	5

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

² No quartile data is available for local performance indicators

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10

Service Delivery cont'd

ITCL19/	Average days from order to completion of a thin client device	CP6	1.5				9		7	5	5
ITCL19a	Average days from delivery to completion of a thin client device	CP6	0.5				3		2	2	2

Quality

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Fair Access

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Cost & Efficiency

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Corporate

<u>ITCLI 1/</u>	Average availability of the Council's operational servers (%).	CP6	99.96				99		99	99	99
<u>ITCLI 2/</u>	Average availability of the Councils WAN infrastructure (%).	CP6	99.40				99		99	99	99

6.3 Equality Action Plan

Monitoring the action plan will ensure that equality of opportunity becomes embedded in service delivery. Therefore, this new sub-section will focus on the actions arising from the Equality impact/needs assessments that are regarded as HIGH priority

The actions in the Equality Action Plan to be included in the service plan should be:

- Clearly expressed;
- Achievable; and
- Measurable

Against each action the name or job title of the officer responsible for its application or implementation is to be shown.

6.4 Local Public Service Agreement

6.5 National Floor Targets

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councilors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- **Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Quarterly progress reports to the Management Team;**
- **The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

- **List the statutory and key non-statutory plans that have an influence on or relevance to, the service and the divisions within it.**

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

[Community Strategy](#)
[Halton BVPP 2006/07](#)

Risk Assessment for Key Service Objectives Initially assessed as 'High' Risk

Key Objective Ref	Initial Risks identified*

*Risk treatment measures associated with the risks identified can be found in the departmental risk register. A commentary will be included in the quarterly service plan monitoring report to indicate the progress

Equality Action Plan

The Department carried out an Equality Impact Assessment during 2005 and a number of actions that needed to be taken were identified. Those yet to be completed that are considered to be high priority are detailed in the table below.

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Action(s) Proposed	Timetable			Officer Responsible
			2007/08	2008/09	2009/10	



Learning and School Improvement

SERVICE PLAN

April 2007 to March 2010

Advanced Draft 08.02.07

Contents

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1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

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

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

The Department promotes continuous school improvement and seeks to raise standards by appropriately supporting and challenging schools. It supports Headteachers and School Governing Bodies through a range of support services that seek to promote effective governance and management of schools and on seeking continuous improvement in teaching and learning. This means that the services directly benefit all pupils in Halton schools. It is a lead Department for the Every Child Matters outcome – enjoy and achieve, but contributes significantly to all ECM outcomes by working collaboratively with Divisions across the Directorate and with colleagues in external agencies where appropriate.

The 2 Divisions in the Department carry a range of responsibilities.

School Improvement Division has the core functions of monitor, support, challenge, and intervene in schools in order to raise standards of achievement and attainment. It fulfils statutory duties relating to the employment of staff in schools; promotes raising standards through a range of strategies, including analysis of quantitative and qualitative data; secures a broad and balanced curriculum in schools; supports schools causing concern; and brokers appropriate support to schools from external sources. Key roles delivered by this division are School Improvement Partners, Advisers, Teaching and Learning Consultants and Advisory teachers. It is responsible for leading and managing a range of national initiatives such as the National Primary Strategy, Secondary Strategy, School Sport Co-ordinator Programme, School Improvement Partner, 14 – 19 Strategy as well as a range of learning partnerships. It supports governors through a Clerkship Service and an extensive Governor Development and Training programme.

Learning and Life Skills Division covers a wide range of function focused around prevention, inclusion and post-16 learning and employment through the following services;

14-19 Strategy: In response to the Government's 14-19 Education & Skills White Paper, which emphasises the need to raise attainment levels and retain young people in learning, there are plans to reform education for 14 to 19 year olds. At the centre of this reform is the implementation, by 2013, of a new national curriculum entitlement introducing 14 specialised Diplomas that combine classroom education with workplace experience, and the introduction of functional skills in maths, English and ICT GCSEs. Pilots of the specialised Diplomas start in 2008 with functional skills pilots starting in 2007. Other areas of reform include an extended project to stretch A Level and Diploma learners, the publication of an electronic prospectus in 2007 for 14-19 provision, and a revised programme of study for Key Stage 3 in 2008.

Preventative Services Children's Mini Trust was established in April 2006 to enhance the preventative services agenda. The remit of the Mini-Trust will include Young Peoples Substance Misuse, Teenage Pregnancy and services commissioned using Children's Fund finance, and it is focussed on ensuring that services for children and young people are able to respond collaboratively and efficiently to local need, with joint commissioning and service re-design resulting in quicker and more integrated, tailored packages of care. The project plan

outlines the key actions that are required to progress the development of the Mini-Trust.

The Preventative Services Mini-Trust Board will be responsible for strategic planning and performance. The Children and Young People's Commissioning Partnership will oversee the financial and funding arrangements. The Children and Young People's Alliance Board will oversee and co-ordinate the work of the Children's Mini-Trusts to ensure effective and equitable delivery.

PSHE and Citizenship comprises all aspects of a school's planned provision to promote personal and social development, including health and well-being. It helps to give pupils the knowledge, skills and understanding they need to lead confident, healthy, independent lives and to become informed, active, responsible citizens. Pupils are encouraged to become self-aware, recognise their self worth and grow in confidence to enable them to:

- Make the best of their own and others' abilities
- Keep themselves and others safe
- Play an active role as members of a democratic society
- Develop independence and responsibility
- Respect the differences between people
- Have worthwhile and fulfilling relationships
- Stay as healthy as possible

Youth Matters: The teenage version of Every Child Matters, Youth Matters heralds a radical response to the delivery of services to young people. In concentrating on four main areas, these being, empowering young people, young people as citizens, supporting choices and young people achieving central government has provided a combination of duties and guidance to ensure young people receive outcome focussed, responsive services of both a universal and targeted nature. The timescale for implementation is April 2008. Within the reforms the timescale of April 2008 was set for the devolvement of Connexions grant funding and responsibilities to Local Authorities to be managed through Children's Trust arrangements. To ensure this smooth transition a high level strategic group has been formed. A comprehensive transition plan will be in place from April 2007.

Halton Education Business Partnership (EBP) was set up in 2001, now has links with hundreds of employers and most of the schools in the borough. Links between education and business can help schools raise achievement ~ connecting classroom and industry helps pupils of all ages make sense of what they are learning ~ and enable employers to contribute to developing their workforce of tomorrow. Our aim is to provide all young people aged 5-19 with a wide range of relevant experiences of work throughout their school careers. These include work experience, mock interviews, hands-on "work" activities for primary pupils, student mentoring, enterprise, visits to workplaces, placements for teachers and many more.

Aimhigher: aims to widen participation in higher education (HE) by raising the awareness, aspirations and attainment of young people from under-represented groups. The programme particularly focuses on young people from disadvantaged social and economic backgrounds, some minority ethnic groups and people with disabilities.

The role of Aimhigher is to:

- Raise aspirations and motivation to enter HE among young people from under-represented groups, in line with the Government's target that by the year 2010, 50% of those aged between 18 and 30 should have the opportunity to benefit from HE
- Raise attainment of potential students from under-represented groups so that they gain the academic or vocational qualifications that will enable them to enter HE
- Raise awareness and understanding of the different progression routes into HE via vocational courses - so that prospective students understand that A-levels are not the only option
- Offer information, advice and guidance to potential students and their teachers and families

2.2 Key Messages

A clearer focus is provided for all services supporting children and young people as a result of the Children Act 2004 and Every Child Matters. The integration of what was previously Education & Social Inclusion Directorate with Children's Social Care, to become the Children & Young People Directorate has enabled all services to focus upon the 5 high level outcomes identified for children:

ECM1	Being healthy
ECM2	Staying Safe
ECM3	Enjoying and achieving
ECM4	Making a positive contribution
ECM5	Achieving economic well being

Working within a coherent framework under the Director of Children's Services, it is intended that services will work better together, not only across the new Directorate, but also across the Council and all partner agencies providing services for children.

The Children and Young Peoples Plan is the multi agency plan which outlines how agencies will work together to achieve the Every Child Matters outcomes. The main multi agency activities are:

- Improvement & integration of universal services (early years, schools, health services, play & recreation)
- Child-centred services e.g. extended schools, children's centres, multi-disciplinary teams
- Refocusing on early intervention to prevent escalation of problems
- Narrowing the gap between children and young people doing well and those not doing well
- Community based services delivered through Children and Young People Area Networks (CYPAN's)

Learning and School Improvement will support the work of the directorate towards all of these priorities and has strategic lead for the following:

- Priority 4 - To raise the levels of attainment to meet BVPI targets and to raise attainment so that it is consistently better than the average of our statistical neighbours and is in the third quartile or better against national norms.
- Priority 6 - To reduce the rate of teenage conceptions and reduce inequalities between wards with the highest rate and the average. To increase

participation of teenage parents in education, employment and training to reduce the risk of long term social exclusion.

Priority 8 - To increase the numbers of 14-19 year olds participating and achieving in education, employment and training.

Priority Actions Plans exist for each of the new areas identified and the original objectives are incorporated within this Service Plan. Appropriately and importantly, each of the priorities support the broader Council's priorities.

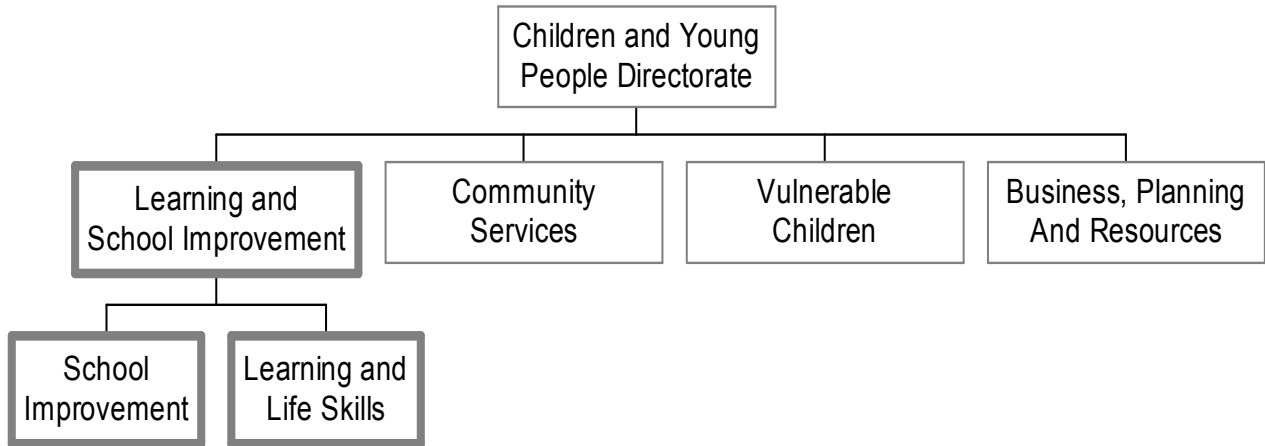
The Annual Performance Assessment judgements for Children's Services are on a scale of 1 to 4 ranging from 1 'a service that does not deliver minimum requirements for users (Inadequate) to 4 'a service that delivers well above minimum requirements for users (Excellent/Outstanding). Halton's 2006 APA Judgements were as follows;

Area for Judgement	Grade Awarded
The contribution of the local authority's children's services in maintaining and improving outcomes for children and young people	3
The council's overall capacity to improve its services for children and young people	3
The contribution of the local authority's social care services in maintaining and improving outcomes for children and young people	4

In addition the contribution of services to achieving the five outcomes was rated as excellent for Staying Safe and good for the other four outcomes. Key strengths were identified under each of the five outcomes and for 'Enjoy and Achieve' for which the Department has the lead the following strengths were identified;

- Support for Schools causing concern
- Progress of Looked after Children and those with learning difficulties and/or disabilities from their starting points.
- Early years provision

2.3 Organisation Structure



Staffing

	School Improvement		Learning and Life Skills	
	F.T.E	Headcount	F.T.E	Headcount
Managerial	10.5	12	5	5
Professional/ Technical	14	14	7	7
Administrative/ Clerical	9.7	11	5	5
Front Line	0	0	4	4
Total	34.2	37	21	21

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to the Learning and School Improvement Department, and the Service Aims associated with them are: -

Corporate Priority 1: A Healthy Halton

Area of Focus 2: *Improving the future health prospects of Halton resident's through encouraging and providing the opportunities to access and participate in physically active lifestyles.*

Service Aims:

SA 1: To ensure healthy lifestyles are promoted for children and young people (KJ 1.2)
Service Objective LSI 6 and LSI 11

Corporate Priority 3: Halton's Children and Young People

Area of Focus 13: *Improving the educational attainment of pupils in Halton, by providing effective teaching and school support*

Service Aims:

SA 2: To ensure early years provision promotes children's development and well being and helps them meet early learning goals (KJ 3.2)
Service Objective LSI 1

SA 3: To ensure that educational provision for 5 to 16 year olds is of good quality (KJ 3.3)
Service Objectives LSI 2, LSI 3, LSI 4, and LSI 5

Area of Focus 16: *To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.*

Service Aims:

SA 4: To ensure children and young people are enabled and encouraged to attend and enjoy school and to achieve highly (KJ 3.4)
Service Objective LSI 8

Area of Focus 17: *To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.*

Service Aims:

SA 5: To ensure 14-19 education and training is planned in and delivered in a co-ordinated way, and that education and training (16 to 19) is of good quality (KJ 5.3)
Service Objective LSI 12

Corporate Priority 4: Employment, Learning, & Skills in Halton

Area of Focus 21: *To improve access to employment by providing opportunities to enhance employability skills and knowledge*

Service Aims:

SA 6: To ensure children and young people are supported in developing socially and emotionally (KJ 4.1)
Service Objective LSI 7

SA 7: To ensure young people aged 11 to 19 are helped to prepare for working life (KJ 5.2)
Service Objective LSI 9

Corporate Priority 6: Employment, Learning, & Skills in Halton

Area of Focus 32: *To ensure children and young people are encouraged to participate in decision making and in supporting the community*

Service Aims:

SA 8: To ensure children and young people are supported in developing socially and emotionally (KJ 4.4)
Service Objective LSI 10

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

4.1.1 Political

The **Five Year Strategy** and current legislation reflects the growing focus from government on raising standards for all, which mirrors the Borough Councils high aspirations for its young people.

Every Child Matters: Change for Children Agenda introduced a new approach to the well-being of children and young people from birth to age 19. The aim is for every child, whatever their background or their circumstances, to have the support they need to:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

The Agenda promotes early intervention and co-ordinated service provision delivered through stronger partnership working and children's trusts.

Halton Community Strategy 2006-2011 identifies 5 priorities, which for the first time includes children and young people as a specific theme. The Children and Young People's Commissioning Partnership was established following this decision, and functions as the Specialist Strategic Partnership for Children and Young People. The Partnership also holds responsibility for implementing the practical arrangements needed to implement a Children's Trust, functions as a forum for the Alliance Board Task Group Chairs and for driving the joint commissioning agenda.

Children & Young People's Alliance Board functions as the Children's Trust, and is responsible for strategic planning of services to children and young people, including developing and implementing the Children and Young People's Plan and Children's Trust arrangements. The work of the Alliance Board is underpinned by the Halton Multi-Agency Compact, which sets out the responsibilities of Halton Borough Council and its Partner agencies on the Board.

Directorate Restructure: The management structure of the Children and Young People's Directorate was re-engineered in September 2006 to address the challenging agenda presented by Every Child Matters and ensure the Directorate is fit to deliver a modern and improved service to children and young people.

Halton Safeguarding Children Board was established in April 2006 in line with the requirements of the Children Act 2004, and links into the Halton Children & Young People's Strategic Planning arrangements and the Halton Children & Young Peoples Plan. The Board is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do.

Joint Area Reviews: New arrangements for inspection of children's services at local authority area level were introduced by the Children Act 2004. Joint Area Reviews will look at how services are working together locally to improve

outcomes. They evaluate the collective contributions made to each outcome by relevant services and examine the involvement of children, young people and their parents in service planning structures. Halton's Joint Area Review is planned for March 2008.

4.1.2 Economic Climate

Deprivation: The Index of Multiple Deprivation (IMD) for 2004 suggests that deprivation has improved in the Borough. In 2004 the IMD ranked Halton as 21st most deprived Authority in England compared to 16th in the 2000 Index. However, it still ranks as one of the most deprived districts in England. Although located in Cheshire, Halton shares many of the social and economic problems more associated with its urban neighbours on Merseyside. Halton is ranked in the IMD as the 3rd highest authority in terms of deprivation on Merseyside, behind Knowsley and Liverpool, and 5th highest in the North West. Neighbouring authorities St Helens (36th), Wirral (48th) and Sefton (78th.) are way down the table compared to Halton.

Halton has some of the most deprived wards in the country in terms of child poverty. Several parts of Halton are amongst the poorest in the country. In Widnes, the most deprived areas are Kingsway, Riverside and Appleton. In Runcorn, the most deprived areas are Castlefields, Halton Lea and Windmill Hill. However, there are many affluent areas of the borough as well. These are located mainly on the outskirts of both towns and comprise of several new housing estates.

Employment: Claimant unemployment in the Borough fell from 5.0% in January 2000 to 3.1% in November 2005. However, Halton still had the 5th highest claimant rate in the North West in November 2005. Research shows that the skill base of the local area is relatively poor compared to the United Kingdom as a whole and surrounding local economies. Halton has a low percentage of adults with further education qualifications and low rates of numeracy and literacy. All told, there is a mismatch between skills in the local workforce and jobs available in the borough, and it is anticipated that in the future over 95% of new jobs will need qualifications of at least NVQ 2 level and over 70% at NVQ 3 and above.

4.1.3 Social Factors

Demographic changes: The mid-2005 population of Halton stood at 118,800 (rounded up to the nearest 100 people). This is down from the mid-2004 population of 118,900. Halton has a larger number of people in the 5-24 age categories than across England as a whole. This is partly down to the influence of Runcorn New Town where a lot of younger people live.

The birth rate in Halton is declining, and this is already being seen in the falling numbers on roll in the district's primary schools. In January 2003 pupil numbers in Halton's Primary schools were over 1000 fewer than their net capacity. This will, naturally work its way through the system and result in reducing pupil numbers in secondary education and FE. This could lead to the problem of surplus Secondary school places across the borough in the near future.

The next ten years will see a reduction in teenagers by 20%. This presents new risks for social exclusion and shifting demands for services. Single person households will rise, and single parenthood will become even more common.

One result is likely to be a marked increase in social isolation, which will have profound effects on people's health and involvement in their communities.

Pupil numbers are declining. This presents a number of issues concerning the LEA's duty to provide the appropriate number, but not excessive numbers, of school places. Halton inherited a position where it topped national league tables for surplus places. A major review of surplus places resulted in a significant reduction of places. However, if all financial resources available to the Authority are to be targeted efficiently and effectively, numbers of surplus places will need to be rigorously monitored and appropriate action taken where schools have more than 25% surplus places. Reduction in pupil numbers leads to a reduced Government Grant and emphasises the need to keep under review surplus places, to ensure that available resources are spent efficiently and effectively.

Reducing pupil numbers makes it difficult to meet Government targets on spending per pupil (for central administration). The central team was set up to be lean and efficient and is very near to an irreducible minimum if all statutory duties are to be met. Per pupil costs, however, rise as pupil numbers fall. The LEA continues to seek to support its central functions through external funding. Within the Department there are currently more staff funded from external sources than from the Core Education Budget. A reduction in grant funding will lead to more services being provided on the basis of SLAs with schools. Where schools do not buy back, services will no longer be available from the LEA.

Loss of Pupil Numbers at 11+ Numbers leaving the Authority to mainly Frodsham, Bridgewater and Bishops High School Chester at 11+ continue to be high. Approximately 155 pupils left Halton at 11+ in 2005. The continued development of Halton High School will have an important role in arresting this trend, as will the drive to raise attainment in all High Schools. Current plans by Cheshire County Council propose the closure of Frodsham Technology College. It will be important that Halton's Secondary Schools from September 2005 provide an attractive alternative option to parents and pupils in the coming years. This opportunity will assist Halton High School in particular to build up and consolidate its roll.

Health: Statistics show that health standards in Halton are amongst the worst in the country and single it out as the aspect of life in the borough in most urgent need of improvement. The population is ageing which could put even greater demands on the health and social care services. At the same time lifestyle choices in the borough, especially among the young, in terms of diet, smoking, alcohol, exercise and other factors continue to give cause for concern for the future.

4.1.4 Technological Developments

Integrated Children's System: There have been delays in progressing the implementation of ICS although full implementation is now on target for March 2007. This reflects the national situation, with a recent DfES review finding that only a minority of local authorities would achieve full implementation by the DfES deadline of January 2007. ICS will provide an electronic recording system for social care through the development of web based E-Forms that integrate directly with the client database, Carefirst.

Electronic Social Care Record is now scheduled for introduction during 2007-08. Phase 2 development, which will incorporate legislative and practice changes and address connectivity issues, has been postponed by the DfES and further guidance is awaited.

Child Index: The Index will be a secure electronic tool that will enable authorised practitioners working with the same child or young person to find one another quickly and easily so they can provide more effective support to them and their families. Halton has been designated as an early adopter authority. The first user live date for Halton is January 2008, and the Index has a national implementation date of April 2008.

Electronic Common Assessment Framework: Halton has established a multi-agency group to oversee the development of an electronic CAF system (eCAF). The system has been built on the Children and Young People's Database, and will be piloted with practitioners from a range of voluntary and statutory agencies between January and June 2007.

4.1.5 Legislative

The changes to the inspection processes of Ofsted and HMI, the New Relationships with Schools (NRwS) initiatives, the emergence of the National Primary and Secondary Strategies, the introduction of School Improvement Partners and changes to the regulation for dealing with schools causing concern all provide both challenges and levers to facilitate change and raise standards.

Children Act 2004 provides the legislative spine for the Every Child Matters agenda. It aims to minimize the risks and improve outcomes for children and young people by transforming the way children's services are organised and improving joint working between agencies. The Children Act is supported by a wide range of guidance regarding strategic planning, safeguarding, service delivery and local engagement.

The Every Child Matters agenda arising out of the Children Act provides the framework for the development of integrated service delivery for children and moves towards Children's Trusts. The act also established the key strategic roles of Director of Children's Services and Lead Member for Children's Services. It also introduced a single Children & Young People's plan covering all services to children to focus strategic planning.

Education and Inspections Act 2006: In autumn 2005 the Government published *Higher Standards, Better Schools For All*, the Schools White Paper. The White Paper contained proposals aimed at ensuring that every child in every school in every community gets the education they need to enable them to fulfil their potential. The White Paper received Royal Assent on 8 November 2006 and became the Education and Inspections Act 2006. As well as giving legal force to many of the proposals in the White Paper, the Act contains some additional measures that were not in the original document, including a duty on governing bodies to promote well-being and community cohesion, and to take the Children and Young People's Plan into consideration when undertaking this duty.

14-19 strategy aims to develop a coherent 14-19 phase of education where young people are committed to continuing learning whether in school, college or the workplace. The Strategy aims to encourage more young people to stay in

school beyond 16 by increasing curriculum flexibility and choice, extending the program of studies for learners in the 16-19 age group and improve the vocational offer.

Adoption and Children Act 2002 became operational from December 2005, introducing comprehensive changes to adoption services. The Act makes the child's welfare the paramount consideration in all the decisions by courts and introduces the use of the 'welfare checklist' into adoption work. It also highlights the need to prevent delay in planning for permanence and adoption and places a duty on local authorities to ensure that the support and financial assistance needed is available to people affected by adoption. The Adoption and Fostering Service has been restructured in order to ensure services are delivered in accordance with the new legislation.

Childcare Act 2006: The new Childcare Act aims to transform childcare and early years services in England, taking forward some of the key commitments from the Ten Year Childcare Strategy, published in December 2004. The Act will require authorities to improve the five Every Child Matters outcomes for all pre-school children and reduce inequalities in these outcomes, secure sufficient childcare for working parents and provide a better parental information service. The Act also reforms and simplifies early years regulation and inspection arrangements. It is anticipated that the main provisions of the Act will come into effect in 2008.

Local Government White Paper Strong and Prosperous Communities: The White Paper promotes community and neighbourhood engagement, and will strengthen the council's role in leading community-wide improvements. It develops the role of overview and scrutiny in relation to external bodies, and provides new requirements on service providers to engage with Sustainable Community Strategies and Local Area Agreements. There are changed requirements for council constitutions, and announced changes to the performance management and inspection regimes.

"Care Matters : Transforming the Lives of Children in Care:" The Green Paper, was launched for consultation in October 2006 and sets out a radical package of proposals for transforming the lives of children in care, and will have major resource implications. Proposals are made regarding better support for those on the edge of the care system; making sure there is a more consistent adult in each child's life to fulfil the state's responsibilities as corporate parent; provision of stable, high quality placements; a place in a good school and support for further education; support for all aspects of children's lives outside schools; supporting children to make the transition into adult life and clear and strong accountability to make the whole system focus on the needs of children in care.

Extended Schools Prospectus 2005: The prospectus sets the agenda for all schools and children and families to be able to access a core of extended services which are developed through multi-agency partnership. Extended services can include childcare, adult education, parenting support programmes, community-based health and social care services, multi-agency behaviour support teams and after-school activities.

4.1.6 Environmental

There are no environmental factors likely to impact on this service area during the period covered by this plan.

4.2 Service Developments

Children and Young People's Plan: In line with the Children Act 2004, the Halton Children and Young People's Plan brings together all agencies and services within Halton, not just those delivered by the Council, and sets out joint priorities and joint activities to improve outcomes for children and young people. All Council Directorates, local Health Trusts, Cheshire Constabulary, Cheshire Probation Service, The Youth Offending Team, Connexions, Learning and Skills Council, Education Business Partnership and a range of voluntary sector services contributed to the Plan. Most importantly, it takes into account consultations held with children, young people and their parents and carers across Halton and reflects their aspirations and views.

Consultation Activity: A participation strategy was produced in 2004 in order to ensure that children, young people and their families are given the opportunity to be fully engaged in strategic planning and shaping services. In line with the strategy, a process of consultation has been undertaken in respect of the changes to the design and delivery of children's services.

A major piece of consultation regarding the planning of services for children and young people was undertaken between November 2005 and February 2006, to inform the Children and Young People's Plan. A questionnaire was published on the Halton Website and in the Halton Borough Council magazine, which is delivered to every household in Halton. The questionnaire was also circulated to primary and secondary schools and distributed through partner agencies. Almost 400 responses were received from young people and over 100 from adults. In addition to the above survey, 115 staff from across all partner agencies attended consultation/ briefings and were able to feed into the planning process by giving their views about priorities areas for action. The findings these consultations were taken into account in developing the Halton Children and Young People's Plan, including identifying priorities and setting performance targets.

In addition to this specific consultation exercise, the strategic management structure was designed to ensure that the engagement of children and young people and their carers is central to all processes. There is a high level of participation of Looked After Children in reviews and service planning using child friendly processes and consultation methods. A parent and carers forum was established, and has a parent/carers representative on the Alliance Board and each of the Task Groups. The Board facilitated a comprehensive process to elect the Borough-wide Youth Forum and Member of Youth Parliament. 123 young people from a variety of backgrounds attended area based residential events where they learned about the democratic process. This formed the basis for the selection process for the youth forum and the MYP. All 11 – 18 year olds received a National Democracy Week information pack and 5228 eligible young people voted.

Annual Performance Assessment: The 2006 annual performance assessment of services for children and young people found that Halton consistently delivers above minimum requirements for children and young people, and that the

contribution of services to outcomes is excellent in the area of staying safe and good in the remaining areas. Areas for development, to be focused on in future APAs and the Joint Area Review, are:

- Testing out the impact of a comprehensive CAMHS.
- The effectiveness of measures to reduce the rate of reprimands, final warnings and convictions amongst looked after children in Halton's care.
- Young people's attainment of qualifications at Key Stage 4 and post-16 and unauthorised absence and exclusion rates in secondary schools.

School Improvement: In the light of legislative changes particularly the integration of Children Services, the New Relationship with Schools and the introduction of School Improvement Partners, the school improvement division is reviewing its function and delivery. This has involved consultation by an external agent across all aspects of the School Improvement Service interface with schools. The recommendations from the review will feed into plans and structures in 2007/8.

Learning Halton: A consultation group has been established with headteachers, Directorate managers and elected members to develop partnership working and shape the vision for the achievement of all our young people in the future. This embraces the development of a common language and vision for Learning. It aims to engage and empower teachers and headteachers in celebrating and disseminating the best practice. It also contributes to the shaping and development of the CYPANs.

Consultation with School Improvement Group has helped shape our delivery of the SIPs programme and has helped to inform our support for schools regarding data and schools causing concern. We have also consulted through the Secondary Partnership, through Professional Forum and with individual schools. Operational Plan Work Programmes are shared with School Improvement Group and feedback received and where possible we look to other authorities to identify where good practice might be relevant to Halton's School Improvement.

We have reported to PPB on attainment and achievement and provided feedback to Schools Development Panel. We have contributed to the preparation of the APA and that has helped re-order some of our work for example increasing the focus on Looked After Children.

Out of 24 schools inspected since September 2005, Ofsted inspection reports show the following:

- 29.17 % schools are outstanding
- 41.67 % schools are good
- 25 % schools are satisfactory
- 4.17 % schools are inadequate

Overall the proportion of Halton schools that are good or better exceeds the national average.

School Improvement service has supported schools in a range of initiatives: Artsmark, Activemark, Halton Healthy Schools, Primary & Secondary Quality Mark. 57% of schools in Halton are Artsmark accredited. We have the highest

%of schools with Artsmark in England, by far the highest in the North West [most LA's average %is approx 8-12%]

Youth Service: Service was inspected by OfSTED in March 2004 and found to be a poor service offering poor value for money. The report highlighted 10 areas for service improvement. The service was reinspected against the 10 latter recommendations in March 2005 and found to have made limited progress in all areas. This result meant the service had not made “reasonable progress” or “good progress” and therefore was not signed off as “adequate” or “satisfactory” by inspectors and Government Office at that point.

Earlier in the year the National Youth Agency (NYA) agreed to undertake a full internal inspection of the service against the Ofsted framework for the inspection of local authority youth services in September 2006. This would represent a half-way point between the re-inspection in March 2005 and the JAR in March 2008. Following a positive inspection the inspectors summarised the inspection by stating “the service’s strengths clearly outweigh its weaknesses. The performance of the service is good overall. In the light of the resources available, the efficient way in which they are managed and the outcomes for young people, the service provides good value for money.

Preventative Services: The combining of the three strands of Teenage Pregnancy, Young people Substance Misuse and Children’s Fund has provided substantial increases in investments in front line services. Young people have been involved throughout this process, including the appointment of a young person as an apprentice Youth Worker working directly for the Preventative Services Board, influencing the commissioning process re new service providers.

Youth Matters: As part of the Youth Matters agenda a number of benchmarking processes will take place in the coming year, these include detailed information re volunteering and places to go and things to do.

Halton Parent and Carer Forum has been established and the database currently holds the names of 44 parents across the borough whom are willing to be involved in the consultation on children and young people service planning and delivery. Direct communication links between the Forum and Halton Children and Young People Alliance Board. Halton Youth Service has conducted consultation with the forum on their service delivery plan and plans are in place to consult in the every near future on the authorities Anti bullying policy.

4.3 Efficiency Improvements

A range of efficiency gains have been identified within the Directorate which represent both cashable and non-cashable efficiencies. Cashable efficiencies have been identified in a number of key budget areas such as out of borough placements, agency provision, supplies and services and staffing.

Through the re-designation of Halton Special Schools and the more effective use of the Key Stage 4 PRU along with the review of other special needs provision it is estimated that the numbers of pupils with special needs educated out of borough can be reduced. This is currently a key budget pressure for the directorate.

Opportunities have been taken to realign funding to meet the Directorates priorities through the cessation of a number of posts where these roles are no longer required or can be delivered in a more costs effective fashion.

Non-cashable savings will be produced through a range of initiatives such as the improvement in the percentage of statements processed within the 18 weeks period using the existing staffing resource.

4.4 National, Regional & Sub-Regional Focus

The services actively participate in regional and national forums relating to their work including networks related to Primary Strategy, Secondary Strategy, 14-19, LSC, the Arts, Aim Higher (i.e. widening participation), work related learning, and school improvement. Additionally, representatives are involved in the following:

Learn Together Partnership
Regional Planning in School Workforce Development

4.5 Equal Opportunities

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

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006 – 07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

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

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

To be added when Budget for 2007-08 is finalised

5.2 Future Staffing Requirements

Year	Managerial	Professional/ Technical	Administrative/ Clerical	Front Line
2007/08	No Change*	No Change*	No Change*	No Change*
2008/09	No Change*	No Change*	No Change*	No Change*

*It is difficult at this stage to project or anticipate future staffing requirements. Work is currently being undertaken, under in conjunction with consultants from Manchester University, to develop a Halton Children's Workforce Development strategy. Steps are currently being taken to secure improved efficiencies through pooling of budgets and reconfiguration of service delivery. Future grant funding streams and budget constraints will also inform future staffing levels.

5.3 Future ICT Requirements

The ICT Development Plan looks forward to developments over 3 years 2006-2009. The most significant developments centre around the continuing developments to the Halton Children and Young People's Database and the Social Care system – Care First and the Integrated Children System (ICS) and the increasing amount of tracking data and the need to provide comprehensive analysis and reports. This will be further impacted upon with the demands for development / introduction of these major projects –

IS – Information Sharing Child Index: NW authorities were invited to become early adopters of the Child Index and Halton has agreed to become an early adopter authority. As part of the required development of the national Child Index it is vital that access to the current CYP database can be undertaken on the web by all relevant practitioners in Halton. All LA's need to develop a content management CYP local directory. The system needs to be web based to allow all practitioners to report on their involvement with the child/young person. The system will then via XML reports link to update the National IS Index. In order to do this we need to purchase Synergy gateway from Tribal Software Solutions – this is a fully integrated web portal to the CYP database designed to underpin multi agency collaboration.

OLM Carefirst 6 Software – this will include the incorporation of the developments required Integrated Children System (ICS) together with the Electronic Social Care Record. To enable the project to be implemented post April 2007 the following is essential – OLM Consultancy and Project Management Issues. Additional IT infrastructure / servers are also required , There is a statutory requirement on the authority to store electronically all letters/reports etc. relating to Children Social Care records. This will involve all current, archived and future records. The process will require new IT infrastructure, scanning and new working arrangements to be introduced – in particular a new content

management process will be need to be adopted. Resources will be required to work on all current and historical records.

Building Schools for the Future: Key to the success of BSF is the integration of learning and teaching, physical environment/buildings, infrastructure and technologies. None can be considered in isolation. Information and communications technology (ICT) is a core part of the programme with specified funding provision. Our vision is for an ICT enabled learning community, building on our current ICT strategy. Through BSF, ICT will transform the way that education is delivered in Halton. The BSF ICT strategy opens the way to a new pedagogy, making it easier for teachers to plan and access high quality materials, help pupils and their parents to explore their subjects they are studying. The use of new technology will energise learners and practitioners. ICT will enable practitioners to personalise learning. We aim to develop and exploit ICT as part of our overall programme to raise standards. Building Schools for the Future will deliver the following:

Increased maintenance and increased costs for the Halton Children and Young People's Database and Carefirst 6i and their associated modules will impact on resources and growth items will be required. The relatively small amount of capacity within the directorate for these tasks suggests that growth will be required unless central support services are able to widen their support or that additional resources can be made available within the directorate.

The directorate has a significant number of PCs that are out of warranty or will shortly be out of warranty. A capital bid has been submitted to enable the replacement PCs/laptops that will be coming out of warranty in the 2007/08 financial year – 3 years for laptops and 5 years for desktops.

An investment of capital resources at least at current levels is necessary to tackle effectively our duty to promote effective learning environments in our schools, which include keeping pace with technological advances. In addition, there are issues related to condition, suitability, accessibility and security which demand an ongoing prioritised programme if learners' interests are to be adequately safeguarded and promoted.

5.4 Future Accommodation/Property Requirements

In order to participate in the Building Schools for the Future initiative and access Primary Capital Funding the borough will need to commence a reorganisation of its school provision to establish the best community solution to learning provision for the 21st Century. The outcome of the review of nursery, primary, secondary and special provision will be the provision of facilities that are inclusive, improve the learning environment, are accessible, provide choice to young people and their families and are considered major community resource. Both BSF and Primary Capital provide Halton with a once in a lifetime opportunity to modernise the physical and learning environment and transform learning outcomes for children and young people.

The second phase of the development of Children' Centres will be complete by March 2008 providing flexible, multi-agency services to meet the needs of children, young people and their families.

The opportunity for the more effective organisation and deployment of CYPD Staff to ensure the most appropriate location for service delivery will be provided following the re-location of the Permanence Team and the Adoption and Fostering Teams from Grosvenor House to Midwood House in 2007. A more comprehensive assessment of the Directorates accommodation requirements will then be undertaken in 2008 following the transfer of the Housing and Community Directorate staff from Grosvenor House to Runcorn Town Hall.

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- **Performance Indicator Targets.** These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- **Local Performance Indicators.** These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- **Local Public Service Agreement Targets.** Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements.
- **National Floor Targets.** These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.
- **Local Area Agreement**
Standard corporate text to be added.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

The following tables identify the objectives and/or any national and local indicators for the service. Each individual objective/indicator has been referenced to the Corporate Plan Priority to which it relates.

6.1.1 Key Service Objectives

Key Objective LSI 1

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	LSI 1: To improve outcomes for children in Foundation Stage particularly those with low scores in FSP					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Improved moderation processes in pre-school and YR (inc. private settings) evidenced through QTS. Target agreed for narrowing the gap from the lowest 20% (target TBA). All settings understand priorities including linking sounds and letters and writing. 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> All settings have a focus on linking sounds and letters and writing levels of 6+ FSP increased by x% (TBA) 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Upward trajectory 6+ FSP and improved linking sounds and letters and writing 6+ 					
Risk Assessment	Initial	TBC	Responsible Officer	DM School Improvement	Linked Indicators	TBC
	Residual	TBC				

Key Objective LSI 2

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	LSI 2: To raise standards at Key Stage 1					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Improved levels 2C and 2B in reading and writing by 1% from 2006 actual Narrow the gap between Halton Level 2C and national 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Improved levels 2C and 2B in reading and writing by 1% from 2007 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> On a trajectory target reducing Halton gap to national 					
Risk Assessment	Initial	TBC	Responsible Officer	DM School Improvement	Linked Indicators	TBC
	Residual	TBC				

Key Objective LSI 3

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	LSI 3: To raise standards at Key Stage 2					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> LA target of 79% pupils achieving Level 4 or above in KS2 maths tests is met LA target of 81% pupils achieving Level 4 or above in KS2 English tests is met LA target of pupils achieving Level 5 in KS2 tests are met - 28% for English and 28% Maths All schools set challenging targets for 2008 by December 2007 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> LA target of 81% pupils achieving Level 4 or above in KS2 maths test is met LA target of 82% pupils achieving Level 4 or above in KS2 English test is met LA target of pupils achieving Level 5 in KS2 tests for English and Maths are met All schools set challenging targets for 2009 by December 2008 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> LA target of % pupils achieving Level 4 or above in KS2 maths test is met (TBA) LA target of % pupils achieving Level 4 or above in KS2 English test is met (TBA) LA target of pupils achieving Level 5 in KS2 tests for English and Maths are met All schools set challenging targets for 2010 by December 2009. On trajectory to meet the target for L4+ 					
Risk Assessment	Initial	TBC	Responsible Officer	DM School Improvement	Linked Indicators	TBC
	Residual	TBC				

Key Objective LSI 4

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	LSI 4: To raise standards at Key Stage 3					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> LA target of pupils achieving Level 5 in KS3 tests are met - 76% pupils in English, 75% pupils in Maths and 72% pupils in Science All schools set challenging targets for 2008 by December 2007 To increase the L5+ in English is a priority 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> LA target of pupils achieving Level 5 in KS3 tests are met - 78% pupils in English, 77% pupils in Maths and 73% pupils in Science All schools set challenging targets for 2009 by December 2008 To increase the L5+ in English is a priority 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> LA target of pupils achieving Level 5 in KS3 tests for English, Maths and Science are met (targets TBA) On trajectory to meet the long term targets 					
Risk Assessment	Initial	TBC	Responsible Officer	DM School Improvement	Linked Indicators	TBC
	Residual	TBC				

Key Objective LSI 5

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	LSI 5: To raise standards at Key Stage 4					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> LA target of 56% pupils achieving 5 or more GCSEs at grades A*C including English and Maths is met LA target of 90% pupils achieving 5 or more GCSEs at grades A*G including English and Maths is met All schools set challenging targets for 2008 by December 2007 To increase the 5A*C in English and Maths and 5A*G is a priority 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> LA target of 57% pupils achieving 5 or more GCSEs at grades A*C including English and Maths is met LA target of 91% pupils achieving 5 or more GCSEs at grades A*G including English and Maths is met All schools set challenging targets for 2009 by December 2008 To increase the 5A*C in English and Maths and 5 A*G is a priority 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> LA target (TBA) of % pupils achieving 5 or more GCSEs at grades A*C including English and Maths is met LA target (TBA) of % pupils achieving 5 or more GCSEs at grades A*G including English and Maths is met All schools set challenging targets for 2010 by December 2009 On trajectory to meet the long term targets 					
Risk Assessment	Initial	TBC	Responsible Officer	DM School Improvement	Linked Indicators	TBC
	Residual	TBC				

Key Objective LSI 9

Corporate Priority:	Employment, Learning and Skills in Halton
Key Area Of Focus:	21 - To improve access to employment by providing opportunities to enhance employability skills and knowledge
ECM Outcome & CYP Plan Priority	Achieve Economic Well-Being

Service Objective:	LSI 9: To promote economic well-being					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> To reduce % of young people NEET by November 2007 from March 2006 baseline of 10.54% 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> 90% of young offenders engaged with YOT are in EET by November 2008 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Increase by 5% the number of young people participating in work experience by July 2009 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Learning & Life Skills	Linked Indicators	TBC
	Residual	TBC				

Key Objective LSI 11

Corporate Priority:	A Healthy Halton
Key Area Of Focus:	2 - Improving the future health prospects of Halton resident's through encouraging and providing the opportunities to access and participate in physically active lifestyles.
ECM Outcome & CYP Plan Priority	Be Healthy

Service Objective:	LSI 11: To improve young peoples sexual health					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Reduce under 18 conception rate by 15% by March 2007 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Improve the quality of teaching & learning for SRE in secondary schools by March 2008 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Increase the range of community based SRE services available to young people by March 2009 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Learning & Life Skills	Linked Indicators	TBC
	Residual	TBC				

6.1.2 Other Service Objectives

Other Objective LSI 6

Corporate Priority:	A Healthy Halton
Key Area Of Focus:	2 - Improving the future health prospects of Halton resident's through encouraging and providing the opportunities to access and participate in physically active lifestyles.
ECM Outcome & CYP Plan Priority	Be Healthy

Service Objective:	LSI 6: To promote healthy life style through implementation of the School Sports Co-ordinator programme		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> • PESSCL target of 79% pupils access 2 hours of high quality PE and school sport each week is met by March 2008 • 93% schools achieve NHSS Phase 2 or better by March 2008 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • PESSCL target of 79% pupils access 2 hours of high quality PE and school sport each week is exceeded by March 2009 • All schools are involved and have achieved at least NHSS Phase 1 by March 2009 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • PESSCL target of 79% pupils access 2 hours of high quality PE and school sport each week is exceeded • 45% schools achieved NHSS Phase 3 by March 2010 		
Responsible Officer	DM School Improvement	Linked Indicators	TBC

Other Objective LSI 7

Corporate Priority:	Employment, Learning and Skills in Halton
Key Area Of Focus:	21 - To improve access to employment by providing opportunities to enhance employability skills and knowledge
ECM Outcome & CYP Plan Priority	Achieve Economic Well Being

Service Objective:	LSI 7: To provide opportunities for children and young people to make a positive contribution		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> • 70% of schools buy back services of Arts Education Development Officer • 60% of schools are Artsmark accredited by March 2008 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • 75% of schools buy back services of Arts Education Development Officer • 65% of schools are Artsmark accredited by March 2009 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • 80% of schools buy back services of Arts Education Development Officer • 70% of schools are Artsmark accredited by March 2009 		
Responsible Officer	DM School Improvement	Linked Indicators	TBC

Other Objective LSI 8

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	16 - To provide transport facilities that meets the needs of children & young people in Halton accessing education and training
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	LSI 8: To enable access to education through the development of School Travel Plans		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> • A draft travel plan to enable pupils to access provision across the borough will be devised by September 2007 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • School Travel Plan will be implemented By September 2008 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • School Travel Plan will be reviewed by September 2009 		
Responsible Officer	DM School Improvement	Linked Indicators	

Other Objective LSI 10

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	16 - To provide transport facilities that meets the needs of children & young people in Halton accessing education and training
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	LSI 10: To improve the engagement of young people		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> 60% of total of young people who participate in activities have recorded outcome as a result of their participation by March 2008 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Increase by 10% the number of Young People voting in the election of Halton MYP by March 2009 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> All young people develop citizenship skills and there is a 5% increase in children and young people receiving citizenship awards by July 2009 		
Responsible Officer	DM Learning & Life Skills	Linked Indicators	TBC

Other Objective LSI 12

Corporate Priority:	Halton's Children and Young People
Key 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.
ECM Outcome & CYP Plan Priority	To promote economic well being

Service Objective:	LSI 12: To prepare young people for employment		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> • Increase by 10% the number of young people remaining in learning (September 2007) 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Implement 4 new specialised diplomas (September 2008) 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Increase percentage of young people aged 19 achieving level 2 (July 2009) 		
Responsible Officer	DM Learning & Life Skills	Linked Indicators	TBC

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ¹	Description	Corp Plan Priority / CYP Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Service Delivery											
<u>LSI LPI 1</u>	Foundation Stage Profile average score in Communication, Language and Literacy	TBC	6.3	N/A			N/A	6.1	6.3	6.4	6.5
BVPI 38	% of Pupils achieving 5 or more GCSE A*-C	TBC	49.2%	58.3	54.5	49.4	52%	52.3%	54%	54%	55%
BVPI 39	% of Pupils achieving 5 or more GCSE A*-G including English and Maths	TBC	86.3%	90.8	89	85.9	91%	86%	91%	90%	91.5
<u>LSI LPI 2</u>	% of Pupils achieving 5 GCSE A*-C including English and Maths	TBC	32.8%	N/A			N/A	33%	36%	40%	42%
BVPI 40	% of Pupils achieving Level 4+ at Key Stage 2 in Maths	TBC	73.6%	77.4	75	72.05	76%	75.1%	70%	71%	73%
<u>BVPI 41</u>	% of Pupils achieving Level 4+ at Key Stage 2 in English	TBC	78.2%	81.1	78.7	76	76%	78%	77%	79%	80%
<u>BVPI 181a</u>	% of Pupils achieving Level 5+ at Key Stage 3 in English	TBC	71.3%	77	74	69	72%	66.7%	72%	73%	74%
BVPI 181b	% of Pupils achieving Level 5+ at Key Stage 3 in Maths	TBC	71%	77	74	70	70%	74.2%	72%	73%	74%
BVPI 181c	% of Pupils achieving Level 5+ at Key Stage 3 in Science	TBC	66%	74	69	64	71%	67.9%	72%	73%	74%

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

Ref ¹	Description	Corp Plan Priority / CYP Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
BVPI 181d	% of Pupils achieving Level 5+ at Key Stage 3 in ICT	TBC	81.7%	73.8	69.2	63.2	83%	82.4%	85%	85%	86%
BVPI 194a	% of Pupils achieving Level 5+ at Key Stage 2 in English	TBC	22%	29	26	23	27%	27.4%	28%	28%	29%
BVPI 194b	% of Pupils achieving Level 5+ at Key Stage 2 in English	TBC	25%	32	30	27	27%	30.5%	28%	29%	30%
BVPI 221a	Participation / outcomes from youth work. Percentage of young people 13-19 gaining a recorded outcome compared to percentage of young people in area	TBC	40%	58.5	43	29	60%		62%	64%	65%
BVPI 221b	Participation / outcomes from youth work. Percentage of young people 13-19 gaining an accredited outcome compared to percentage of young people in area	TBC	30%	24	17	9	30%		31%	32%	33%
LS LPI 3	Youth Justice Board rating for Youth Offending Team ²	TBC	N/A	N/A			Band 3 (60.1 – 70%)		Band 3 (60.1 – 70%)	TBC by YJB	TBC by YJB
Quality											
<u>LSI LPI 3</u>	% of young people achieving Level 3 qualifications by the age of 19	TBC	New Indicator	N/A			N/A	36%	38%	40%	41%

² Rating compiled on a quarterly basis by the Youth Justice Board (YJB). It is based on information submitted by Warrington & Halton YOT and measures the effectiveness of the service across the full range of its activities. The rating scale is 1 (poor) to 5 (best). The rating reported is for the joint team. Targets for 2008/09 and 2009/10 are not available as the target is set annually by the management board.

Ref ¹	Description	Corp Plan Priority / CYP Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
<u>LSI LPI 4</u>	% of young people achieving Level 2 qualifications by the age of 19	TBC	New Indicator	N/A			N/A	62%	63%	65%	66%
Fair Access											
<u>BVPI 197</u>	% change in the number of conceptions amongst 15-17 year olds from 1998 baseline	TBC	43.8	N/A			40		36.7	34.5	33.0
<u>LSI LPI 5</u>	Reduce inequality of teenage pregnancy rates between wards	TBC	74	N/A			70		68	66	64
<u>LSI LPI 6</u>	%of teenage parents participating in education employment and training	TBC	24.1%	N/A			48%		52%	55%	58%
Cost & Efficiency											
	TBC										
Corporate											
There are no indicators of this type applicable to this service											

6.3 Equality Action Plan

To be completed

The Department carried out an Equality Impact Assessment during 2006 and a number of actions that needed to be taken were identified. Those yet to be completed that are considered to be high priority are detailed in the table below.

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Action(s) Proposed	Timetable			Officer Responsible
			2007/08	2008/09	2009/10	

6.4 Local Public Service Agreement

Ref	Description	Corp. Plan Priority	Actual	LPSA target
9	<p>Improve educational attainment at Key Stage 4.</p> <p>The percentage of year 11 pupils gaining 5 GCSE's at grades A* to C, or DFES equivalents, in English and Maths.</p>	Halton's Children & Young People	<p>32.5% 04/05</p>	<p>40.5% 07/08</p>

6.5 National Floor Targets

Ref	Description	Government Targets
PSA1	Children's Development:	Improve children's communication, social and emotional development so that by 2008 50% of children reach a good level of development at the end of the Foundation Stage and reduce inequalities between the level of development achieved by children in the 20% most disadvantaged areas and the rest of England
PSA6	Age 11 Raise standards in English and Maths:	By 2006, 85% of 11 year olds achieve level 4 or above, with this level of performance sustained to 2008; and By 2008, the proportion of schools in which fewer than 65% of pupils achieve level 4 or above is reduced by 40%.
PSA7	Age 14 Raise standards in English, maths, ICT and science in secondary education so that:	By 2007, 85% of 14 year olds achieve level 5 or above in English, maths and ICT (80% in science) nationally, with this level of performance sustained to 2008; and By 2008, in all schools at least 50% of pupils achieve level 5 or above in each of English, maths and science
PSA10	Age 16 GCSE attainment	By 2008, 60% of those aged 16 to achieve the equivalent of 5 GCSEs at grades A* to C; and in all schools at least 20% of pupils to achieve this standard by 2004, rising to 25% by 2006 and 30% by 2008.

6.6 Local Area Agreement

To be confirmed

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councilors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- **Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Quarterly progress reports to the Management Team;**
- **The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

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

[Community Strategy](#)

[Halton Best Value Performance Plan 2006/07](#)

Halton Children and Young People's Plan 2006-2009

Halton Corporate Plan 2006-2011

Halton Community Strategy 2006-2011

Youth Justice Plan

Halton Safeguarding Children Board Business Plan

Preventative Services Partnership Board Business Plan

Common Processes Task Group Business Plan

Specialist/Targeted Task Group business Plan

Universal Task Group Business Plan

Building Bridges Strategy for Children and Young People with Disabilities

Looked After Children Strategy

14-19 Strategy Plan

Emotional Health and Well-being Strategy

Children in Need Strategy

Teenage Pregnancy Strategy

Young Person's Substance Misuse Plan

Risk Assessment for Key Service Objectives Initially assessed as ‘High’ Risk

To be completed when risk assessment of key objectives has taken place.

Key Objective Ref	Initial Risks identified	Risk Treatment Measures

A commentary will be included in the quarterly service plan monitoring report at quarter 2 and quarter 4 to indicate the progress against risk treatment measures.



Legal and Member Services

SERVICE PLAN

April 2007 to March 2010

Advanced Draft 08.02.07

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1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

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

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

The Department is divided into two distinct areas – firstly the Legal Services Division, and secondly the Committee and Member Services Division.

Legal Services Division

The purpose of the Legal Services Division is to provide a comprehensive legal service, which is relevant to the needs of the Council and its elected members and officers. As an internal support service, it is geared up to assist the other front-line Directorates to fulfil their statutory and service responsibilities efficiently and effectively.

The role of Legal Services is:

- To provide a comprehensive legal service
- Through the Council Solicitor, to fulfil the role of Monitoring Officer to the Council, and to ensure that the Council acts both lawfully and ethically.
- To ensure compliance with the law and standing orders to enable front-line services to achieve their own corporate objectives.
- To provide a fast and efficient Local Land Charges Service
- To process and determine applications for various statutory licences including Personal and Premises Licences under the Licensing Act 2003, Hackney Carriage and Private Hire Driver and Vehicle Licences, Lotteries and Street Collections. The council's function under the Gambling Act 2005 will also come within the role of this section during the plan period.

The division mainly provides a support service to the Council and other directorates, although this is subject to our broader role in protecting the best interests of the Council as a whole.

Committee and Member Services

The principal aim of the Committee and Member Services Division is to support the democratic process by servicing the various Boards, Committees, Panels and Working Parties, and by providing support and training for elected members. In supporting the democratic process, the division is also responsible for maintaining the electoral register so that those entitled to vote are able to do so.

The role of Committee and Member Services is:

- To manage and effectively service meetings of the Council
- To respond to the individual and collective needs of elected members
- To provide various civic services which are in keeping with the dignity and profile of the Council
- To provide a comprehensive word-processing support service and an efficient in-house reprographic support service.
- To provide a collection and distribution service for internal and external mail at the Municipal Building, and to provide a courier service linking the Council's various offices, elected members, and schools.
- To ensure that an accurate Register of Electors is compiled annually and to enable the Returning Officer to conduct all elections.

The division supports the work of the Council as a whole, but its key role is in its support for elected members and in enabling the public to have access to the democratic process. The department ultimately benefits the whole of the local community by providing both support to Elected Members of the Council and also by enabling access to the democratic process by members of the public.

2.2 Key Messages

One of the highlights during the year was the success of the Council's Member Services Team in winning both the MJ Member Development Achievement Award 2006 and the APSE Member Development Initiative Award 2006.

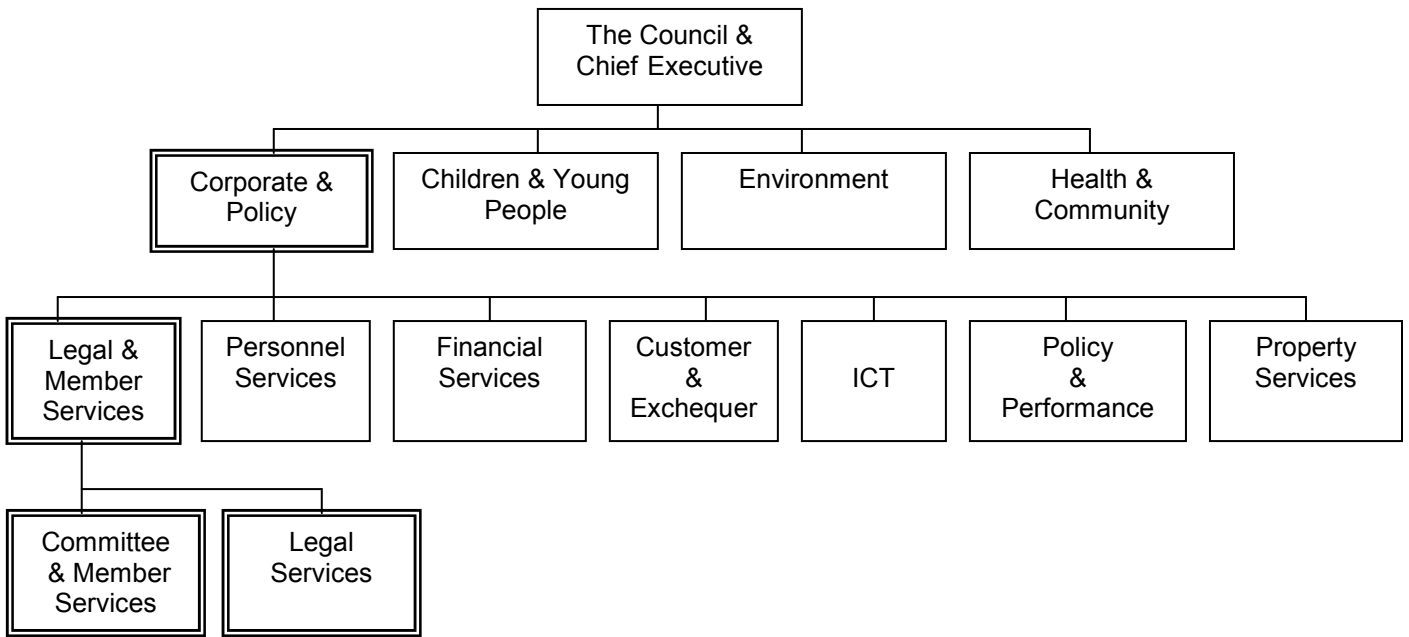
Preparation is underway in the Licensing Team for the introduction of the Gambling Act 2005 to ensure the smooth implementation of the new regime. The recent experience in implementing the provisions of the Licensing Act 2003 should be extremely helpful in implementing the new Act, particularly as there are similarities between the structures of the two regimes.

In 2006 the Licensing Team dealt with the licensing application for the Creamfields event. All concerned seem to agree that this event was a great success and gave the Borough a high and positive profile, and there will no doubt be a licensing application for a repeat of this event in 2007.

During the year Legal Services established a consortium arrangement with three other authorities and three private sector law firms. As well as ensuring that the Council has access to high quality specialist legal advice when needed, this arrangement should also be a catalyst for further partnership working between the authorities involved.

The first signs of the Consortium bearing fruit in terms of joint working initiatives arises in relation to the proposed implementation of a joint case management system with Sefton MBC (and possible West Lancashire DC as well). This proposal involves an externally hosted case management system. As well as their being efficiencies in terms of developing work flows and processes, a case management system will lay the groundwork for one authority to do work for another and vice versa. A Case Management system will also create efficiencies by enabling staff to focus on the areas where their expertise can add value by releasing them from some of the routine clerical tasks associated with their casework. In addition it will simplify the production of management information so that the managers within the division can ensure that the resources invested in the team are used to maximum advantage.

2.3 Organisation Structure



Staffing*

	F.T.E	Headcount
Managerial	9	9
Professional/ Technical	17	17
Administrative/ Clerical	27	30
Front Line	0	0
Total	53	56

*Currently under review

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to the Legal and Member Services Department, and the Service Aims associated with them are: -

Corporate Priority 6 Corporate Effectiveness and Business Efficiency

Area of Focus 33

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

Department Service Aim 1

To provide efficient and effective Democratic Support Services that give the members, as key decision makers, the information and support necessary to ensure that the authority is properly managed so as to achieve the council's objectives and priorities.

Department Service Aim 2

To provide a high quality legal service to the Council and its departments to ensure that the Council is able to deliver its services effectively and is not deflected from the achievement of its objectives and priorities.

Area of Focus36

Ensuring that the Council's land and property portfolio is managed effectively.

Department Service Aim 3

To provide efficient and effective legal and conveyancing support to facilitate effective management of the Council's property portfolio.

Area of Focus40

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.

Departmental Service Aim 4

To continue to provide innovative and effective members development and support services to enable the elected members to fulfil their key role in the management and governance of the authority

Departmental Service Aim 5

To continue to ensure that high ethical standards are maintained within the authority.

Department Service Aim 6

Ensure that the Department continues to use new technology to improve the quality and efficiency of the services provided.

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

The table below identifies those external factors that will, or are likely to, impact upon the service during the period of this plan.

Key Developments	Timeframe	Comment(s)
<p>Political</p> <p>1. Changes to the Code of Conduct for elected Members and the localisation of the ethical agenda</p>	<p>New code – May 2007</p> <p>Localisation of Ethical Agenda - 2008</p>	<p>These changes to the ethical agenda could change the culture around ethical governance and may possible result in more complaints when the regime becomes locally led. This needs to managed very carefully as it could have significant implications for the authority.</p>
<p>Social</p> <p>1. N/A</p>	N/A	N/A
<p>Technological</p> <p>1. Introduction of a Case Management System</p>	December 2008	<p>A Case Management System will ensure that fee earners in the team are able to devote more of their time to the professional elements of their work rather than clerical tasks.</p>
<p>Legislative</p> <p>1. Gambling Act 2005</p> <p>2. Local Government Bill</p>	<p>Summer 2007</p> <p>2007 onwards</p>	<p>This is a significant new area of responsibility for the Council and it is important that the Council is fully prepared for the new regime.</p> <p>The details of the latest legislative changes to local government are only just starting to emerge. IT will be important to keep abreast of these changes and to prepare for them as some significant changes to local authority governance arrangements have been suggested.</p>

Key Developments	Timeframe	Comment(s)
<p><i>Environmental</i></p> <p>1. Partnership Working</p>	<p>April 2007 onwards</p>	<p>IT will be important to ensure that the Consortium arrangements with external legal partners and other local authorities are used to maximum advantage in terms of facilitating further joint working, producing more cost effective training for staff etc.</p>

4.2 Service Developments

Currently there are no established benchmarking arrangements for the services within this Department. However, the Council has now joined a benchmarking club with other members of its local authority "family". Although this club is focussing on other priorities at the present time, it is hoped that there may be opportunities in the future to use this club to benchmark these services within the department.

Training continues to be a key area of focus for the Department. Two members of staff are currently on the Council's MSC programme and others are undergoing/have completed the Council's ILM programme at various levels. The Department has also continued with its initiative to develop the NVQ in Democratic Services as a key qualification for Committee and Member Services staff. A presentation ceremony was held in December where six officers (including two from outside the authority) were awarded NVQs at levels 2 and 3.

Although it is currently in its early stages, Building Schools for the Future will present considerable challenges for the Department. Additional resources will be needed if the Department is to be effective in providing support for the delivery of this project.

Legal Services

Legal Services has again been inspected against the Lexcel and ISO quality standards and has once again been successful in maintaining both Lexcel and ISO Accreditations. These standards are constantly evolving, and the processes ensure that the culture of continuous improvement is embedded in Legal Services.

The procurement of a Case Management system remains a priority for the Division. It has been recognised that the application of a case management system will provide the required level of detail concerning the cost structure of the business, and this will prove a valuable asset in achieving the efficiency improvements. IT is now hoped that a case management system might be procured in partnership with one or more neighbouring authorities, and this may help to facilitate further partnership initiatives in future years.

Committee and Member Services

The success of the Council's Member Development initiative has been recognised at National level with the Council winning awards from both the MJ and APSE for its work in this area.

The Council has appointed a new Chair of the Standards Committee during the year. It has therefore been a key task to ensure that the Chair is properly inducted into the new role. As part of this process an awayday for the Standards Committee was held in December and was considered by all attending to have been a success.

4.3 Efficiency Improvements

The Department is keen to explore joint working initiatives wherever possible to deliver efficiency improvements. In addition to its joint working with Wirral and Liverpool to provide 24-hour legal advice and assistance on Child Protection matters, Legal Services has now established a consortium with Sefton, Knowsley and West Lancashire and the private sector Legal firms Cobbetts, DLA and Weightmans. This consortium should result in the more cost effective procurement of external legal services, provide access to additional services (e.g. training) at nil or reduced cost, and open the way to further joint working and efficiency savings between the partner authorities.

Joint working is also an area that is being explored in relation to Committee and Member Services. We currently provide joint training with Warrington in relation to schools appeals, and we are looking at the possibility of further joint working with neighbouring authorities to deliver efficiencies.

4.4 National, Regional & Sub-Regional Focus

Legal and Member Services work in partnership with other authorities in the region on a variety of networks and on a variety of initiatives. One of the key sub regional initiatives at the moment relates to Waste where there are a variety of legal and constitutional issues that need to be resolved in order for the Council to be able to work in partnership with the Merseyside Waste Disposal Authority on the procurement of future waste disposal arrangements. The Department is also involved in advising on the constitutional implications of closer working with other Merseyside Authorities as part of the Liverpool City Region agenda.

4.5 Equal Opportunities

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

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006 – 07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

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

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

INFORMATION TO FOLLOW

5.2 Future Staffing Requirements

Year	Managerial	Professional/ Technical	Administrative/ Clerical	Front Line
2007/08	8	17	25	0
2008/09	7	18	25	0

Staffing Structures are currently under review, but on the basis of current work demands it is not anticipated that staff numbers will increase during the life of the plan. The Council Solicitor will shortly be leaving the authority and his replacement may wish to give further consideration to structure within the department once he or she takes up post. The structure may also need to be reviewed depending on the various initiatives undertaken by the Council during the life of the Plan e.g. Building Schools for the Future.

5.3 Future ICT Requirements

The introduction of Case Management System remains a priority. It has been difficult to deliver this to date due to other higher priority demands on the Council's ICT resources. By working in partnership with other authorities, and by looking at an externally hosted arrangement, it is hoped that it may be possible to implement a Case Management System within the next 12 months.

5.4 Future Accommodation/Property Requirements

It is not anticipated that the accommodation requirements of the Department will change significantly over the plan period.

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- **Performance Indicator Targets.** These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- **Local Performance Indicators.** These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- **Local Public Service Agreement Targets.** Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements.
- **National Floor Targets.** These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

6.1.1 Key Service Objectives

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 33</i>	<i>Ensuring that we are properly structures organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.</i>

<u>Service Objective: LMS O1</u>	To provide a high quality legal service to the Council and its departments to ensure that the Council is able to deliver its services effectively and is not deflected from the achievement of its objectives and priorities.					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Secure renewal of Lexcel & ISO Accreditation December 2007 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Secure renewal of Lexcel & ISO Accreditation December 2008 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Secure renewal of Lexcel & ISO Accreditation December 2009 					
Risk Assessment	Initial	Medium	Responsible Officer	Council Solicitor	Linked Indicators	
	Residual	Low				

<u>Service Objective: LMS O2</u>	Ensuring that we are properly structures organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Review Constitution May 2007 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Review Constitution May 2008 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Review Constitution May 2009 					
Risk Assessment	Initial	Medium	Responsible Officer	Council Solicitor	Linked Indicators	
	Residual	Low				

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 40</i>	<i>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.</i>

Service Objective: LMS O3	To provide efficient and effective Democratic Support Services that give the members, as key decision makers, the information and support necessary to ensure that the authority is properly managed so as to achieve the council's objectives and priorities.					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> ▪ Introduce Revised Member Code of Conduct – May 2007 • Ensure all member shave received training on the New Code – September 2007 • Train standards Committee in relation to the switch to a local regime for complaints– March 2008 					
Key Milestone(s) (08/09)	• Introduce new local regime for dealing with Complaints - 2008					
Key Milestone(s) (09/10)	Not Applicable					
Risk Assessment	Initial	Low	Responsible Officer	Monitoring Officer	Linked Indicators	
	Residual	Low				

6.1.2 Other Service Objectives

Corporate Priority:	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 40</i>	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.

Service Objective: LMS O4	To continue to provide innovative and effective members development and support services to enable the elected members to fulfil their key role in the management and governance of the authority		
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> ▪ To ensure that all members have been given the opportunity of a having a MAP meeting ▪ To induct all new members – by Oct 07 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> ▪ To ensure that all members have been given the opportunity of a having a MAP meeting ▪ To induct all new members – by Oct 08 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> ▪ To ensure that all members have been given the opportunity of a having a MAP meeting ▪ To induct all new members – by Oct 08 		
Responsible Officer	Member Services Manager	Linked Indicators	

Service Objective: LMS O5	To continue to provide innovative and effective members development and support services to enable the elected members to fulfil their key role in the management and governance of the authority		
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> ▪ Implement Case Management System - December 2007 		
Key Milestone(s) (08/09)	Not Applicable		
Key Milestone(s) (09/10)	Not Applicable		
Responsible Officer	Council Solicitor	Linked Indicators	

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Service Delivery											
LMSLI 1/SA2	Time Taken to process Hackney Carriage Vehicle Licences (from receipt to issue/refusal) in working days	6	15	N/A	N/A	N/A	16		15	15	15
LMSLI 7/SA 2	Time Taken to process Private Hire Vehicle Licences (from receipt to issue/refusal) in working days ^{NB}	6	8	N/A	N/A	N/A	9		8	8	8
LMSLI 8/SA 2	Time taken to process new Single Status Drivers Licences (from receipt to issue/refusal) in working days	6	45	N/A	N/A	N/A	50		50	50	
LMSLI 9/SA 2	Time taken to process Single Status Drivers Licence renewals (from receipt to issue/refusal) in working days ^{NB}	6	27	N/A	N/A	N/A	30		30	30	30
LMSLI 10 / SA2	Average Time taken to issue prosecutions from receipt of instructions (working days) ^{NB}	6	7	N/A	N/A	N/A	10		10	10	10

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

² No quartile data is available for local performance indicators

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
LMSLI 11 / SA2	Percentage of prosecutions resulting in convictions	6	75%	N/A	N/A	N/A	N/a		N/a	N/a	N/A
LMSLI 12 / SA3	Average time taken to complete Conveyancing Transactions	6	492	N/A	N/A	N/A	220		200	200	180
LMSLI 13 / SA2	Average time taken to complete Child Care Cases (calendar days) ^{NB}	6	209	N/A	N/A	N/A	210		210	210	200
Quality											
LMSLI 14 / SA 2 & 3	Customer satisfaction with Legal Services (revised indicator) - Average rating on a scale of 0-10	6	95%	N/A	N/A	N/A	72%		75%	80%	80%
Fair Access											
BVPI 2a	The level of Equality standard for Local Government to which the authority conforms	6	2				3		4	4	5
BVPI 2b	The duty to report Race Equality (Does the authority have a Race Equality scheme in place (%))	6	58%				63%		68%	75%	82%
LMSL 15 / SA 1	Members of Public attending Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	6	820	N/A	N/A	N/A	350		350	400	500
LMSLI 16 / SA 1	No. of Questions asked by Members of the Public at Council Meetings (Council, PPBs, Exec Board, Exec Board Sub, Area Forums)	6	159	N/A	N/A	N/A	100		120	150	200

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Cost & Efficiency											
Corporate											
BVPI 179	Percentage of Standard Searches carried out in 10 working days	6	100%	N/A	N/A	N/A	100%		100%	100%	100%
LMSLI 1	Proportion of working days lost to sickness absence	6	2.7 %	N/A	N/A	N/A	4.5%		4%	3.5%	3%
LMSLI 2 / SA 4	No. Of Members with Personal Development Plans	6	32	N/A	N/A	N/A	30		50	52	56
LMSLI3 / SA 4	Percentage of Members attending at least one organised Training Event	6	96 %	N/A	N/A	N/A	100%		100%	100%	100%
LMSLI4 / SA 2	Value of Debt with Legal for Recovery	6	1,433,805	N/A	N/A	N/A	N/A		N/A	N/A	N/A
LMSLI5 / SA 2	Payments received on debts with Legal as a proportion of debts referred to Legal ^{NB}	6	51 %	N/A	N/A	N/A	70%		70 %	75%	75%

6.3 Equality Action Plan

6.4 Local Public Service Agreement

THIS SECTION OF THE PLAN WILL BE REVISED IN LIGHT OF THE LOCAL AREA AGREEMENT THAT IS PRESENTLY UNDERGOING DEVELOPMENT

6.5 National Floor Targets

There are presently no National Floor Targets that are directly relevant to the service

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councilors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- **Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Quarterly progress reports to the Management Team;**
- **The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

- **List the statutory and key non-statutory plans that have an influence on or relevance to, the service and the divisions within it.**

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

[Community Strategy](#)
[Halton BVPP 2006/07](#)

Risk Assessment for Key Service Objectives Initially assessed as 'High' Risk

None of the key service objectives were initially assessed as high risk.



Major Projects

SERVICE PLAN

April 2007 to March 2010

Contents

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1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

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

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

The Major Projects Department provides an extensive range of services to support the delivery of key regeneration programmes and projects aimed at improving the quality of life for local communities and businesses in the Borough.

The Major Projects Department is responsible for delivering key projects and programmes crucial for the implementation of the Urban Renewal Strategy. These include:

- The co-ordination and delivery of many of the Council's non-housing projects;
- The development and delivery of the Council's Derelict Land Strategy and land reclamation programme;
- Leading on the co-ordination of capital projects to regenerate Town Centres and other key sites in the Borough.
- The development and delivery of the Widnes Waterfront Economic Development Zone (EDZ) in Southern Widnes;
- The development and delivery of 3 MG, the Ditton Strategic Rail Freight Park proposal;
- The co-ordination of the implementation of the Castlefields Regeneration programme;
- The development of the Waterfront Development Strategy and the delivery of projects designed to implement improvements to canalside and riverside areas;
- Co-ordinating the NRF and Capital Priority Fund Urban Renewal Action Plan and the implementation of projects within that;
- Establishing and delivering regeneration programmes for particular parts of the Borough in accordance with the priorities established within the Urban Renewal Strategy; and
- The servicing of Area Panels as and when requested.

The service benefits local residents across the Borough and assists businesses in Halton through regeneration and development programmes which improve the environment and contribute to the generation of employment opportunities.

2.2 Key Messages

During the last twelve months the departmental structure has remained constant.

Several Awards were received for the work of the Department. These included:

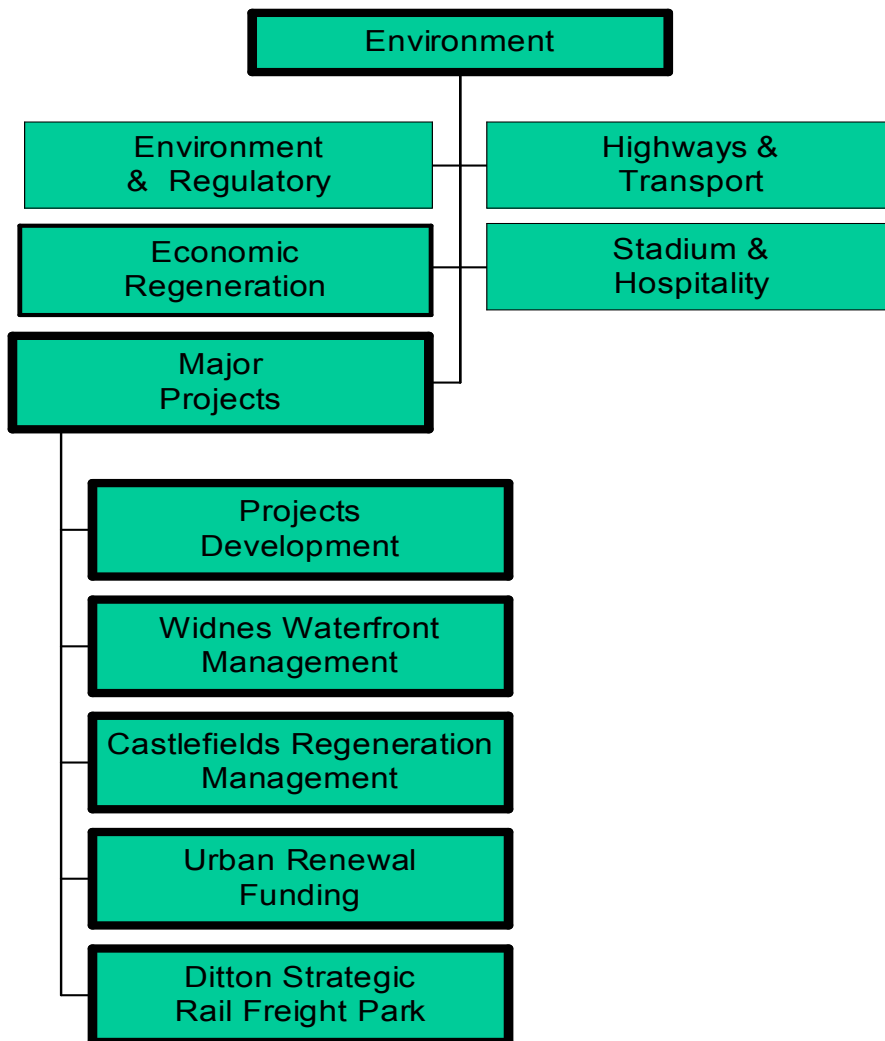
- The Chartered Institute of Housing: **Excellence in Delivering Regeneration** for the Castlefields Regeneration Programme
- North West Regional Property Awards: **Best Partnership Development** for Waterbridge Mews, Castlefields
- **LGC Environment Award**, for the reclamation of the Former Coal Stockyard, Widnes
- 2 Halton **LSP Regeneration Awards** for the Land Reclamation Programme and Streetscape Improvements.

Several projects have been delivered including:

- The Phoenix Park (Youth Activity Park) reclamation scheme in Castlefields
- The Friendship Garden at Runcorn Town Hall
- 22 shopfront improvement grants delivered
- 3 MG named and launched
- Heron Business Park Phase 1 on Widnes Waterfront completed
- The Element (Liebig Court) Widnes completed
- Urban Renewal PPB Topic Study on Funding Generation

In March 2008 funding for the Castlefields Team and the Urban Renewal Programme Co-ordination Officer will expire, as will the ERDF funding for the EDZ Team. Alternative funding sources will be required to fund these permanent posts.

2.3 Organisation Structure



Staffing

	F.T.E	Headcount
Managerial	2	2
Professional/ Technical	14	13
Administrative/ Clerical	1	1
Front Line	-	-
Total	17	16*

** One post in the 3MG Team is held as unfilled at the present time because it is as yet unjustified by the workload. It will be filled when warranted by the workload.*

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to the Major Projects Department, and the Service Aims associated with them are: -

Corporate Priority 2: A Healthy Halton

Area of Focus 5: Actively managing the environmental factors which are detrimental to good health

SA1: To transform the physical fabric and infrastructure, restoring derelict sites and creating a vibrant borough that makes Halton a place where people are proud to live and see a promising future for themselves and their families.

Corporate Priority 3: Halton's Urban Renewal

Area of Focus 8: Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business

SA1: To transform the physical fabric and infrastructure, restoring derelict sites and creating a vibrant borough that makes Halton a place where people are proud to live and see a promising future for themselves and their families.

Area of Focus 10: Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors

SA1: To transform the physical fabric and infrastructure, restoring derelict sites and creating a vibrant borough that makes Halton a place where people are proud to live and see a promising future for themselves and their families.

SA2: To ensure pleasant and secure neighbourhood environments, with attractive safe surroundings, clean well lit streets and walkways and good quality local amenities.

Area of Focus 11: Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents

SA1: To transform the physical fabric and infrastructure, restoring derelict sites and creating a vibrant borough that makes Halton a place where people are proud to live and see a promising future for themselves and their families.

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

4.1.1 Political

The increasing affiliation of the Borough to Merseyside and incorporation within the Merseyside sub-regional structures will influence the way in which the Borough is affected by such initiatives as the Northern Way, the Regional Housing Strategy, Regional Spatial Strategy, Regional Economic Strategy and the City Region.

4.1.2 Economic Climate

The service relies on external grant funding to fund the major part of its programme work. The recent issues over securing North West Development Agency funding (or more accurately, 'not securing') have caused problems which would have been far more severe if it had not been possible to be flexible in utilising Council funds.

- The Castlefields programme delivery has been adversely affected both in terms of timing and projects delivery by the reluctance of the NWDA to contribute to projects within the Regeneration Masterplan.
- The European structural funds, which support many programmes, most especially the Widnes Waterfront EDZ programme, come to an end in June 2008.
- The exclusion of Halton from the list of Assisted Areas from 1st January 2007 adversely affects the availability of support funding for regeneration and investment programmes.
- NRF will come to an end in March 2008.

Funding for the Widnes Waterfront EDZ and Castlefields Regeneration Teams is scheduled to run out in March 2008. Succession Plans are currently being examined. Part of that process will be to attempt to secure new sources of funding, including mainstream support, to allow their implementation.

4.1.3 Social Factors

The Borough remains high on the Index of Deprivation. This impacts adversely on external parties and makes securing new commercial investment in Halton extremely difficult.

4.1.4 Technological Developments

The service continues to explore and develop innovative technologies for the remediation of contaminated land. This has been recognised nationally by the LGC Environment Award. Such innovation, together with more proven technologies, are to be used on the EDZ to remediate contaminated ground.

4.1.5 Legislative

Many of the Department's activities will be affected by the anticipated revisions to planning legislation.

4.1.6 Environmental

i) The tightening of environmental regulations and the stringency with which they are being interpreted and enforced by, in particular, the Environment Agency and DEFRA, are causing delays in the implementation of many projects;

ii) an increase in landfill tax and aggregate tax is encouraging the recycling of materials and treatment of contamination on site.

4.2 Service Developments

Consultations have been held in the past year on the Halebank and 3 MG SPDs. These policy documents were subsequently amended in the light of those consultations, prior to their adoption by the Council.

There have been no recent reviews, benchmarking or consultation undertaken with other best practice authorities or organisations since the work of the Department is collectively unique in nature and which is setting standards in its areas of operation. This is evidenced by the awards won for its programmes and projects, e.g. in 2006-7 alone it has won the Chartered Institute of Housing Award for Excellence in Delivering Regeneration for the Castlefields Programme, the LGC Environment Award for the Reclamation of the Former Coal Stockyard, The North West Regional Property Award for Partnership in Regeneration for the Waterbridge Mews Development on Castlefields and the RENEW Exemplar For Regeneration Status gained by the Castlefields Programme.

Within the lifetime of this Plan the loss of ERDF and other programme funding could have a dramatic impact on the Department. For example, in March 2008 funding for the Castlefields Team and the Urban Renewal Programme Co-ordination Officer will expire, as will the ERDF funding for the EDZ Team. There has already been a loss of staff from the Castlefields Team since no assurances could be given as to succession funding. Unless this issue is addressed successfully in 2007-8 these Teams, together with the experience and expertise of their Officers, will be lost to the Council. Additionally, again within the life of this Plan, the Operational Director, Major Projects Department, has already stated his intention to seek retirement by December 2009. A Succession Planning Strategy therefore needs to be put in place.

4.3 Efficiency Improvements

No cashable savings nor efficiency improvements have been identified for 2006-7

4.4 National, Regional & Sub-Regional Focus

The work of the Department generally is concerned with the implementation of national and regional policies as they concern regeneration. Currently the evolution of the Northern Way, the City Region and the various regional strategies which surround these will directly affect the availability of funding, and therefore the capability of the Department to deliver programmes and projects.

The North West Development Agency's move to work through Sub-Regional Partnerships means that Halton will be in more direct competition for funding with the other Merseyside authorities in the future. This will inevitably make the securing of funding more difficult.

The LSP will move to Local Area Agreements, as per the new government initiative. The LAA has been agreed and will be implemented as at 1st April, 2007. This will impact on the projects supported by the Urban Renewal SSP since currently there is no support funding attached to the LAA and there has as yet been no announcement on successor funding to NRF.

4.5 Equal Opportunities

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

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006 – 07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

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

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

Relevant information yet to be inserted, following approval of the 2006/07 budget.

5.2 Future Staffing Requirements

Year	Managerial	Professional/ Technical	Administrative/ Clerical	Front Line
2007/08	No change	N/c	N/c	N/c
2008/09	N/c	N/c	N/c	N/c

For more detailed information about any future staffing requirements detailed above, please refer to the appropriate Directorate Workforce plan. In particular see references to the fall-out of funding in 2008/09 which affects the Widnes Waterfront EDZ, Castlefields Regeneration and Urban Renewal Teams.

5.3 Future ICT Requirements

Updating and replacement of faulty equipment. Purchase of specialist software as necessary.

5.4 Future Accommodation/Property Requirements

The Department is currently split in two locationally, an unacceptable situation which has existed for over eighteen months. **It is considered a priority to re-unite the Department within its Municipal Building base.**

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- Performance Indicator Targets. These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- Local Performance Indicators. These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- Local Public Service Agreement Targets. Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements. **THIS SECTION OF THE PLAN WILL BE REVISED IN LIGHT OF THE LOCAL AREA AGREEMENT THAT IS PRESENTLY UNDERGOING DEVELOPMENT**
- National Floor Targets. These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

The following tables identify the service objectives and national / local performance indicators, each of which has been referenced to the Corporate Priority to which it relates.

6.1 Service Objectives

6.1.1 Key Service Objectives

Corporate Priority: 3	Urban Renewal
Key Area Of Focus: 10 & 12	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors. Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

Service Objective: MP01	To implement a regeneration plan for the Widnes Waterfront EDZ in accordance with the EDZ Team Plan and Regeneration Masterplan (See Team Plan) resulting in 44 ha. of regenerated land on the Widnes waterfront					
Key Milestone(s) (07/08)	Implementation proceeding according to Masterplan, ERDF Programme and North West Development Agency Performance Plan including: <ul style="list-style-type: none"> • Implement North West Development Agency Performance Plan for 2007/8 • Initiate CPO procedure to secure land required for implementation of the Masterplan • Oversee completion of Priority Sites, Langtree, Forward Group and Heron Business Park developments • Oversee Venture Fields Leisure development construction 					
Key Milestone(s) (08/09)	Implementation according to Masterplan Phase 2: <ul style="list-style-type: none"> • Completion of CPO procedures • Completion of Phase 1 of Venture Fields Leisure Development 					
Key Milestone(s) (09/10)	Implementation according to Masterplan Phase 2.					
Risk Assessment	Initial	Medium	Responsible Officer	Sara Munikwa	Linked Indicators	
	Residual	Medium				

Corporate Priority: 2	Urban Renewal
Key Area Of Focus: 11	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.

Service Objective: MP02	To implement a regeneration plan for Castlefields according to the Castlefields Team Plan and Regeneration Masterplan (See Team Plan) resulting in the achievement of The Masterplan’s Vision of an improved estate				
Key Milestone(s) (07/08)	Implementation proceeding according to Masterplan <ul style="list-style-type: none"> • Acquire the existing local centre via CPO • Secure outline planning permission for HBC sites • Dispose of 3 hectares of HBC land at Lakeside Castlefields • Commence delivery of RSL phase two housing schemes • Continue to Implement public realm improvements in accordance with the proposals of the Masterplan 				
Key Milestone(s) (08/09)	Implementation according to Masterplan Phase 2: <ul style="list-style-type: none"> • Commence demolition and redevelopment of the existing local centre. • Develop phase 3 of the programme. 				
Key Milestone(s) (09/10)	Implementation according to Masterplan Phase 3: <ul style="list-style-type: none"> • Complete construction of local centre 				
Risk Assessment	Initial	low	Responsible Officer	Chris Leyshon,	Linked Indicators
	Residual	medium			

Corporate Priority: 2	Urban Renewal
Key Area Of Focus: 10 & 12	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors. Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

Service Objective: MP03	To implement a regeneration plan for 3 MG (Ditton Strategic Rail Freight Park) (See Team Plan) resulting in the creation of a regionally-significant rail freight park				
Key Milestone(s) (07/08)	Implementation proceeding according to Masterplan: <ul style="list-style-type: none"> • Inauguration of CPO procedure to secure land required for implementation of the Masterplan • Co-ordinate the construction of rail sidings • Initiate arrangements for improved road access to Halton Borough Council Field • Commence procedures for the disposal of Halton Borough Council Field in accordance with the Masterplan proposals 				
Key Milestone(s) (08/09)	Implementation proceeding according to Masterplan: <ul style="list-style-type: none"> • Completion of CPO procedures • Implementation of infrastructure works including road access to Halton Borough Council Field • Complete the disposal of Halton Borough Council Field 				
Key Milestone(s) (09/10)	Implementation proceeding according to Masterplan				
Risk Assessment	Initial	Medium	Responsible Officer	Sally McDonald	Linked Indicators
	Residual	Medium			

Corporate Priority: 2	Urban Renewal
Key Area Of Focus: 10 & 12	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors. Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

Service Objective: MP04	Monitor investment levels in the 3 town centres in order to comply with Community Plan objectives (See Team Plan) and ensure a continued improvement in the quality of Halton's Town Centres					
Key Milestone(s) (07/08)	Ensure continued investment in town centres of at least £1 million per annum: <ul style="list-style-type: none"> • Implement Shopfront Improvement Programme • Oversee the initiation of the Canal Quarter development • Co-ordinate the implementation of the Windmill Centre redevelopment according to the appropriate planning permission 					
Key Milestone(s) (08/09)	Ensure continued investment in town centres of at least £1 million per annum: <ul style="list-style-type: none"> • Co-ordinate the completion of Phase 1 of the Canal Quarter development 					
Key Milestone(s) (09/10)	Ensure continued investment in town centres of at least £1 million per annum: <ul style="list-style-type: none"> • Co-ordinate the completion of Phase 2 of the Canal Quarter development 					
Risk Assessment	Initial	Medium	Responsible Officer	Mike Curtis	Linked Indicators	
	Residual	Medium				

Corporate Priority: 1	A Healthy Halton
Key Area Of Focus: 6	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.

Service Objective:	Reclamation of contaminated and derelict land including 48 ha. at St Michael's Golf Course to produce a safe and attractive replacement course				
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Phase 1 reclamation of 18 ha. of the Golf Course begun – Formal determination and funding application to DEFRA. 				
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Phase 2 of the reclamation of the Golf Course instigated 				
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Phase 3 of the reclamation of the Golf Course instigated 				
Risk Assessment	Initial	Medium	Responsible Officer	Mike Curtis	Linked Indicators
	Residual	Low			

6.1.2 Other Service Objectives

Corporate Priority: 1	A Healthy Halton
Key Area Of Focus: 6	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.

Service Objective: MP07	To devise and implement a regeneration plan for Halebank resulting in improved residential amenity		
Key Milestone(s) (07/08)	Implementation proceeding according to Masterplan including the redevelopment of the former Asda site for housing		
Key Milestone(s) (08/09)	Implementation proceeding according to Masterplan including the redevelopment of the former Asda site and adjacent former industrial sites for housing.		
Key Milestone(s) (09/10)	Implementation proceeding according to Masterplan including the redevelopment of the former Asda site and adjacent former industrial sites for housing.		
Responsible Officer	Sally McDonald	Linked Indicators	

Corporate Priority: 2	Urban Renewal
Key Area Of Focus: 10	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.

Service Objective: MP08	To implement the Urban Renewal Strategy and Action Plan		
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Three meetings of Urban Renewal SSP held. • NRF and CPF programmes delivered as programmed according to funding allocations to projects including Landlord Accreditation Scheme, Town Centre Initiatives, Area Forums, Business Parks Improvement Programme, Contaminated Land Remediation and Widnes Waterfront, all to be completed by the end of the financial year. 		
Key Milestone(s) (08/09)	Three meetings of Urban Renewal SSP held.		
Key Milestone(s) (09/10)	Three meetings of Urban Renewal SSP held.		
Responsible Officer	Pat Audoire	Linked Indicators	

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Service Delivery											
LPI 1	New retail floor space (sq ft)	3	10,593	-	-	-	8,500	9,000	TBC	TBC	TBC
LPI 2	New office accommodation (sq ft)	3	10,500	-	-	-	0	0	50,000	50,000	0
LPI 3	New private housing	3	20	-	-	-	40	50	24	TBC	TBC
LPI 4	Local business premises improved	3	31	-	-	-	20	22	10	TBC	TBC
LPI 5	Streetscape improvement	3	0	-	-	-	0	0	1	0	
LPI 6	Land reclamation programme (acres)	2	12	-	-	-	10	5	10	10	10
LPI 8	EDZ Programme Outputs as set out in ERDF offer letter (% achieved)	3	100%	-	-	-	100%	TBC	100%	N/a	N/a
LPI 11	EDZ Programme Outputs as set out in Succession Masterplan	3	N/a	-	-	-	N/a	TBC	N/a	100%	100%
LPI12	EDZ Programme Outputs as set out in the North West Development Agency Performance Plan	3	N/a	-	-	-	N/a	N/a	100%	100%	100%

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

² No quartile data is available for local performance indicators

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
<u>LPI 9</u>	Castlefields Regeneration Outputs as set out in Masterplan (% achieved)		100%	-	-	-	100%	TBC	100%	N/a	N/a
LPI 12	Castlefields Regeneration Outputs as set out in Masterplan Phase 2 (% achieved)		N/a	-	-	-	N/a	TBC	N/a	100%	100%
<u>LPI 10</u>	Urban Renewal Outputs as set out in Urban Renewal Strategy and Action Plan (% achieved)		100%	-	-	-	100%	TBC	100%	N/a	N/a
LPI 13	Urban Renewal Outputs as set out in Succession Urban Renewal Strategy and Action Plan (% achieved)		N/a	-	-	-	N/a	TBC	N/a	100%	100%
<u>LPI 14</u>	3 MG Outputs as set out in Masterplan (% achieved)		100%	-	-	-	100%	TBC	100%	100%	100%
Quality											
	No indicators relate to this service within this category.										
Fair Access											
	No indicators relate to this service within this category.										

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Cost & Efficiency											
	No indicators relate to this service within this category.										
Corporate											
	No indicators relate to this service within this category.										

6.3 Equality Action Plan

There are no actions rated as high priority in the Plan.

6.2 Local Public Service Agreements

There are presently no Local Public Service Agreements that are relevant to the service.

6.5 National Floor Targets

There are presently no National Floor Targets that are relevant to the service

6.6 Local Area Agreements

Text to follow.

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councilors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;
- Quarterly progress reports to the Management Team;
- The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

Special Planning Documents for Castlefields, Halebank, 3 MG, and Widnes Waterfront have been formulated in the context of the relevant Masterplans for each area and will govern subsequent developments. The two Town Centre SPDs . will similarly provide the policy context for developments in those areas which are relevant to the developments in the Widnes and Runcorn town centres.

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

[Community Strategy](#)
[Halton BVPP 2006/07](#)

Risk Assessment for Key Service Objectives Initially assessed as 'High' Risk

Key Objective Ref	Initial Risks identified*
	No risks relating to this service are categorised as being within this category.

*Risk treatment measures associated with the risks identified can be found in the departmental risk register. A commentary will be included in the quarterly service plan monitoring report to indicate the progress



Older People's Services

SERVICE PLAN

April 2007 to March 2010

Advanced Draft 08.02.07

Contents

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1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

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

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

The service provides an assessment and care management function for vulnerable older people and some people over 55 who have a mental health, physical disability or a learning disability. The Independent Living Team provides assessment, care management, and a service that provides equipment and minor and major adaptations to adults and children with physical impairments. It also offers a range of services to support re-enablement, encouraging people to retain or regain independence or to offer supported environments for them to live within Halton, whenever possible.

We retain a number of in-house provider services including home care, day services and residential care. The role of these services will further develop towards specialist functions such as intermediate care, out of hours, end of life care and dementia services. Increasingly maintenance and support services are purchased and commissioned from the independent sector and low level services enabling people to remain independent of social care are commissioned through the voluntary sector.

The delivery of a high quality service demands a balance, always placing the person needing a service at the Centre whilst recognising the demands and requirements of many others, stakeholders or policy influences. The Council's Fair Access to Care Services (FACS) Policy and Procedure assists in maintaining this balance. The Policy ensures equitable, transparent and consistent decision-making within available resources.

Whenever possible, individuals will be assisted to retain control of their life and direction of their services.

A number of professional services also contribute to the work of other departments, including working with Children, community development and supported employment, in order to deliver high-quality care to the local community in partnership with the NHS, private and voluntary sectors.

Much of our work is set down and delivered within the context of a strong national framework of statute and guidance, which includes:

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

2.1.1 Service Activities

Care Management Assessment and Provision

- Assessment and care management of older people, and those who care for them.
- Independent Living Team – Including Occupational Therapy and Independent Living Centre for all age groups
- Effective Care Co-ordination (older people with mental health problems accessing specialist services)
- The provision, monitoring and review of care packages
- Hospital discharge – all over 18's
- Adult Protection
- Moving and Handling

Direct Care Services

- Community Day Services
- Community Meals
- Equipment Service
- Lifeline/community wardens
- Extra Care (Dorset Gardens)
- Residential Services (Oak Meadow)
- Day Services - Bridgewater
 - Adult Placement
 - Community Day Services (Older People)
 - Oak Meadow Day Services (including dementia day care)

Intermediate Care Services (Assessment and provision)

- Home Care Services – dementia, intermediate care and end of life care, crisis intervention, and complex physical care.
- Intermediate Care Beds (Nursing and Residential)
- Rapid Access Rehabilitation Team

Who benefits;

Older People's Services provides a range of services to people aged 65+, although increasingly seeks to ensure preventative services are available to those in their 50s. The Independent Living Team provides a service for adults and children. Intermediate Care Services provide a service for adults age 55+, home care Services provide a service for adults, age 18+.

The main people who benefit from services are:

- Those who are at risk of being admitted to hospital or long term care.
- Those who require assessment and services to facilitate discharge from hospital
- Vulnerable/frail older people and some adults over 55 who need support to live at home – this can be through social care or supporting people.
- Vulnerable/frail older people, disabled adults and children who need support to live at home through the provision of equipment or adaptations.
- People who are at risk of adult abuse.
- Those who care for older people.

Eligibility for services is established through 'Fair Access' to Care Services, implemented in April 2003 and reviewed annually, which determines the Council's eligibility threshold. The FACS approach requires Councils to prioritise their support to individuals in a hierarchical way. However, whilst services to those at greatest risk are a priority, it is essential that our investments enable agencies within the community to develop preventive, promotional and enabling services i.e. Intermediate Care Services.

2.2 Key Messages

Progress has been made on a number of areas over the last year, for example new contracts have been let for meals on wheels and minor adaptations which have improved performance. Integration has been key to improving overall effectiveness and performance in service delivery throughout the last year, and a New Commissioning Board and Partnership have been established for intermediate care.

Following the successful housing stock transfer the Lifeline and Wardens services were transferred to social care aligned to strengthening integration of care and support services. A business plan is now in place. The service provided a very effective response during the summer heatwave.

The number of older people helped to live at home is high and continues to increase. Waiting times for care packages are good and improving, similarly the numbers of people waiting for Occupational Therapy assessment has been halved over the last year. There has not been a single delayed transfer of care in hospital over the last three years due to social care. The CSCI Annual Review meeting letter for 2005/06 found that the "overall performance during 2005/06 has been sustained and there have been improvements in many key areas with better delivery of national and local targets".

Our first extra care housing scheme (in partnership with Riverside) opened on schedule in October 2006 (40 units at Dorset Gardens, Runcorn) to improve

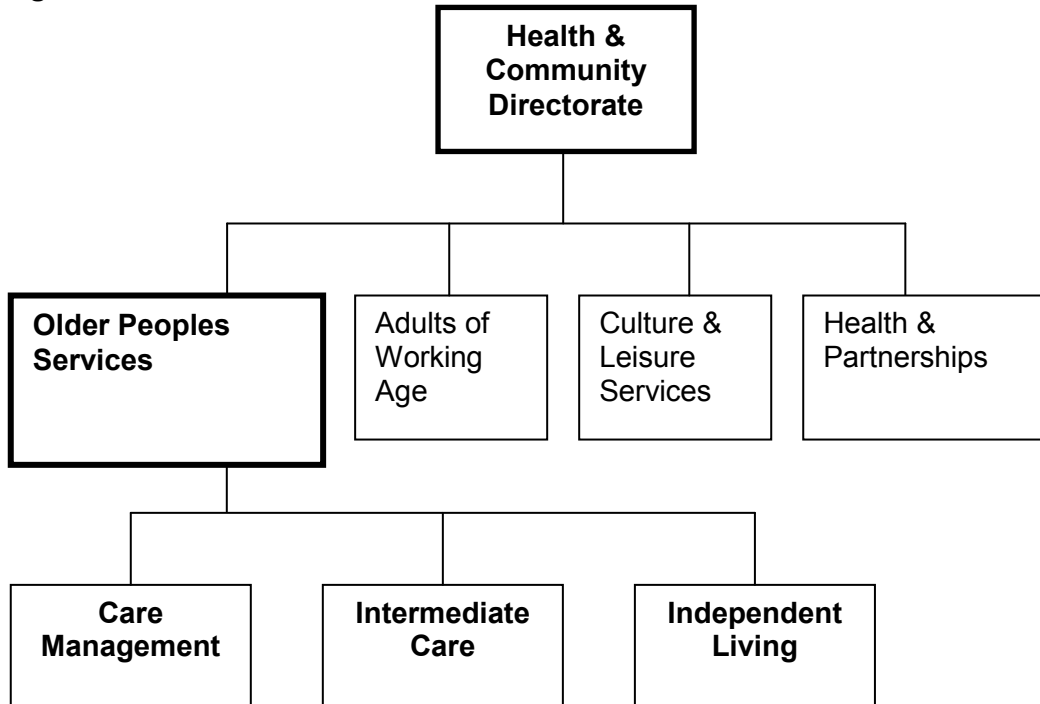
outcomes for people living independently in the community. In-house home care are delivering the care, and developing a model of care provision, which meets the needs of an extra care facility. A further bid has been submitted to the Department of Health for a further scheme and partners are being sought for other opportunities.

The Council has been proactive in providing the opportunity for vulnerable adults and older people to take control of their own care. Halton is third in the local authority league table for the use of direct payments. The Council is also promoting the use of telecare systems to help people live at home, in conjunction with the Halton Direct Link, 24 hour contact centre. A Community Bridge Building Service has been developed which aims to promote social inclusion for all adults and older people by helping them to access mainstream services.

By its very nature, adult social care deals with the most vulnerable and excluded members of the community. The Council monitors the ethnicity of all clients receiving assessments, and has commissioned external research on the needs of the BME Community which found no significant gaps in provision. Research is being undertaken by the University of Liverpool into our adult protection procedures and the early indications are that people's experiences are very positive. On the housing front, a common nomination agreement has been brokered with the larger RSLs to secure housing for those in greatest need (as part of the choice based lettings arrangements).

There has been some realignment of responsibilities with assessment and care management functions for people with physical and sensory disabilities joining the adults with learning disabilities assessment and care management team within the Adults of a Working Age department under a single Divisional Manager. Older People's Care Management now includes management of Adult Protection co-ordinator and oversight of Older Peoples Community Mental Health Team employed within 5 Boroughs Mental Health Trust

2.3 Organisation Structure



Staffing

	FTE	Headcount
Managerial	24	TBC
Professional/Technical	50	TBC
Administrative/Clerical	22	TBC
Front Line*	232	TBC
Total	328	TBC

*figures include PSD Social Work team

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to Older Peoples Services, and the Service Aims associated with them are: -

CORPORATE PRIORITY 1: HEALTHY HALTON

Area of Focus 2: Improving the future health prospects of Halton resident's through encouraging and providing the opportunities to access and participate in physically active lifestyles.

Service Aims:

SA 1: To promote and support older people and their carers to make positive choices about their lifestyle and health.

SA 2: To promote, support and encourage the social inclusion of service users and carers into the community and increase access to mainstream services.

Area of Focus 4: Helping people to manage the effects of ill-health, disability and disadvantage.

Service Aims:

SA 3: To provide opportunities for rehabilitation and recovery.

SA 4: To provide timely assessment service for older people and those who may require equipment/adaptations.

SA 5: To provide timely adaptations or alternatives

Area of Focus 6: Providing services and facilities to maintain the independence and well-being of vulnerable people within our community

Service Aims:

SA 6: To encourage independence and choice to enable people to feel in control of their own lives, which in turn impacts positively upon their physical and mental health.

SA 7: To involve service users and carers in service development initiatives to ensure services delivered are needs-led and outcome focussed.

Area of Focus 7: Providing services and facilities to maintain existing good health and well-being

Service Aims:

SA 3: To provide opportunities for rehabilitation and recovery.

SA 4: To provide timely assessment service for older people and those who may require equipment/adaptations.

SA 5: To provide timely adaptations or alternatives

SA 6: To encourage independence and choice to enable people to feel in control of their own lives, which in turn impacts positively upon their physical and mental health.

Area of Focus 22: To improve access to employment by providing opportunities to enhance employability skills and knowledge

Service Aims:

SA 8: To support older people remain in/return to work (or volunteer), training or education to enhance their skills, within the context of full equality of opportunity for all.

CORPORATE PRIORITY 5: A SAFER HALTON

Area of Focus 30: Improving the social and physical wellbeing of those groups most at risk within the community

Service Aims:

SA 9: To provide an effective adult protection function within a multi-agency partnership.

CORPORATE PRIORITY 6: CORPORATE EFFECTIVENESS AND BUSINESS EFFICIENCY

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 to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.

Service Aims:

SA 10: To ensure Divisional management team monitors team plans and performance on a quarterly basis.

SA 11: To work in multi-agency partnerships with a focus on promoting the needs of older people.

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

Service Aims:

SA 10: To ensure Divisional management team monitors team plans and performance on a quarterly basis.

Area of Focus 38: Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.

Service Aims:

SA 12: To make best use of the opportunities offered by new technology particularly telecare and mobile devices.

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

Service Aims:

SA 13: To ensure all staff in the department have a Personal Action Plan which is implemented.

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

4.1.1 Political

The reconfiguration of PCT's resulting in a new PCT : Halton and St Helen's PCT. This has led to the requirement to form a new relationship with the PCT and also to take account of the changed function of the PCT. There is the risk that funding does not follow services moving out of hospital system into community settings.

The introduction of Practice based commissioning introduced a new complexity into the local health and social care system. In theory this should move commissioning budgets to GP's and local consortia. However arrangements are still in the formative stage, but there are opportunities for social care to influence at a locality level the provision and commissioning of services.

The 5 Boroughs Partnership NHS Trust's new model of care for mental health services 'Change for the Better' has gone through the joint scrutiny process and will impact on the way mental health service are delivered. The new model aims to reduce the reliance on in-patient beds and develop more services based on recovery and social inclusion. The model for older people is under review.

The North Cheshire Hospitals Trust has redesigned the roles of Warrington and Halton hospital sites with the move to elective activity at Halton and more acute care at Warrington. The social work service has been redesigned accordingly. There is a risk that funding does not follow services moving out of hospital system into community settings.

In November 2004 the Office of the Deputy Prime Minister produced a good practice guide for delivering housing adaptations for disabled people. From the responses to that document and research carried out by Bristol University the Government have undertaken a review of the Disabled Facilities Grant programme. Consultation is just beginning and responses are invited by 13th April 2007. This provides a tremendous opportunity to shape use of this programme in helping people to live as independently as possible through housing, health and social care working together.

4.1.2 Economic Climate

There are significant budgetary pressures within the Department. Gershon efficiency gains, the implications of the Base Budget Review and Supporting People's retraction plan as well as changing demographics towards an older population and Halton's generally poor health statistics mean increase pressure on front line services. Services need to ensure that they are designed to deliver greater efficiency and value for money without detrimental impact on those people who use them.

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

Pressure on the transport budget has meant a stricter application of eligibility criteria for the provision of local authority transport. Charges for transport will need to be considered to ensure equity.

Registered Social Landlords (RSLs) are increasingly pulling back from adaptation work and requesting Disabled Facility Grants (DFGs).

Acute Trusts and PCTs are further defining areas of work and by default are expecting the local authority to fill gaps e.g. hospitals not undertaking environmental visits or reviewing equipment issued by health services.

4.1.3 Social Factors

Ageing Population:

AGE GROUP	2005	2006	2007	2008	2018	2028
65-69	5000	5000	5100	5200	7100	7400
70-74	4200	4200	4300	4400	6000	6300
75-79	3400	3400	3300	3400	3900	5400
80-84	2200	2200	2200	2200	2700	3900
85+	1500	1600	1700	1700	2100	3000
TOTAL 65+	16,300	16,400	16,600	16,900	21,800	26,000
TOTAL POPULATION	118,200	118,100	118,100	118,000	118,200	117,800
% 65+	13.8%	13.9%	14.1%	14.3%	18.4%	22.1%
% 85+	1.3%	1.4%	1.4%	1.4%	1.8%	2.5%

Population projection is not an exact science and figures are only available to the nearest 100 people. Forecasts suggest that Halton's population is ageing at a faster rate than England as a whole, which reflects a long-term demographic trend of an aging population.

Over 65's made up 13.6% (16,100) of population in 2003 and will be 22.1% (26,000) by 2028, this represents an increase of 61.5% in over 65's and 100% in over 85's. The over 65 population, is expected to rise annually, for example by 200 people between 2006 and 2007 and a further 300 between 2007 and 2008. The largest proportionate growth is in over 85 years population. There is also an increase in the number of older people with more complex needs, particularly around homelessness, alcohol abuse and dementias as people live longer.

This shift to an older population will have a large effect on demand for social care, local government and health services unless outcomes are improved through effective, adequate prevention. However health and social care are still focussed on meeting need as it arises, i.e. once someone has had a fall or is in difficulty. That is not sustainable given the levels of health in the Borough. The relative increase in older people also reduces the number of informal carers available, which necessitates a stronger focus on supporting the carers that there are and developing preventative services that reduce social isolation.

A number of Government initiatives and legislative requirements have put social inclusion higher on the social care agenda. The Directorate's newly developed Community Bridge Building service aims to promote social inclusion for all adults

and older people by helping them access mainstream services. A preventative strategy has been developed and will be linked to SureStart for Older People.

4.1.4 Technological Developments

Following a successful pilot of assistive technology in a number of properties within Halton, the rollout of assistive technology will continue to offer real alternatives to care and reassurance to carers and families.

Work is still ongoing to roll out Single Assessment. E-forms are now being used in a number of teams to improve generation of documentation and care plans.

Work is underway to improve information about services available on the Halton Website. There are also developments in the use of self assessment and the use e.g. digital cameras in relation to adaptation work.

4.1.5 Legislative

The Mental Capacity Act 2005 received Royal Assent in April 2005 and is due to be fully implemented by April 2007. The Act will be implemented with the development of an independent advocacy service.

The implications of the 2 White Papers published in 2006, Our Health Our Care Our Say and Strong and Prosperous Communities, and the consultation document A New Outcomes Framework for Adults Social Care will need to be managed by the Department. These documents place a stronger emphasis on the involvement of people who access social care services and their carers being involved in service planning and delivery to ensure services are needs-led and outcome focussed. Currently service users and carers are involved, but more systematic evidence will be required.

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

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

Details of changes to the Commission for Social Care Inspection (CSCI) inspection and regulation of adults social care services were published in March 2006 via the document 'Inspecting for Better Lives'. Some of these changes came into effect in April 2006, others will be fully introduced by April 2007.

4.1.6 Environmental

The modernisation of day services across the Directorate continues to have an impact, with a steady shift of service provision from building based services to

community based services. This will encourage more efficient use of buildings, increase variety in daytime opportunities available and increase social inclusion for those who access these services. This also fits with the development of a barrier-free environment.

Lifetime homes is an term used to describe the 16 point design standard that can be used to build homes that contain features that make them easily accessible for disabled people and can be readily adapted to meet the needs of people who become disabled at a later date. These standards have already been adopted by other local authorities as a way of developing barrier free environments and reducing the overall cost of adapting homes for disabled people.

Typical features include switches, sockets and service controls at approx 1000mm above floor height, wider than usual doorways, a ground floor WC with drainage to create level access shower area in the future, if required.

4.2 Service Developments

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

- Services have been reviewed against Progress in Sight standards and recommendations will be implemented.
- External consultant commissioned to finalise work on the Commissioning Strategy for Physical and Sensory Disability Services.
- Progress has been made to finalise the content of the Partnership Agreement for the Halton Integrated Equipment Service, although some financial information is yet to be agreed.
- Integrated Community Equipment Service computer system has been installed and date to go live delayed until October 2007. Training for staff had been arranged.
- Adult Placement Service validated and has been through first unannounced inspection. Service was rated highly and commended on being the first to establish carer approval panel.
- Access audit of community centres completed.
- Practitioners group for Deafblind Service set up and launched in October 2006 and includes professionals, users and carers.
- Benchmarking report for Physical and Sensory Disability Services has now been received and the Action Plan is being implemented.
- In-house home care have been commissioned to provide care at Dorset Gardens, and to develop care model and ready the service for tender in 2 years time.

- A Review of Care management capacity has been completed, including benchmarking and ensuring changes in demography and need is reflected in staffing and processes.
- Participated in the UK audit of Independent Living Centres, Halton received a specific commendation regarding effective partnership working.
- Older peoples services have redesigned a number of lower level preventative service to align towards supporting people rather community care. Several contracts, such as Age Concern information and Red Cross home from hospital are now funded this way.
- Funding for Accessible Homes Register identified and Occupational Therapy post to deliver will now be advertised.
- Telecare pilot completed and full rollout will take place during 2007/08.

4.3 Efficiency Improvements

Summary of efficiency improvements in last 12 months, taken from the Annual Efficiency Statement:

- Review of the Community Meals service and re-contracting for the provision of meals, has resulted in a £10,000 cashable efficiency gain.
- Supporting people to live in their own homes has reduced the need for residential beds and increased the number of people who can be supported for the same cost. This has resulted in total efficiency gains of £251,000 of which £40,000 is cashable.
- An additional efficiency has been the re-tendering of the contract for minor adaptations to JC Construction which is both better value and more timely.

Possible efficiency gains for 2007/08 identified include:

- Transport Coordination will be taking over management of volunteer drivers
- Reviewing Disabled Facilities Grant "Top ups" and exploring Equity Release options
- Use of modular buildings
- Development of an Accessible Homes Register

4.4 National, Regional & Sub-Regional Focus

The Department is working with other Local Authorities with a similar BME population with the aim of developing a joint working group and strategy to improve performance and service delivery to the BME community in Halton.

Opportunities for a joint equipment store across several local authorities/PCT's are being explored.

The development of joint policy, pathway and training for Moving and Handling assessments and risk management are underway.

4.5 Equal Opportunities

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

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006-07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

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

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

Relevant information yet to be confirmed.

5.2 Future Staffing Requirements

Year	Managerial	Professional/ Technical	Administrative /Clerical	Front Line
2007/08	24	45	20	235
2008/09	24	45	20	235

Note: figures no longer include PSD SW team

Additional capacity will be required in Occupational therapy (1), social work (2) and community care workers (2 Full Time equivalents for carer's assessments). Occupational Therapist salaries have been affected by NHS Agenda for Change and will need to be reviewed during 2007.

5.3 Future ICT Requirements

During 2007/08 the CareFirst 5 system will be upgraded to CareFirst 6. CareStore and CareAccess will be implemented and evaluated. The project of implementation will be managed in conjunction with Corporate IT.

The use of electronic social care records will be piloted so that the CareStore system can be tested and evaluated.

5.4 Future Accommodation/Property Requirements

It is proposed that staff working within Grosvenor House are relocated to Runcorn Town Hall during 2007/08. Further consideration needs to be given to rationalisation of office accommodation in Widnes – preferred option would be all social work and assessment teams be based out of contact centre (wardens and home care already located there).

There are also on-going discussions about further integration with health staff such as district nursing and advanced primary nurses that will affect accommodation requirements.

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- **Performance Indicator Targets.** These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- **Local Performance Indicators.** These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- **Local Public Service Agreement Targets.** Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements.
- **National Floor Targets.** These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.
- **Local Area Agreement.** Text to follow.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

Objectives and Milestones

The following tables identify the objectives and/or any national and local indicators for the service. Each individual objective/indicator has been referenced to the Corporate Plan Priority to which it relates: -

6.1 Key Service Objectives

Corporate Priority:	A Healthy Halton Employment, Learning & Skills in Halton A Safer Halton Corporate Effectiveness and Business Efficiency
Key Area Of Focus:	AOF 2 Improving the future health prospects of Halton resident's through encouraging and providing the opportunities to access and participate in physically active lifestyles. AOF 4 Helping people to manage the effects of ill-health, disability and disadvantage. AOF 6 Providing services and facilities to maintain the independence and well-being of vulnerable people within our community. AOF 7 Providing services and facilities to maintain existing good health and well-being. AOF 22 To improve access to employment by providing opportunities to enhance employability skills and knowledge AOF 30 Improving the social and physical wellbeing of those groups most at risk within the community AOF 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.

Service Objective:	OPS 1 – Plan and commission / redesign services to meet the needs of the local population
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Ensure service supports development of Halton domiciliary care commissioning strategy with at least one DM level representative for the steering group by October 2007 to ensure that the strategy is owned operationally as it develops. • Ensure service supports development of the new specification for nursing and residential care beds for older people in Halton completed with at least one DM level representative for the steering group by September 2007 to ensure that the contract can be re-let. • Monitor implementation of Community Bridge Building Service as part of the Day Services Strategy and evaluate by March 2008 • Future role of Bridgewater & Oakmeadow identified within overall Day Services Review by July 2007 to ensure that we make best of all the community facilities available to the Council. • Priorities identified for improved accessibility by physically disabled people to community centres and other buildings by June 2007. • Tender completed and contract awarded for one EMI respite bed by June 2007 to ensure that EMI respite is available in Halton • Increase capacity for Adult Placement Service to 24 carers by September 2007 to ensure that this service option is available as an option to those who could benefit from it. • Day care and short term beds provision at Oakmeadow reviewed by July 2007 to ensure that we have right number of beds for level of need. • Identify housing needs for particularly vulnerable older people October by September 2007 to ensure we commission the right amount of extra care as and when opportunities arise.

	<ul style="list-style-type: none"> • Accessible Homes Register established by September 2007 to ensure adapted homes are able to be managed across the borough and can be matched quickly against individuals. • Home Care services reviewed and redesigned to ensure improved value for money by November 2007 (links to completion domiciliary commissioning strategy). • Report back on learning for Halton from CSED improving care management efficiency project by October 2007, report to identify opportunities to learn from best practice. • System established for quality assurance for all in-house services by September 2007 to ensure we continually monitor and get feedback from services that is used to improve those services. • Review of Equipment and HICES completed November 2007 to improve timeliness and delivery of equipment • Implement the Payments and Expenses Policy and Procedure for service users and carers to encourage and recognise their participation in service development initiatives by June 2007 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Review the Payment and Expenses Policy and Procedure to ensure payment levels are appropriate and procedures are adequate by June 2008 • Submit bids to DoH, Housing Corporation or other pots for at least one extra care development by March 2008 to provide additional extra care tenancies in Halton. • Establish strategy in partnership with other LAs to improve performance and service delivery to BME community by June 2008 • Build on learning for Halton from CSED improving care management efficiency project by June 2007, identifying areas and priorities for redesign. 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Commission specialist housing provision for older people with higher levels of need, by March 2010 • Implement BME strategy developed in partnership with other LAs by March 2010 					
Risk Assessment	Initial	Medium	Responsible Officer	All DM's	Linked Indicators	PAF: C72, C28, C32, C62, B11, B17
	Residual	Low				

<p>Corporate Priority:</p>	<p>A Healthy Halton Employment, Learning & Skills in Halton A Safer Halton Corporate Effectiveness and Business Efficiency</p>
<p>Key Area Of Focus:</p>	<p>AOF 6 Providing services and facilities to maintain the independence and well-being of vulnerable people within our community. AOF 7 Providing services and facilities to maintain existing good health and well-being. AOF 22 To improve access to employment by providing opportunities to enhance employability skills and knowledge AOF 30 Improving the social and physical well-being of those groups most at risk within the community AOF 31 Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton. AOF 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 AOF 38 Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.</p>

<p>Service Objective:</p>	<p>OPS 2 – To work in partnership and strengthen governance and joint working arrangements</p>
<p>Key Milestone(s) (07/08)</p>	<ul style="list-style-type: none"> • Draw up delivery plan for Local Area Agreement by May 2007 • Agree delivery plan for Local Area Agreement with partners by July 2007 • Contribute to the implementation of the development of ‘Change for the Better’, the 5BP’s new model of care for older peoples mental health services, which aims to reduce reliance on in-patient beds and develop services based on recovery and social inclusion, by March 2008. • Agree a process for the review therapy provision across Halton with PCT by March 2008 to ensure that the level of need for therapy input can be met. • Launch directory of services for older people by June 2008 to provide single easily accessible source of information on service is available to older people and staff. • Launch ageing well strategy by June 2008 to ensure that Halton has a single approach to aging within a consistent framework and intentions. • Redesign RARS and IC pathways and processes to take into account the new PCT and commissioning priorities i.e. more focus on preventing hosp admission, by December 2007. • Joint commissioning strategy developed for intermediate care by • Representation of Practice Based Commissioning Bodies identified and agreed by June 2007 • Joint policy, Pathway and training for Moving and Handling in place to improve coordination of services that support moving and handling by August 2007. • Identify options for future HICES/Equipment with other local authorities and PCTs. By November 2007 to improve efficiency and reduce duplication.

	<ul style="list-style-type: none"> • SAP rolled out to older peoples community social work teams by October 2007 in line with government policy. • Agree and implement Joint Medication Policy with PCT by December 2007. • Complete Adaptations Review by October 2007 to ensure improved system and processes for adaptations. • Review social work provision within OPMH Team by January 2008 (dependent on future arrangements with 5B). • Participate in the Urgent Care Pathway redesign work due to complete end of May 2007 to ensure social care perspective on how that journey can be improved and resourced. 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Continue to contribute to the implementation of Change For The Better, the 5BP's new model of care for mental health services by March 2009. • Similarly begin implementation of older peoples services redesign by March 2009. 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Milestones yet to be confirmed. 					
Risk Assessment	Initial	Low	Responsible Officer	N. Parker L. Smith	Linked Indicators	PAF: D41, D54, E82, LPI 14
	Residual	Low				

Corporate Priority:	A Healthy Halton A Safer Halton Corporate Effectiveness and Business Efficiency
Key Area Of Focus:	AOF 4 Helping people to manage the effects of ill-health, disability and disadvantage. AOF 30 Improving the social and physical well-being of those groups most at risk within the community AOF 32 Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access AOF 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 AOF 37 Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements

Service Objective:	OPS 3 – Ensure services are needs-led and outcome focussed and keep service users and carers, and those from hard to reach groups (including the black and minority ethnic community), at the centre of services
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Build on the success of both Carers Centres by developing new services for carers, eg, training course, extending complimentary therapies, to ensure Carers receive the help and support they need by March 2008. • Meet the Carers LPSA target to ensure carers receive the help, support and services they need by March 2008 • Create new sub-group of older people LIT and delegate carers grant to that group to manage by April 2007 to ensure better co-ordination and range of services for older carers and carers of older people. • A new services/initiative developed with Halton & St Helen's PCT to identify carers via GP practices, hospitals and clinics, by December 2007 and ensure that older carers and carers of older people are identified. • Work with Halton & St Helen's PCT to improve the physical health of carers by Sept 2007 • Increase the number of carers provided with assessments leading to provision of service to ensure Carers needs are met by March 2008 • Work with Cheshire Halton & Warrington Racial Equality Council to increase carers services to the BME community by June 2007 • Implement new model for carers Centres to increase access to additional funding by March 2009 • Working group developed with other LAs with similar BME population by December 2007
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Consideration of Carers Centres to be transferred to an independent body linked to the Princess Royal Trust for Carers – can we state what the benefits of this will be, and by when? • Establish Strategy in partnership with other LA's to improve performance and service delivery to the BME community by June 2008. • Increase the number of carers provided with assessments leading to provision of a service, including black and minority ethnic carers, to ensure Carers needs are met by March 2009. • Increase the number of carers receiving a carers break by March 2009

Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Milestones yet to be confirmed. 					
Risk Assessment	Initial	High	Responsible Officer	A. Williamson	Linked Indicators	PAF C51, C62, E47, E48
	Residual	Low		L. Smith		

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Service Delivery											
<u>PAF C72/SA3</u>	Admissions of supported residents aged 65+ to permanent residential/nursing care (per 10,000 population) <i>Key Threshold < 140</i>	CP2 AOF 11	74	100	94	79	80		74	74	74
PAF C28/BVPI 53/SA2	Households (all adults) receiving intensive homecare (per 1000 population aged 65 or over) <i>Key Threshold >8</i>	CP2 AOF 11	9.7	14.4	10.7	8.5	12		12	13	14
<u>PAF C29/SA14</u>	Adults with physical disabilities helped to live at home	CP2 AOF 5	7.1	5.6	4.5	3.4	7.2		7.4	7.4	7.4
<u>PAF C32/BVPI 54/SA14</u>	Older people helped to live at home (per 1,000 population aged 65+)	CP2 AOF 5	111	99	82	72	116		117	118	120
<u>PAF C51/BVPI 201/SA2</u>	Adults & older People receiving direct payments (per 100,000 population aged 18+) <i>Key Threshold >15</i>	CP2 AOF 11	165	93	68	57	184		190	200	210
PAF C62/SA2	No. of carers receiving a specific carers service as a %age of clients receiving community based services	CP2 AOF 11	7.0	10.6	7.3	4.6	9.0		9.0	10.0	12.0

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

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Quality of Services for Users and Carers Indicators											
PAF D37/ SA3	Availability of single rooms for adults & older people entering permanent residential / nursing care	CP2 AOF 11	100	100	97	93	100		100	100	100
PAF D39/ SA3	Percentage of people receiving a statement of their needs and how they will be met.	CP2 AOF 11	99.9	97	96	92	99		99	99	99
PAF D40/ SA3	Clients receiving a review as a %age of adult clients receiving a service	CP2 AOF 11	77	74	66	61	80		80	80	80
PAF D41/ SA4	No. of delayed transfers of care (all ages) per 100,000 population aged 65 or over	CP2 AOF 11	29	36	23	13	30		27	25	23
PAF D54/ BVPI 56/ SA2	Percentage of items of equipment and adaptations delivered within 7 working days <i>Key Threshold TBC</i>	CP2 AOF 9	76	91	85	80	90		91	92	93
PAF D55/ BVPI 195/ SA2	Acceptable waiting times for assessment <i>Key Threshold >60%</i>	CP2 AOF 11	84	82	79	72	82		83	85	85
PAF D56/ BVPI 196/ SA2	Acceptable waiting times for care packages <i>Key Threshold >60%</i>	CP2 AOF 11	91	90	85	81	85		85	87	89
PAF D52/ SA11	Older people home care user survey – satisfaction with services	CP6 AOF 32	51	64	60	55	-	-	-	-	-

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Fair Access Indicators											
PAF E47/ SA11	Ethnicity of older people receiving assessment	CP6 AOF 32	0.33	1.30	1.12	0.97	1.10		1.10	1.10	1.10
PAF E48/ SA11	Ethnicity of older people receiving services following assessment	CP6 AOF 32	0	1.07	0.99	0.91	1.00		1.00	1.00	1.00
PAF E82/ SA11	Assessments of adults and older people leading to provision of a service	CP6 AOF 32	60	81	73	67	60		60	60	60
OP LPI 2/ SA8 & 10	% of older people being supported to live at home intensively, as a proportion of all those supported intensively at home or in residential care	CP2 AOF 9	?	N/A			26		27	28	29
OP LPI 3/ SA11	Percentage of adults assessed in year where ethnicity is not stated <i>Key Threshold <10%</i>	CP6 AOF 32	2.32	N/A			1.5		1	0.5	0.5
OP LPI 5/ SA11	Percentage of adults with one or more services in year where ethnicity is not stated <i>Key Threshold <10%</i>	CP6 AOF 32	0.44	N/A			0.6		1	0.5	0.5
Cost & Efficiency											
PAF B11/ SA3	Intensive home care as a percentage of intensive home care and residential care	CP AOF 11	22	29	24	19	23		26	27	28
PAF B12/ SA11	Cost of intensive social care for adults and older people	CP6 AOF 34	527	547	509	455	473		TBC	TBC	TBC

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
PAF B17/ SA11	Unit cost of home care for adults and older people	CP6 AOF 34	17.10	17.4	15.7	13.2	14.20		TBC	TBC	TBC
OP LPI 4 / SA11	No. of days reimbursement as a result of delayed discharge of older people	CP6 AOF 34	0	N/A			20		TBC	TBC	TBC
Corporate											
No indicators of this type are applicable to this service.											

6.3 Equality Action Plan

New Plan currently in development, therefore, to be inserted as Appendix 2 at a later date.

6.4 Local Public Service Agreement

Ref	Description	Corp. Plan Priority	Actual	LPSA target
8	Improved care for long term conditions and support for carers			
	1. Number of unplanned emergency bed days (Halton PCT registered population)	CP2	58,649 04/05	- 6% (55,130) for 08/09
	2. Number of carers receiving a specific carer service from Halton Borough Council and it's partners, after receiving a carer's assessment or review	CP2	195 first six months of 04/05	600 for 08/09

6.5 National Floor Targets

Ref	Description	Government Targets
PSA 1 Home Office	<ul style="list-style-type: none"> Provision of lifeline's equipment to reduce fear of crime. 	Reduce crime overall by 15%, and further in high crime areas, by 2007-08.
PSA 6 DTI	<ul style="list-style-type: none"> Supported Employment Services to develop consultancy and assistance for the development of starter businesses. 	Help to build an enterprise society in which small firms of all kinds thrive and achieve their potential, with (i) an increase in the number of people considering going into business, (ii) an improvement in the overall productivity of small firms, and (iii) more enterprise in disadvantaged communities.
PSA 7 ODPM	<ul style="list-style-type: none"> Establishing a Disability Register to make more efficient use of public funds to meet the decency standard for all social housing. 	By 2010, bring all social housing into decent condition with most of this improvement taking place in deprived areas, and for vulnerable households in the private sector, including families with children, increase the proportion who live in homes that are in decent condition.
PSA 11 DH	<ul style="list-style-type: none"> Development of protocols across health and all social care services for the early reporting of and responsive to physical and mental ill-health. Use of findings of Health Study to promote and develop strategies which encourage higher levels of social capital. The further development of intermediate care services (step up and step down) around RARS, stroke and housing. Changing domiciliary care culture to one of promoting independence and maximizing what people can do for themselves. 	<p>Starting with Local Authorities, by 2010 to reduce by at least 10% the gap between the fifth of areas with the lowest life expectancy at birth and the population as a whole.</p> <p>Reduce inequalities in relation to deaths from cancer (6% reduction in equalities gap), heart disease, stroke and related diseases (40% reduction in equalities gap) in the worst Local Authority areas, and to reduce adult smoking prevalence (reduce to 21% or less by 2010) with a focus on routine and manual groups (reduce to 26% or less by 2010).</p>

6.6 Local Area Agreement

To follow

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councilors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- **Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Quarterly progress reports to the Management Team;**
- **The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

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

- The Council's Corporate Plan 2006-11
- Halton's [Community Strategy](#)
- Comprehensive Performance Assessment
- [Halton Best Value Performance Plan 2006/07](#)
- Mental Health Commissioning Strategy
- Adults with Learning Disabilities Commissioning Strategy
- Commissioning Strategy for Physically Disabled People
- Carers Strategy
- Better Care, Higher Standards
- National Service Framework for Mental Health
- Valuing People Strategy for Learning Disabilities

Risk Assessment for Key Service Objectives initially assessed as 'High' risk

Key Objective Ref	Initial Risks identified*
OPS3	<ul style="list-style-type: none"> • Develop new model to increase access to new funding for Carers Centres by March 2008: Risk - Carers may not support this. Risk Treatment Measure – Continue to work with carers, St Helen's and the Princess Royal Trust. Options appraisal and impact assessment to be undertaken by May 2007. • Work with Halton & St Helen's PCT to improve the physical health of carers by Sept 2007: Risk – Service development with PCT does not take place. Risk Treatment Measure – Work with PCT to identify Lead and regularly report back to PCT Management Team.

*Risk treatment measures associated with the risks identified can be found in the departmental risk register. A commentary will be included in the quarterly service plan monitoring report to indicate the progress

Equality Action Plan

New Plan currently in development, therefore, to be inserted as Appendix 2 at a later date.

The Department carried out an Equality Impact Assessment during 2005 and a number of actions that needed to be taken were identified. Those yet to be completed that are considered to be high priority are detailed in the table below.

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Action(s) Proposed	Timetable			Officer Responsible
			2007/08	2008/09	2009/10	



Personnel and Organisational Development

SERVICE PLAN

April 2007 to March 2010

Advanced Draft 08.02.07

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1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

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

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

The Department is a central support service whose main function is to ensure corporate awareness of, and compliance with, the various personnel policies adopted by the Council and employment legislation. On occasions, the department will lead in negotiations with Trade Unions on matters of corporate consequence such as Pay and Grading Reviews. In addition, the department takes the central lead in providing training and development opportunities for elected members and employees.

The department is responsible for

Personnel

- Advising Councillors and management on personnel policy, strategy and procedures.
- Recruitment of staff.
- Pre-employment checks of prospective employees.
- Advice on, and interpretation of, national and local conditions of service and employment related legislation.
- Industrial/Employee Relations.
- Employee Welfare.
- Equality of Opportunity in Employment.

Training

- Management of the Corporate Training Centre
- Provision of in-house training
- Commissioning of external training provision

In recruiting and retaining staff, providing the appropriate level of support and training to staff and directorates, and ensuring that employees are equipped with the skills needed to deliver the Council plans and strategies, the Personnel Services function ultimately benefits all members of the community.

2.2 Key Messages

The Government's Pay and Workforce Strategy for Local Government has identified the five "Priority Themes" that each council should address to ensure continuous improvement in service delivery. These are:

- Developing leadership capacity
- Developing the skills and capacity of the workforce
- Developing the organisation
- Resourcing, recruitment and retention
- Pay and rewards.

The Council in the production of Directorate Workforce Plans, and, in Autumn 2005, a Corporate Workforce Development Plan, has addressed all of these themes. In addition during 2006/07 the Council developed and adopted a new 3-year Human Resource Strategy. These plans set a strategic framework for the Council's approach to its workforce and a programme of work projects covering the next few years. Much of the work of this department over the period of this Service Plan will be specifically targeted at ensuring these projects are successfully completed in line with action plans set out in the Strategies.

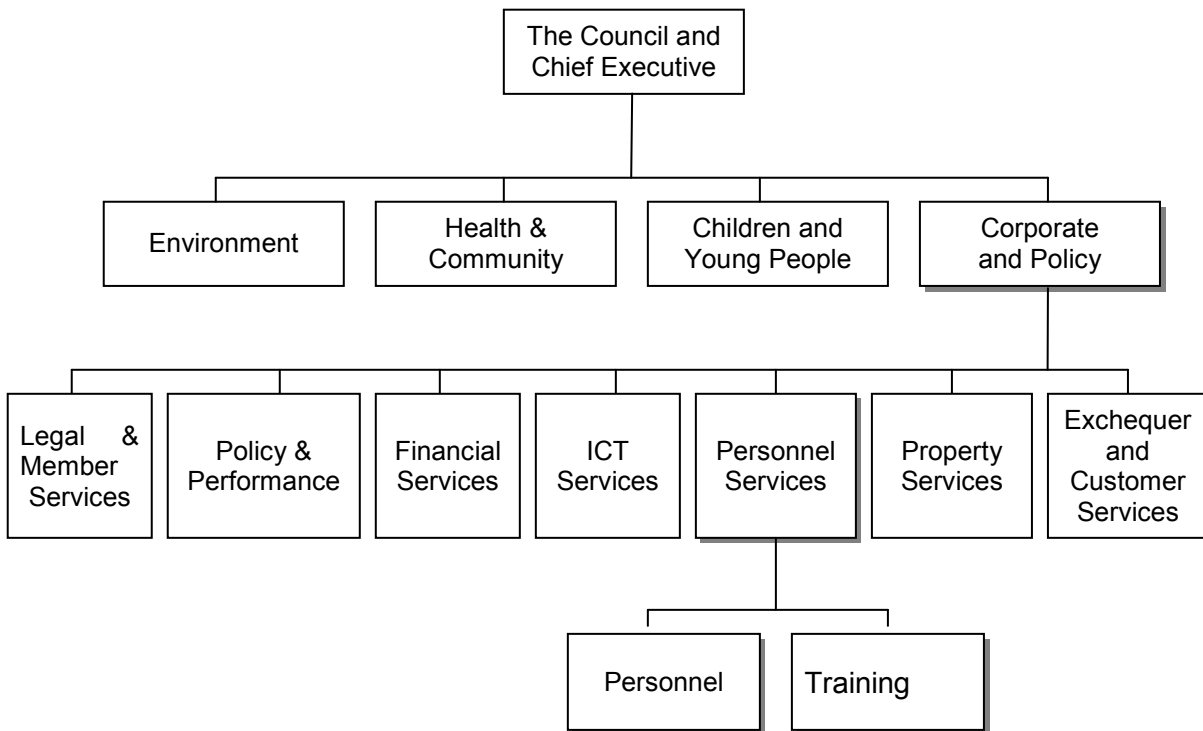
Linking in with the themes of developing the organisation and the skills and capacity of the workforce, 2006 saw directorates undertaking succession planning projects as anticipated in the Workforce Development Plan. This requirement was also highlighted by anticipated budget shortfalls for 2007/08 and future years.

Further evidence of the Council's determination to develop and improve its leadership capacity saw the Executive Board and Management Team work with the Local Government Leadership Centre to develop and introduce joint leadership development events.

An interesting initiative during 2006 was the formulation of the North West Improvement Network (NWIN). This organisation, funded with Government grant, is seeking to bring authorities together at regional and sub regional level to develop new initiatives and joint working to address common needs and problems facing Local Government. Within the network, and to take advantage of the opportunities that membership of the organisation presents, Halton has secured extensive representation at both Councillor and officer level.

A significant advantage for any organisation in managing its human resources is the availability of timely and accurate intelligence and information and to this end the Council approved in 2006 the acquisition of a new integrated Human Resources and Payroll software system. Much of the work of the Personnel department during the year has gone into the implementation of this system commencing with the new payroll module. Additional modules will be implemented during 2007 and additionally this system will facilitate a merger of the two departments leading to a much improved and efficient service.

2.3 Organisation Structure



Current Staffing Levels

The following table identifies the number of staff employed within each of the Divisions that form the Department

Division	Category			Total
	Managerial	Professional	Administrative	
Operational Director	1	-	-	1
Personnel	2	6	7	15
Training	2	1	6	9
Total	5	7	13	25

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to Personnel & Organisational Services, and the Service Aims associated with them are:-

Corporate Priority 6 Corporate Effectiveness and Business Efficiency

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.

Departmental Service Aim 1

To maintain, monitor and provide workforce data and information to the Council and Statutory bodies.

Departmental Service Aim 2

Ensure that the Council recruits, retains and develops staff with the skills needed to perform its functions and deliver services required now and in the future.

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.

Departmental Service Aim 3

Assist in developing and promoting fair and consistent personnel policies of opportunity in employment.

Departmental Service Aim 4

Ensure that the Council implements a fair, consistent and systematic procedure in its recruitment of staff that complies with its current Equal Opportunities legislation and continues to promote the 'best person for the job' principle.

Departmental Service Aim 5

Ensure that the Council recruits, retains and develops staff with the skills needed to perform its functions and deliver services required now and in the future.

Departmental Service Aim 6

Develop the knowledge and skills of Council employees by providing a comprehensive training and development service and assist the Council to maintain its Investors in People accreditation.

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

The following table identifies those external factors that will, or are likely to, impact upon the service during the period of this plan.

Key Developments	Timeframe	Comments
Political (Local) Pay and Grading Review	2006-2007	Significant resource issue for department in completing this review. Following the implementation of the Job Evaluation outcomes, an appeals process will be allowed that will be undertaken during 2007.
Economic Budget pressures/Efficiency gains	2006-2008	Expectation by Government for all authorities to make 2.5% efficiency gains each year.
Social Continuing Government agenda for Work/Life balance initiatives	2006-2008	Expectation of Government that employers continue to introduce initiatives encouraging flexibility, work/life balance in the workplace
Technological New integrated HR/Payroll IT system	2006-2007	Staff resources required to ensure implementation of system plus subsequent training requirements
Introduction of Home-working policy	2006	Implications of introduction of this policy still to be determined.
Legislative Age Discrimination legislation	2006	Requirement to review Personnel policies in light of new legislation
Government changes to Pension Schemes.	2007	Requirement to review and revise Council's Retirement Policy.
Government requirement to promote gender equality	2007	New duty for employers to actively promote gender equality. To be addressed through the Council's Equality Group.
Environmental Recruitment and retention of quality staff	2006-2008	Requirement to assess ability of Council to recruit and retain quality staff in a competitive "market". Constant review of staff benefits to ensure Council remains competitive.

4.2 Service Developments

During 2005/06 three internal audits have been carried out on the work of the department together with one external inspection.

The way in which Criminal Record Bureau checks are carried out has been the subject of both internal and external inspection. Minor changes in processes have been made as a result of these that have resulted in an improved information database and improved security of information

Additionally, internal audits focussed on Training and Development and the management of sickness absence. Actions agreed following the audits were implemented during 2005/06 and those relating to Training and Development in particular helped the Council retain Investor in People status in October 2006.

4.3 Efficiency Improvements

Over the next twelve months a new integrated HR/Payroll IT system will continue to be implemented. As part of this process, alternative service delivery methods will be investigated in both HR and Payroll to seek more efficient work practices including the merger of the two sections. This will require a review of the structure of the whole department.

4.4 National, Regional & Sub-regional Focus

Halton is a member of the National Joint Council for Local Authorities and also the North West Employers Organisation.

During 2004/05 the Council worked with the Regional Skills and Capacity Advisor to develop and produce Directorate Workforce Plans and a Corporate Workforce Development Plan. As the first council in the North West to produce such plans, staff continue to offer advice and guidance to other councils in this process.

The Council has joined with neighbouring authorities - primarily St Helens, Knowsley and Wirral - to propose joint development work to the North West Improvement Network. This has involved producing a Learning Plan indicating areas of joint need in training and development terms that can be addressed by joint working. A bid for funding for this work was made to NWIN and was successful. This joint work will commence in 2007.

4.5 Equality

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

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services or services provided on the Council's behalf; potential users of services; other agencies and professionals; employees and job applicants; and the general public.

During the course of 2005 – 06 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

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

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

INFORMATION TO FOLLOW

5.2 Future Staffing Requirements

As indicated earlier in this Plan, it is highly likely that a merger of the Personnel and Payroll sections will take place in 2007. At this time it is not possible to confirm staff numbers etc and therefore the numbers below reflect the Personnel requirement only.

Year	Managerial	Professional/ Technical	Administrative/ Clerical	Front Line
2007/08	5	7	13	0
2008/09	5	7	13	0

5.3 Future ICT Requirements

As described within the previous section the merger of the payroll and personnel functions may have implications for future ICT requirements, although at this stage these are not possible to determine. However as we move into 2007 this situation will become clearer and the service will respond accordingly.

5.4 Future Accommodation/Property Requirements

As described previously the merger of the payroll and personnel functions may have implications for future property requirements, although at this stage these are not possible to determine. However it is anticipated that no significant additional accommodation space will be required and as we move into 2007 this situation will become clearer and the service will respond accordingly.

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- Performance Indicator Targets. These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- Local Performance Indicators. These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- Local Public Service Agreement Targets. Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements. **THIS SECTION OF THE PLAN WILL BE REVISED IN LIGHT OF THE LOCAL AREA AGREEMENT THAT IS PRESENTLY UNDERGOING DEVELOPMENT**
- National Floor Targets. These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

The following tables identify the service objectives and national / local performance indicators, each of which has been referenced to the Corporate Priority to which it relates.

6.1.1 Key Service Objectives

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 39</i>	<i>Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information.</i>

Service Objective: PS O1	To ensure the Council's strategic approach to the management of Human Resources is reviewed and is consistent with best practice and reflects a modern, excellent authority.					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Implement Priority Actions identified within the new Human Resources Strategy – March 2008 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Implement Priority Actions identified within the new Human Resources Strategy – March 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Implement Priority Actions identified within the new Human Resources Strategy – March 2010 					
Risk Assessment	Initial	Medium	Responsible Officer	Principal Personnel Officer (s)	Linked Indicators	
	Residual	Low				

Service Objective: PS O2	To ensure that the Council rewards staff in accordance with legislation through a modern pay and grading system.					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Implement the outcomes of the completed Pay and Grading Review and undertake any appeal hearings that may arise March 2008 					
Key Milestone(s) (08/09)	Not applicable					
Key Milestone(s) (09/10)	Not applicable					
Risk Assessment	Initial	Medium	Responsible Officer	Operational Director (s) (Personnel/Exchequer & Customer Services)	Linked Indicators	
	Residual	Low				

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency					
<i>Key Area Of Focus: 39</i>	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information.					

Service Objective: PS O3	To ensure that the Council has a modern and effective Human Resource management IT system to improve the relevance, availability and use of HR information.					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Implement a full merger of the existing payroll and personnel functions. – September 2007 Implement the remaining modules of the Trent IT system. – December 2007 					
Key Milestone(s) (08/09)	Not applicable					
Key Milestone(s) (09/10)	Not applicable					
Risk Assessment	Initial	Low	Responsible Officer	Principal Personnel Officer (JB/HJ)	Linked Indicators	
	Residual	Low				

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency					
<i>Key Area Of Focus: 40</i>	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personnel development and engagement.					

Service Objective: PS O4	Ensure that School Governors, Heads and teachers are fully equipped and competent to undertake their roles, and as required by legislation, in relation to performance management of schools.					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> In partnership with colleagues from the Children's and Young Peoples Directorate, devise, develop and deliver an appropriate training programme. – March 2008 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Continue to deliver appropriate training – March 2009 					
Key Milestone(s) (09/10)	Not applicable					
Risk Assessment	Initial	Low	Responsible Officer	Principal Personnel Officer (JB)	Linked Indicators	
	Residual	Low				

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 40</i>	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personnel development and engagement.

Service Objective: PS O5	Ensure that Managers are equipped with the skills to manage projects competently and in an effective and efficient manner.					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Develop and introduce an on-line support tool to augment the Council's in-house project management training and encourage and facilitate consistent organisational good practice. – December 2007 					
Key Milestone(s) (08/09)	Not applicable					
Key Milestone(s) (09/10)	Not applicable					
Risk Assessment	Initial	Low	Responsible Officer	Principal Personnel Officer (HJ)	Linked Indicators	
	Residual	Low				

6.1.2 Other Service Objectives

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 39</i>	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information.

Service Objective: PS O6	Ensure a pro-active approach on the part of the Council Managers to the health, safety and welfare of employees.		
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Implement procedural changes arising from the review of the management of sickness absence and devise and deliver appropriate training for managers. –March 2008 		
Key Milestone(s) (08/09)	Not applicable		
Key Milestone(s) (09/10)	Not applicable		
Responsible Officer	Principal Personnel Officer (JB)	Linked Indicators	

Service Objective: PS O7	To ensure that the Council employs best practice in maintaining employee records and complies with CSCI requirements.		
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> In partnership with Senior Managers in Health & Community Services, carry out an audit of personnel files for staff in this Directorate and reconfigure files according to CSCI requirements. – August 2008 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Not applicable 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Not applicable 		
Responsible Officer	Principal Personnel Officer (HJ) Relevant Operational Directors	Linked Indicators	

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 39</i>	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.

Service Objective: PS O8	To expand and improve the extensive range of development opportunities provided by the Corporate Training section and to ensure that managers, both existing and potential, are equipped with a skills and knowledge base that optimises their performance.		
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Devise, develop and implement a Management Induction Programme for all new Managers joining the Council. July 2007 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Develop in-house training sessions leading to the award of both ILM level 2 Certificate in Management and the Introductory Diploma in Executive Management, and gain accreditation for their delivery by the Council from the Institute of Leadership and Management by April 2008 		
Key Milestone(s) (09/10)	Not applicable		
Responsible Officer	Principal Personnel Officer (HJ)	Linked Indicators	

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Service Delivery											
PSLI 1 SA4	Percentage of requests for advertisements received by Tuesday noon in any week will be advertised internally by Friday of the same week and if required by Friday of the following week in external newspapers etc.		N/a				100%		100%	100%	100%
PSLI 2 SA4	Percentage of applications received in the division for any post acknowledged within one day		N/a				100%		100%	100%	100%
PSLI 3 SA4	Percentage of candidates attending interview who are unsuccessful informed within five working days.		N/a				100%		100%	100%	100%
PSLI 4 SA4	Percentage of enquiries for work answered in writing within one week.		N/a				100%		100%	100%	100%
PSLI 5	Percentage of requests to amend the establishment received from Operational Directors considered by the Executive Board member for Corporate Services on two specific days in the same month if received 10 days prior to these days (second and last Wednesday of each month).		N/a				100%		100%	100%	100%

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

² No quartile data is available for local performance indicators

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Quality											
Fair Access											
Cost & Efficiency											
Corporate											
<u>BVPI 11</u>	The percentage of top 5% of earners that are:-										
a)	Women		39.64				42.0		44.0	45.0	46.0
b)	From black and ethnic minority communities		2.86				3.4		3.6	3.7	3.8
c)	With a disability		3.16				3.2		3.25	3.3	3.5
<u>BVPI 12</u>	The number of working days / shifts lost due to sickness		11.38				11		10.5	10	9.8
<u>BVPI 14</u>	Early retirements (excluding ill-health) as a percentage of the total workforce.		0.33				0.18		0.17	0.17	0.16
<u>BVPI 15</u>	% Of employees retiring on grounds of ill-health as a percentage of total workforce		0.2				0.25		0.20	0.18	0.16

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10

Corporate cont'd

<u>BVPI 16a</u>	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.		0.72				1.2		1.4	1.6	1.8
16b	% Of economically active disabled people in LA area.		19.7				N/a		N/a	N/a	N/a
<u>BVPI 17a</u>	Minority Ethnic community staff as % of total workforce.		1.91				2.0		2.1	2.2	2.3
17b	Economically active BME population in LA area.		1.13				N/a		N/a	N/a	N/a

6.3 Equality Action Plan

6.4 Local Public Service Agreement

THIS SECTION OF THE PLAN WILL BE REVISED IN LIGHT OF THE LOCAL AREA AGREEMENT THAT IS PRESENTLY UNDERGOING DEVELOPMENT

6.5 National Floor Targets

There are presently no National Floor Targets that are directly relevant to the service

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councilors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- **Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Quarterly progress reports to the Management Team;**
- **The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

- **List the statutory and key non-statutory plans that have an influence on or relevance to, the service and the divisions within it.**

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

[Community Strategy](#)
[Halton BVPP 2006/07](#)

Risk Assessment for Key Service Objectives Initially assessed as 'High' Risk

Key Objective Ref	Initial Risks identified*

*Risk treatment measures associated with the risks identified can be found in the departmental risk register. A commentary will be included in the quarterly service plan monitoring report to indicate the progress

Equality Action Plan

The Department carried out an Equality Impact Assessment during 2005 and a number of actions that needed to be taken were identified. Those yet to be completed that are considered to be high priority are detailed in the table below.

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Action(s) Proposed	Timetable			Officer Responsible
			2007/08	2008/09	2009/10	



**Policy and Performance
Department**

SERVICE PLAN

April 2007 to March 2010

Advanced Draft 08.02.07

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1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

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

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

The Policy and Performance Department exists to provide effective support for Elected Members, Senior Officers and Management Team and all Directorates, providing community leadership and providing for the well being of those who live and work within the borough.

The service enables the formulation and review of joined-up policies by providing intelligence on current conditions and future trends and developments and by integrating policy and resource planning and performance review.

In supporting strategic leadership the service can build and support partnerships and provide a key link to central government, and its agencies, and other stakeholders that will support the Council's ambitions to make Halton a thriving and vibrant borough.

In undertaking these roles the Department

- Supports and enables the Council and its partners to develop and implement policies and actions which focus on the current and future challenges that the borough faces and to help to achieve the long-term aspiration of Halton as a place which is vibrant and thriving.
- Supports and co-ordinates all aspects of service performance and improvement through corporate planning, performance monitoring and review processes to enable the Council to achieve continuous improvement in all its priority service areas.
- Promotes a two-way flow of information between the Council and its stakeholders i.e. the staff, residents, public, private and voluntary organisations of Halton through a mix of consultation, engagement and exchange.
- Supports policy development and planning through statistical information and surveys and co-ordinates and develops town-twinning activities.
- Advises on the identification of risks to the delivery of the Council's strategies and other key objectives and on all matters relating to Risk Management (Operational), and Health and Safety and Emergency Planning in partnership with central and regional government departments and emergency services, and provides a round the clock emergency planning service.
- Promotes and co-ordinates external partnership working at sub-regional, national and European levels. It maximises external funding opportunities and manages funding programmes for which the Council is the administrative body (for example European Budget Programmes).
- Hosts the Halton Strategic Partnership Neighbourhood Management Team, and provides management support.

For completeness, this Service plan also includes the Chief Executive's Personal Office function. The Chief Executive is the principal advisor to members of the Council, and is the Head of Paid Service and the provider of overall direction and leadership for staff of the authority. The personal office provides direct support for the Chief Executive's role and for overview and scrutiny, which is also a feature of this plan.

2.2 Key Messages

There are some key challenges for the authority emerging from the Local Government White Paper, the pending Lyons Review of local government, and the Comprehensive Spending Review 2007, all of which have direct implications for the service:

- 1) The government has indicated that it wishes to increase engagement at neighbourhood level. This reinforces the importance of the Neighbourhood Management pilots, and has implications for our wider governance arrangements.
- 2) There will be an increased emphasis on outcomes for the Halton area, looking across the spread of public service commissioners and providers from all sectors. This will be expressed through further development of the role of the Local Strategic Partnership, and the widening of the Local Area Agreement.
- 3) Regional and City region arrangements will be developed and become more important in determining priorities and resource allocations. The External Funding division will play a key role in co-ordinating and advising on the Council's response to these changes.
- 4) The role of non-executive members is to be strengthened, both through the neighbourhood arrangements referred to above, and through an enhanced scrutiny framework.
- 5) Performance management is to be simplified, with fewer government indicators and targets, a revised CPA framework, and obligations to inform the local community about the performance of the services we provide, and to consult on the way in which services are planned and delivered. The Council will receive a full Corporate Assessment in March 2008.
- 6) The Best Value statutory guidance is to be revised. It will require authorities to prioritise the needs of citizens and users when commissioning and designing services. There will also be a requirement for councils to regularly test the competitiveness of their own performance and to introduce competition where services are found to be under performing
- 7) Central government expects local authorities to accelerate the rate at which efficiency improvements are made to enable them to meet rising demand and expectations within tight budgets. The Council needs to develop its efficiency strategy and undertake a structured programme of efficiency reviews.
- 8) As part of the Comprehensive Spending Review 2007 there will be a review of a variety of area based funding streams, including Neighbourhood Renewal Funding. This comes on top of changes to other external funding, particularly the new European Structural Fund Objective 2 arrangements.

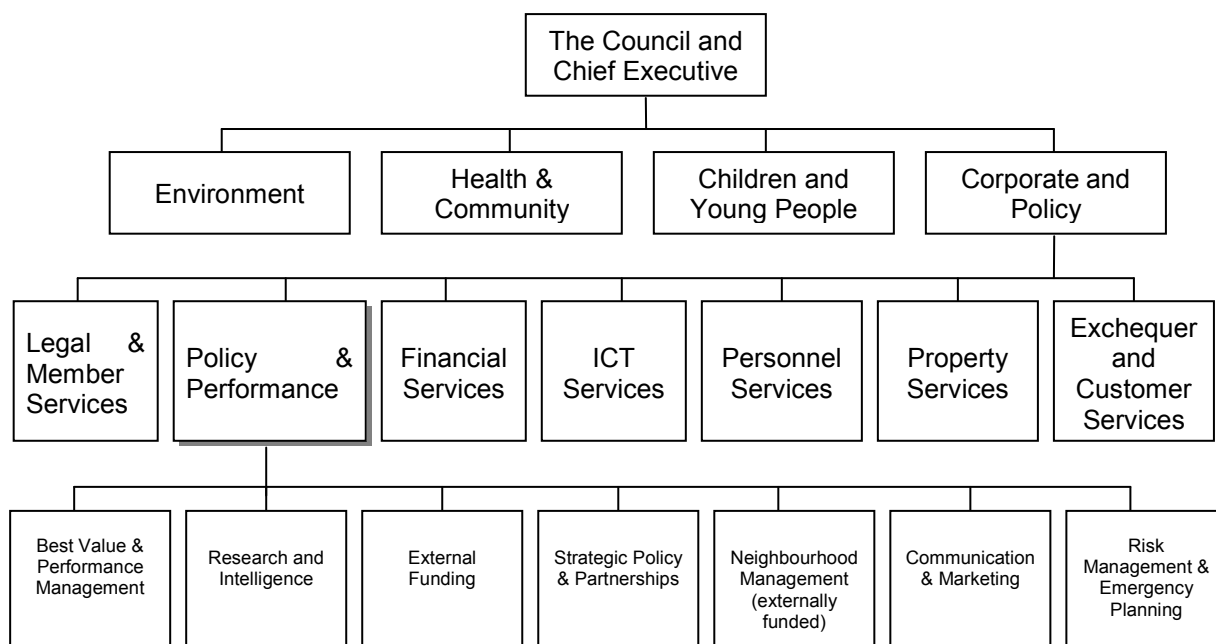
Given that several current funding streams expire in March 2008, and that the detailed outcome of the CSR 07 is unlikely to be known until autumn 2007. This makes forward planning difficult. The new Objective 2 arrangements will mean less funding for Halton. What funding there is will not take the form of a programme allocation for Halton, but will require a series of individual bids to be developed, often in partnership with the sub-region, or partners from other EU countries.

This plan also reflects the experience of the last 12 months.

- Building on the Sustainable Community Strategy developed during 2005/06, a Local Area Agreement has been drafted and successfully negotiated with the government. This experience demonstrated the importance of having a strong partnership and sound strategy. In the coming year it will be necessary to review our delivery mechanisms, particularly in relation to the four transformational issues identified in the Local Area Agreement, and to respond to the government's widening aims for these Agreements.
- Neighbourhood Management partnerships have been established and support staff recruited for the 3 most deprived neighbourhoods. The complexity of this task has resulted in slower progress than we would have liked, and the challenge for next year is to develop a realistic action plan to deliver improvements to the quality of life in these areas.
- In support of the Neighbourhood Management partnerships, a major resident's survey was carried out in house, and a local data observatory is being established to enable partners to monitor progress at both Borough-wide and neighbourhood level.
- Youth consultation arrangements have been established and will need to be managed and used to enhance and maintain effective engagement and communication with young people
- The intranet site has been redeveloped, and a new web-manager appointed to review the Council's internet site.
- The Improvement and Development Agency was invited to conduct a peer review of our arrangements to secure efficiency, and an efficiency strategy is being developed. This will co-ordinate current initiatives, and set out a programme of efficiency reviews which will need to be supported, and will need to link in to the Council's scrutiny arrangements
- Business Continuity plans have been put in place for all council services. Further development is underway on providing appropriate ITC and accommodation arrangements. In the coming year, we need to ensure that the same approach to risk management and business continuity is promoted within our partnership arrangements.
- Continued training, partnership working, and the preparation of continuity plans referred to above have assisted preparedness for civil emergencies. The continued terrorist threat, and the potential for extremism to grow locally with the associated threat to community safety and cohesion, require continued effort and vigilance in the coming year

- A second unsuccessful partnership bid was made for Local Enterprise Grant Initiative. Whilst the failure of the bid was disappointing, it has left an important legacy in the form of a shared strategy and template for future work.
- Bidtrack software was installed. This enables external funding bids to be tracked and analysed by theme or locality. In the coming year there is an opportunity to use this to improve intelligence by monitoring the amount of funding coming in to the Borough, and into specific neighbourhoods.
- During 2006/07 the period during which the old European Objective 2 funds could be committed to projects drew to a close. Through careful management all the available funding that remained was committed to projects. Over the next two years the delivery of these projects, and their impact will need to be monitored and reported.

2.3 Organisation Structure



2.4 Current Staffing Levels

The following table identifies the number of full time equivalent staff employed within each of the Divisions that form the Department

Division	Category			Total
	Managerial	Professional	Admin	
Operational Director	1	0	0	1
Chief Executives Personal Office	1	2	1	4
Best Value & Performance Management	3	4	0.6	7.6
Communications & Marketing	2	5.5	1	8.5
Research & Intelligence	1	5.5	0	6.5
Risk Management & Emergency Planning	3	6	1	10 ¹
Strategic Policy & Partnerships	1	5.8	0.5	7.3
External Funding	4	8	1	13 ²
Neighbourhood Management	1	3	0	4 ³
Chief Scrutiny Advisor	-	1	-	1 ⁴
Total	17	40.8	5.1	62.9

3.0 AIMS OF THE SERVICE

¹ Includes 3 posts that are hosted on behalf of Cheshire Consortium

² Includes 2 vacant posts that will not be filled unless sustainable external funding can be generated to substitute for ERDF and SRB administration fees.

³ The neighbourhood management team is externally funded by LAA Grant Neighbourhood Element, and are on fixed term contracts related to the duration of the grant.

⁴ The Chief Scrutiny Advisor forms part of the Director of Corporate and Policy's office

The Council, within its Corporate Plan, has identified six key strategic priorities for action in the period 2006 - 2011. Detailed within each key priority are a number of complementary Areas of Focus that will be used to inform and shape the development of Departmental Service Plans across the authority. The Strategic Priority and those Areas of Focus that have been most significant in the development of this plan, and the resulting Departmental Service Aims associated with them, are detailed below: -

Strategic Priority 6: Corporate Effectiveness and Efficient Service Delivery

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 to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.

Departmental Service Aim 1

Ensure that the management and leadership of the Council and the Halton Strategic partnership receive good quality, timely support and advice concerning European, sub-regional, and local policy, strategy, service planning and overview and scrutiny.

Departmental Service Aim 2

Through effective neighbourhood management close the gap between the quality of life of communities in the Borough's most deprived neighbourhoods, and the rest of the borough.

Area of Focus (32)

Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access to services.

Departmental Service Aim 3

Ensure clear, open and honest two-way communication with the public, staff, media, partners and other external organisations, MP's and other opinion formers.

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

Departmental Service Aim 4

Ensure improvement in the quality and efficiency of Council services through support for performance management and review, improvement planning and overview and scrutiny.

Departmental Service Aim 5

Ensure that the Council provides a safe and healthy working environment and safeguards the people and assets of Halton by preparing for and responding to major incidents and emergencies and through planning and managing business continuity and risk.

Area of Focus (34)

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

Departmental Service Aim 6

To develop a strategic approach to maximising and retaining external funding to support the delivery of Halton's strategic objectives.

Departmental Service Aim 7 (not associated with Area of focus)

Promote learning and understanding of other nations and cultures through town-twinning activities and the development of economic and trans-national links.

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

The table below identifies those external factors that will, or are likely to, impact upon the service during the period of this plan.

Key Developments	Timeframe	Comment(s)
Political		
1. White paper emphasis on devolving decision-making to communities	2007-10	Underlines significance of neighbourhood management and the availability of data at neighbourhood level
2. Development of scrutiny function with role extended to partners activities, and introduction of Community Call for Action	2007-09	Will require increased support for scrutiny process.
3. White paper emphasis on Local Strategic Partnerships and Local Area Agreements	2007-10	Robust plans required to deliver targets agreed in LAA, and need to be prepared for extension in ambition and scope
4. Development of regional and city-regional arrangements	2007-09	Will increase demand for effective co-ordination and advice (External Funding)
5. White paper proposals to amend regulations on constitutional options	2007-10	Will have implications for scrutiny which will be subject to the Local Govt and Public Involvement in Health Bill passing in to law and is likely to require consideration in 2007 - 08.
Economic		
6. Internal budget pressures on Council, and CSR07	2007-08	Will require increased delivery of efficiency gains. For Policy and Performance this will mean support for efficiency reviews, and support for the scrutiny of efficiency, as well as direct improvement of efficiency of the department

Key Developments	Timeframe	Comment(s)
<i>Economic (continued)</i>		
7. Changes to external funding	2007-09	2000-06 Objective 2 Programme requires management and monitoring to Dec 2008, and then closure and evaluation. There is a successor programme, but no guaranteed allocations to Halton, so more work will be required to secure any further funding. The current NRF allocation runs to March 2008. Any subsequent allocation is dependent on CSR07.
<i>Social</i>		
8. Community Cohesion	2007-10	Changes to the local population and the threat of extremism, fuelled by the continued terrorist threats, require increased emphasis on developing and maintaining community cohesion. This has implications for policy, partnership working, and risk management.
<i>Technological</i>		
9. The T-government programme (transformational government).	2007-10	Need to review web-site, and facilitate the introduction of fully transactional self-service
10. Need for data sharing with partners	2007-10	The government plans to review data protection and other obstacles to sharing information between public service providers
<i>Legislative</i>		
11. New statutory Best value guidance	2007-08	Will abolish requirement to conduct Best Value Reviews, but introduce new obligations to consult and involve residents, to publicise performance data, and to compare the competitiveness of our services.

Key Developments	Timeframe	Comment(s)
<i>Legislative (continued)</i>		
12. The overall government performance framework for Local Authorities will change substantially from April 2009 in accordance with White Paper proposals.	2009-10	The Corporate Performance Assessment will be abolished and replaced by an annual risk assessment. The number of nationally prescribed performance indicators and targets are planned to reduce with further details emerging in 2007 – 08. This will be factored into the service as this plans rolls forward.
<i>Environmental</i>		
13. Climate change	2007 onwards	Council has signed the Nottingham declaration and is to produce a climate change strategy. The environmental implications of all our policies and practices will need to be reviewed

4.2 Service Review and Development

There have been a number of service review activities that have been undertaken during the financial year 2006 – 07 the details of which are included below: -

Review activities

a) *IDeA Peer Efficiency Review.*

The IDeA conducted a peer review of the Council's arrangements to secure efficiency in all its services. The findings were presented to the Business Efficiency Board in November 2006. An Efficiency Strategy is being prepared which will incorporate the recommendations of the peer review. The strategy will give direction to a number of existing efficiency work streams, and establish a programme of efficiency reviews which will be supported by the Policy and Performance Department.

b) *Data quality audit.*

The Audit Commission has carried out an audit of the Council's arrangements to ensure the quality of its performance data. This relates to arrangements throughout the authority. It will be reported in the annual governance statement. An action plan has been agreed in response to the audit. It will be co-ordinated and monitored by the Best Value and Performance Management Division.

c) *Governance of partnerships.*

Internal Audit has carried out a review of governance in the council's partnership arrangements. An action plan has been agreed and its implementation will be co-ordinated by the Council Solicitor and the Operational Director of Policy and Performance. An audit of partnerships is being carried out, and a governance checklist has been published on the intranet. It has been used in the establishment of terms of reference for the Neighbourhood Partnerships.

d) *The Objective 2 Programme.*

Programme has been subjected to a further government office audit, and various recommendations relating to governance and grant monitoring have been implemented.

e) *The Annual CPA Direction of Travel and Value for Money Assessments*

The conclusions of these assessments will be published in February 2007 as part of the CPA scorecard, and in more detail in the Management Letter. If appropriate an action plan will be prepared to respond to the reports.

f) *The Best Value User Satisfaction Survey.*

This survey was conducted in autumn 2006. It covers a range of Council services including in Policy and Performance, Communications. The results have not been published at the time of writing.

g) *Scrutiny reviews of Area Forums and Community Cohesion*

Reports are due in March 2007.

Consultation

- h) The Priorities in the Local Area Agreement were based on consultation in 2005 during the preparation of the Community Strategy, which included a survey of 2500 residents and several focus groups and events.
- i) The Neighbourhood Management Action Plans will be based on a 100% household survey (15,000 households were sent questionnaires) and other consultation mechanisms.

Benchmarking

- j) A benchmarking exercise was carried out amongst the round 1 and 2 neighbourhood management pilots to establish good practice in governance arrangements.
- k) Emergency Planning arrangements have been benchmarked against those of the 6 Cheshire Districts in the Emergency Planning Consortium
- l) The Area Forum review will include benchmarking against the practice in selected authorities (including a Beacon).
- m) A review of benchmarking in the council has been undertaken and a toolkit is in preparation. The Council has joined a family group benchmarking club, which is particularly focussed on efficiency. Information from this group has already been used in the value for money review referred to above, and in preparing a programme of efficiency reviews.

In the forthcoming year there will be a further programme of consultation and engagement as part of the neighbourhood management initiative. The External Funding exercise conducted 2 years ago will be repeated to establish progress. The CPA Corporate Assessment will take place in March/April 2008. It is planned to seek formal accreditation for our Health and Safety Service (British Safety Council or similar).

4.3 Efficiency Improvements

There are no specific efficiency gains in the service included in the 2006/07 Efficiency Statement. However, a number of small efficiency gains totalling over £20,000 were achieved through minor savings to budgets and a reduction in administrative support. These savings are monitored through the quarterly monitoring process as they are built into the budget. Further gains are planned in 2007/08 through minor restructuring.

4.4 National, Regional & Sub-Regional Focus

The recent Local Government White Paper suggests that Local Government reform will take place using existing regional structures and policies but Government has deferred any decisions on the future roles and responsibilities of regions and sub-regions pending the publication of a Treasury 'Sub-National Economic Development and Regeneration Review. Despite this, there are references in the Paper to greater power and resources being devolved to regional and local levels with the assertion that, "further devolution needs to encourage and reinforce coordination and collaboration between the national, regional and local levels". Local issues are becoming more greatly influenced, not only by national policy, but also by regional and sub-regional policy, for example, through the introduction of Regional Funding Allocations and the development and implementation of City Region Development Plans. In light of this, the Council will need to devote resources to ensuring that it is well placed to meet the challenges of emerging regional and sub-regional governance and management arrangements.

4.5 Equal Opportunities

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

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006 – 07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

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

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

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

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

5.2 Future Staffing Requirements

Year	Managerial	Professional/ Technical	Administrative/ Clerical	Front Line
2007/08	17	40.8	5.1	0
2008/09	17	40.8	5.1	0

Note: *The 2008/09 staffing will be reviewed when external funding allocations are known later in 2007*

5.3 Future ICT Requirements

No specific needs are identified at this stage, although at some stage during the plan period there will be a review of the "warn and inform" arrangements under the Emergency Plan, and this may have direct IT implications

5.4 Future Accommodation/Property Requirements

The current arrangements for External funding are not ideal, as the division is on different floors of the Municipal Building, although it is hoped to resolve this as part of the corporate accommodation review.

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- Performance Indicator Targets. These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- Local Performance Indicators. These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- Local Public Service Agreement Targets. Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority’s commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements. **THIS SECTION OF THE PLAN WILL BE REVISED IN LIGHT OF THE LOCAL AREA AGREEMENT THAT IS PRESENTLY UNDERGOING DEVELOPMENT**
- National Floor Targets. These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

The following tables identify the service objectives and national / local performance indicators, each of which has been referenced to the Corporate Priority to which it relates.

6.1.1 Key Service Objectives

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
Key Area Of Focus: 31	<i>Working with partners and the community to ensure our priorities, objectives and targets are evidenced based, regularly monitored and reviewed and there are plausible delivery plans to improve the quality of life in Halton and narrow the gap between the most disadvantaged wards and the rest of Halton.</i>

Service Objective PP O1	Improve the effectiveness of the support, intelligence and advice provided to the Council and its partners to review policy, resource planning, service delivery and performance.
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Resp. Officer	Key Milestones 2007 - 08	Key Milestones 2008 - 09	Key Milestones 2009 – 10
Head of Best Value & Performance Management	<p>Review the format of the 2007/08 quarterly monitoring reports to ensure the performance data is in a form that meets the requirements of the primary audience by 30 April 2007</p> <p>Coordinate the implementation of the action plan recommended by the Audit Commission in its report on Halton's management arrangements for securing data quality by 30 September 2007</p> <p>Undertake a fundamental review of the service planning process and the performance reporting arrangements and make recommendations for improvement by 30 September 2007</p>	<p>Review and evaluate the service planning process, data quality and performance reporting arrangements and make recommendations for improvement by 31 August 2008</p>	<p>Review and evaluate the service planning process, data quality and performance reporting arrangements and make recommendations for improvement by 31 August 2009</p>
Head of Strategic Policy & partnerships	<p>Monitor performance against Community Strategy targets and review plans June 2007</p> <p>Review Community Engagement Strategy and agree Annual Action Plan March 2008</p> <p>Monitor and review Local Area Agreement progress with partners March 2008</p>	<p>Monitor performance against Community Strategy targets and review plans June 2008</p> <p>Review Community Engagement Strategy and agree Annual Action Plan March 2009</p> <p>Review and refresh March 2009</p>	<p>Monitor performance against Community Strategy targets and review plans June 2009</p> <p>Review Community Engagement Strategy and agree Annual Action Plan March 2010</p> <p>Review and evaluate March 2010</p>

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
Key Area Of Focus: 31	<i>Working with partners and the community to ensure our priorities, objectives and targets are evidenced based, regularly monitored and reviewed and there are plausible delivery plans to improve the quality of life in Halton and narrow the gap between the most disadvantaged wards and the rest of Halton.</i>

Service Objective PP O1 Cont'd	Improve the effectiveness of the support intelligence and advice provided to the Council and its partners to review policy, resource planning, service delivery and performance.
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Resp. Officer	Key Milestones 2007 - 08	Key Milestones 2008 - 09	Key Milestones 2009 – 10				
Neighbourhood Management Director	3 Neighbourhood Management Boards established June 2007 Establish virtual neighbourhood teams June 2007 3 neighbourhood action Plans prepared July 2007 Monitor performance against targets and review plans March 2008	Evaluate impact of Neighbourhood Management Team and review plans March 2009	Evaluate impact of Neighbourhood Management Team and review plans March 2010 Review success of Neighbourhood approach and produce recommendations for applying lessons to rest of the borough September 2010				
Risk Assessment	<table border="1"> <tr> <td>Initial</td> <td></td> </tr> <tr> <td>Residual</td> <td></td> </tr> </table>	Initial		Residual		Linked Indicators	
Initial							
Residual							

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
Key Area Of Focus: 32	<i>Building on our customer focus by improving communication, involving more service users in the design and delivery of services and ensuring equality of access.</i>

Service Objective PP O2	Improve the quality and effectiveness of the Council's external communication at a local, regional and national level and internal communication with staff
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Resp. Officer	Key Milestones 2007 - 08	Key Milestones 2008 - 09	Key Milestones 2009 – 10
Corporate Marketing \ Communications Manager	Review and re-tender for Inside Halton September 2007 Implement phases 2 and 3 of intranet site upgrade by September 2007 Conduct review of website and produce strategy and action plan January 2008	Review use and content of Intranet and update by March 2009 Implement Action Plan March 2009	Review use and content of Intranet and update by March 2010 Implement Action Plan March 2010
Neighbourhood Management Director	Investigate establishment of Neighbourhood newsletters and community website for 3 pilot areas Sept 2007 Complete resident satisfaction surveys October 2007 Produce partner 'NM Update' at least bi-monthly; consult partners & review by December 2007 Produce NM communications & marketing strategy and action plan Jan 2008		
Risk Assessment	Initial	Linked Indicators	
	Residual		

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 33</i>	<i>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.</i>

Service Objective PP O3	Improve the effectiveness of the service improvement, and overview and scrutiny corporate framework for the Council to deliver efficient, effective and high quality services through a programme of continuous improvement.
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Resp. Officer	Key Milestones 2007 - 08	Key Milestones 2008 - 09	Key Milestones 2009 – 10
Head of Best Value & Performance Management	Implement the annual service / business review and efficiency improvement programme by 31 March 2008	Implement the annual service / business review and efficiency improvement programme by 31 March 2009	Implement the annual service / business review and efficiency improvement programme by 31 March 2010
Chief Scrutiny Advisor	Review reconfigured overview and scrutiny arrangements and make recommendations for improvement December 2007		
Risk Assessment	Initial	Linked Indicators	
	Residual		

Service Objective PP O4	To ensure that the organisation remains fit for purpose through the ongoing development of Business Continuity and Health & Safety arrangements.
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Resp. Officer	Key Milestones 2007 - 08	Key Milestones 2008 - 09	Key Milestones 2009 – 10
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Risk Assessment	Initial		Linked Indicators	
	Residual			

6.1.2 Other Service Objectives

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 33</i>	<i>Ensuring that we are properly structured, organised and fit for purpose and that decision-makers are supported through the provision of timely and accurate information and advice.</i>

Service Objective PP O5	Work with the Policy and Performance Boards to develop and review policy proposals and hold Executive to account.
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Resp. Officer	Key Milestones 2007 - 08	Key Milestones 2008 - 09	Key Milestones 2009 – 10
Chief Scrutiny Adviser	Complete 06 – 07 Work Programme by 30th June 2007 Agree 07-08 Work Programmes for each PPB by 30th June 2007	Complete 07 – 08 Work Programme by 30th June 2008 Agree 07-08 Work Programmes for each PPB by 30th June 2008	Complete 08 – 09 Work Programme by 30th June 2009 Agree 07-08 Work Programmes for each PPB by 30th June 2009
Linked Indicators			

<i>Key Area Of Focus: 34</i>	<i>Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence, and accountability to our stakeholders.</i>
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Service Objective PP O6	Exploit external funding channels to increase the Council's capacity to deliver on Halton's strategic priorities.
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Resp. Officer	Key Milestones 2007 - 08	Key Milestones 2008 - 09	Key Milestones 2009 – 10
Head of External Funding	Complete follow-up benchmarking activity Spring 2007 Funding toolkit developed Sept 2006	Corporate Training (funding) to be implemented October 2007	
Linked Indicators			

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ⁵	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ⁶ (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Service Delivery											
PPLI 1	Press releases per annum		500				500		500	500	500
PPLI 2	Local media take-up (%)		67				70		72	75	
PPLI 3	Value of external funding bids supported (£000,s)		200				210		220	230	
Quality											
<u>BVPI 3</u>	% Of citizens satisfied with the overall service provided by their authority.		55.4 (Oct 03)				60	TBA			
BVPI 4	% Of those making complaints who were satisfied with the handling of those complaints		33.0 (Oct 03)				40	TBA			
PPLI 4	% Of internal customers who were satisfied or fairly satisfied with the services provided by the department		60				65		68	70	
PPLI 5	Overall satisfaction with the communications of the Council (%)		56.5 (2003)				60				

⁵ Key Indicators are identified by an **underlined reference in bold type**.

⁶ No quartile data is available for local performance indicators

PPLI 6	Satisfaction with internal communications of the Council (%)		71				75		75	75	75
--------	--	--	----	--	--	--	----	--	----	----	----

Ref ⁷	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ⁸ (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10

Quality cont'd

PPLI 7	% Of residents in Halton's NM pilot areas reporting an increase in satisfaction with their neighbourhoods.										
PPLI 8	% Of NM pilot area residents who feel that they can influence decisions affecting their local area										
PPLI 9	% of residents in NM pilot areas aware of Neighbourhood Partnership.										

Fair Access

None identified at present

Cost & Efficiency

No indicators identified at present

⁷ Key Indicators are identified by an **underlined reference in bold type**.

⁸ No quartile data is available for local performance indicators

Ref ⁹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ¹⁰ (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10

Corporate Health

PPLI 10	Proportion of BVPI targets achieved		62.1 %				67 %		69 %	70 %	
PPLI 11	% Change in the number of BVPI's in the top quartile as compared to 04 / 05 baseline		Available in Dec 06/Jan 07					Available in Dec 07/Jan 08			
PPLI 12	% Change in the number of BVPI's in the bottom quartile as compared to 04 / 05 baseline		Available in Dec 06/Jan 07					Available in Dec 07/Jan 08			
PPLI 13	LAA Spend (%)		100				100		100	N/A	N/A
PPLI 14	LAA Outputs achieved (%)		89				95		95	N/A	N/A
PPLI 15	Proportion of neighbourhood element funding committed / spent										
PPLI 16	Proportion of floor targets with positive direction of travel (%)		93 %				94 %		97 %	100 %	

⁹ Key Indicators are identified by an **underlined reference in bold type**.

¹⁰ No quartile data is available for local performance indicators

PPLI 17	Proportion of Departments with up to date Business Continuity Plans		100 %				100 %		100 %	100 %	100 %
PPLI 18	Proportion of Departments with up to date Risk Registers		100 %				100 %		100 %	100 %	100 %
PPLI 19	Number of accidents resulting in injuries to staff		75				69		62	56	

Ref ¹¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ¹² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10

Corporate Health

PPLI 20	Number of employees attending emergency planning training exercises (%)		100 %				100 %		100 %	100 %	100
PPLI 21	Proportion of Objective 2 Action Plan ERDF committed.		76 %				100 %		N/A	N/A	N/A
PPLI 22	Proportion of Objective 2 Action Plan ERDF outputs achieved.		45 %				70 %		80 %	95 %	
PPLI 23	Proportion of invoices paid within 30 days		90 %				92 %		94 %	95 %	
PPLI 24	Proportion of working days lost due to sickness absence		2.85 %				3 %		3 %	3 %	

¹¹ Key Indicators are identified by an **underlined reference in bold type**.

¹² No quartile data is available for local performance indicators

6.3 Equality Action Plan

6.4 Local Public Service Agreement

THIS SECTION OF THE PLAN WILL BE REVISED IN LIGHT OF THE LOCAL AREA AGREEMENT THAT IS PRESENTLY UNDERGOING DEVELOPMENT

6.5 National Floor Targets

There are presently no National Floor Targets that are directly relevant to the service

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councillors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- **Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Quarterly progress reports to the Management Team;**
- **The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

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

[Community Strategy](#)

Corporate Plan 2006 - 2011

[Halton BVPP 2006/07](#)

Major Emergency Plan

Directorate Risk Register

Directorate Business Continuity Management Plan

Directorate Workforce Plan

Risk Assessment for Key Service Objectives Initially assessed as 'High' Risk

Key Objective Ref	Initial Risks identified*

*Risk treatment measures associated with the risks identified can be found in the departmental risk register. A commentary will be included in the quarterly service plan monitoring report to indicate the progress

Equality Action Plan

The Department carried out an Equality Impact Assessment during 2005 and a number of actions that needed to be taken were identified. Those yet to be completed that are considered to be high priority are detailed in the table below.

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Action(s) Proposed	Timetable			Officer Responsible
			2007/08	2008/09	2009/10	



**Property Services
Department**

SERVICE PLAN

April 2007 to March 2010

Advanced Draft – 08.02.07

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1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

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

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

Property Services exists to provide Corporate support to all areas of the Council in relation to the management, maintenance and development of the Council's property portfolio and regeneration schemes. The Department comprises the following three teams: -

OPERATIONS

Manages and implements capital projects, repairs & maintenance and facilities management.

STRATEGIC ASSET MANAGEMENT

Forward planning for acquisitions, disposals, major works and repairs & maintenance, budgeting & financing property and property related services, estate management of all properties, including management of the Council's Retail Markets.

OFFICE SUPPORT & CUSTOMER RELATIONS

Providing the Helpdesk function, customer liaison with Client departments and data management.

In exercising its functions Property Services acts as a corporate landlord by providing, maintaining and managing the Council's accommodation including: -

- Provision of a safe and efficient working environment for all employees.
- Provision of Depots for Neighbourhood Services
- Provision of Other Council buildings e.g. for Leisure, Culture and Social services.
- Provision of all property related services to schools that are 'opted in'.
- Policing standards for those schools that have 'opted out'.
- Managing Major work programmes on Corporate Property for both Capital and Maintenance Programmes
- Management of Widnes and Runcorn markets.
- Managing a sizeable investment portfolio.

In addition to these landlord functions the Property Services Department also plays a significant supporting role in: -

- Raising capital via property rationalisation and disposal to balance the Council's capital programme.
- Regeneration projects.
- The regeneration and redevelopment of the Widnes, Runcorn and Halton Lea town centres.
- Acting as a Building Consultancy for the delivery of the Council's Capital Works and Maintenance programmes.
- Carrying out the Landlord function to the Corporate, Educational and Non-Operational Estate.
- Acting as Property Consultant to all our users.

- Providing Professional support to other areas of the Council's operations including the Economic Development Zone, Ditton Strategic Rail Freight Park, New Mersey Crossing, Castlefields and other regeneration working parties and projects.

The activities and functions of the Property Service Department underpin every aspect of the Council's work by ensuring that its land, buildings and property portfolio are managed effectively. This in turn facilitates the delivery of front-line services that benefit those who live, work, and visit the Borough.

2.2 Key Messages

GREEN ENERGY

Under the terms of our latest Electricity contract we are able, on all invoices that attract VAT of 17%, opt not to pay the Climate Change Levy, but rather invest it in the provision of green energy. This gives us the ability to purchase green energy from renewables at no, extra cost to the Council.

CAPITAL WORKS

The Building Schools for the future initiative, which affects Halton from 2008, is a major area of work that is impacting on Property. We have an active involvement in the initial stages of this process alongside Education, in working up the outline feasibilities that will be required, in order to submit bids for funding. This is an area that needs addressing now with Education in order to put things in place. Once this process commences we will have the need for additional resources for the first stages of this work, this is estimated at 50% of a person for at least a 2-year period. Dependent on the procurement route for this initiative it is feasible that additional resources may be needed in the future.

Going through a tender process on each project may appear to deliver good value for money, however there is an alternative option available, which has the potential to deliver efficiency savings.

Partnering is a form of procurement that has come to the fore in recent years and is backed by central government. In essence you enter into an agreement with one or more consultants/contractors, the numbers being dependent on the level and amount of capital works that are programmed over say a five-year period. There is a tender process at this stage in order ensure that best value is being achieved. These contractors then become involved in the capital schemes almost at feasibility stage, their expertise in build-ability issues adds value to the process, which in turn can lead to efficiency savings.

Research has indicated that at least 5% savings can be achieved through this procurement route once successful partnerships are up and running, these savings could be realised in lower capital costs on projects, this is difficult to measure however as all projects are unique in nature so assessments have to be made on floor area costs. Alternatively better quality products could be delivered which will offer savings in the life cycle costs over a period of time.

Partnering is currently the form of procurement which is coming to the fore, the risk of not going down this route is that in time all the quality contractors will be in partnering arrangements, as such there will not be many that are readily available to go through a traditional tender process.

Under the new CPA regime there is far more emphasis placed on the use of resources, moving down the route of partnering will help to demonstrate that as an authority we are utilising what resources are available for capital procurement in the most cost effective way possible.

A partnering focus group has been set up which is looking into partnering as a procurement route. This group reported back to Executive in late 2005 to suggest a way forward with the partnering agenda for Halton.

If it is felt that partnering holds to many unknowns, then a more efficient method of traditional procurement is to use the Office for Government Commerce (OGC) select lists. Consultants and contractors have already tendered rates for work and complied with European requirements. This would save some significant costs but more so a lot of time and effort. Again the Department is investigating this alternative method of procurement.

2.4 Repairs and maintenance

The requirement for local authorities to achieve efficiency gains as detailed within the report "Delivering Efficiency in Local Services" produced by the Office of the deputy Prime Minister in Autumn 2004.

- Investment and disposal decisions will have to be based on option appraisal and whole life costing.
- Depreciation to be included in the budgets.
- The need to show a strategy and funding for reducing the backlog of repairs and maintenance.
- The ability to show interest gained by investing the proceeds of capital disposals as an efficiency gain. Versus the loss of revenue if the asset was an investment property gaining revenue.

The revised CPA's Financial Management requirements within the Use of Resources Key Line of Enquiry will have a very significant effect on the way Assets are managed in future. Adequate provision will have to be made for repairs and maintenance.

We currently have a maintenance backlog of priority 1 work circa £4m, the current budget provision is having little impact on reducing this backlog, If an additional £500k were available per annum this could have the affect of reducing this backlog over a period of say 5 years. This would also have the result of producing efficiency gains by a reduction in breakdowns and response maintenance costs. Additional resources would be needed to manage an increase in the budget however which we estimate would need to be an increase of £20,000 to the consultants fees budget.

2.5 Energy

When the existing fixed price contracts run out in 12 and 18 months time we will face a significant price rise in the region of 45% due to the recent increases in energy costs, this must be budgeted for.

Currently we are spending circa £750k on energy therefore an increase of circa £340k will be required within an 18 month period, this can be broken down into an additional amount of £200k in 06/07, and a further £140k in 07/08

The Authority has recently adopted a new energy policy, which is aimed at implementing measures to reduce energy consumption. Research figures provided by the Energy efficiency Office of the Department of the Environment suggest a minimum energy saving of 10% can be achieved when a dedicated energy officer is in post.

With anticipated costs on energy being £1.1m/annum, not including street lighting, within 18 months we recommend that the equivalent of 50% of a person be employed to deal with energy related matters.

2.6 Management of illegal Travellers

The contractors used in association with the eviction process have not undergone any tender process as up until relatively recently the need for them was quite limited. However since April 2005 the activity of illegal travellers has been far greater than in the past and over £50,000 has been spent in half a year, as such we suggest that the contract is put out to tender and a budget heading is created for this area of work.

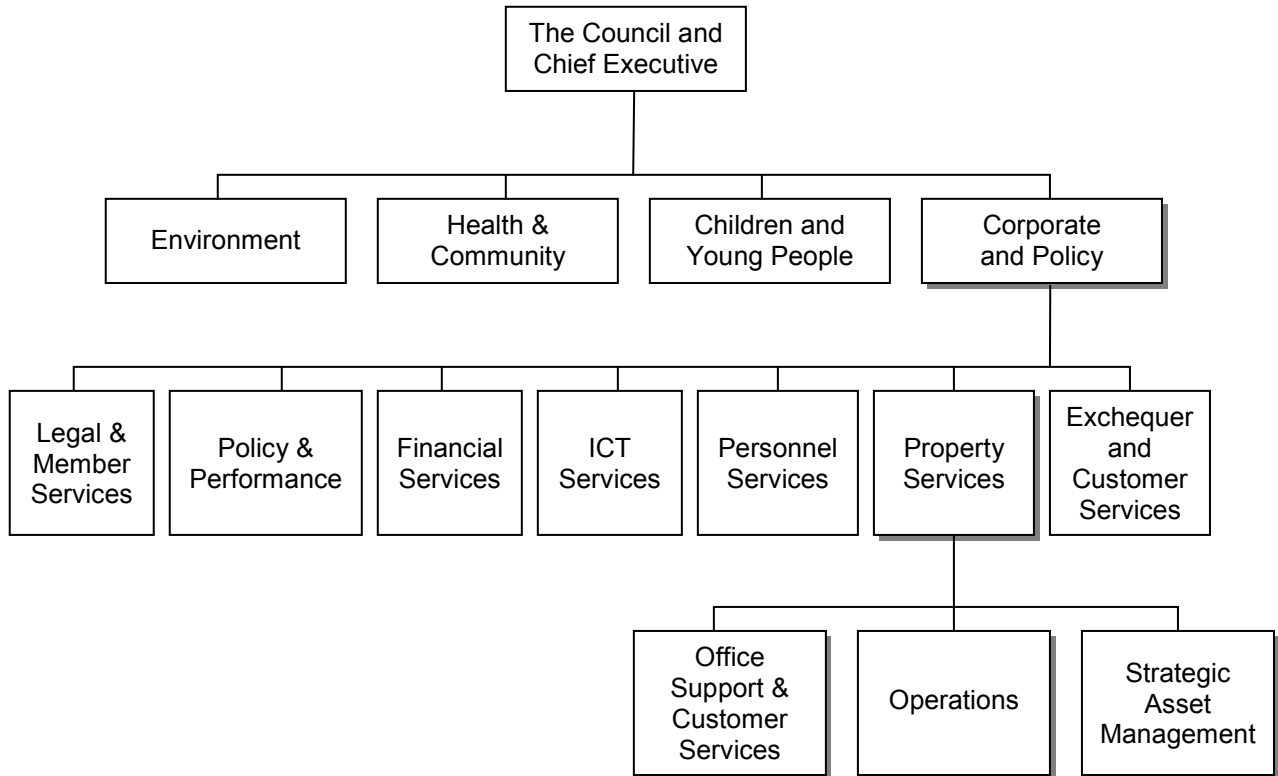
2.7 DDA Works

The DDA imposes mandatory requirements on the authority. We have had access audits carried out on all our premises, which indicates a level of spend in the region of £2.5m to put our stock in a state where we are fully complying with the act. Our current budget for the next 5 years is £200k/annum. We therefore are significantly under funded in this area, and our buildings will not fully comply for numerous years if funds are not increased. We recommend an increase of £200k per annum over the next 5 years, this should then see the required works come down to zero, as it is estimated that the remaining £500k worth of work will be undertaken during the normal works programmes. The lack of compliance will leave us at risk from claims from the public under the terms of the act, the extent of which are unknown at this time.

2.8 Staffing Changes

A further Valuer has been recruited to assist with managing the level of consultant commissions to deal with Castlefields, Ditton Strategic Rail freight Park, New Mersey Crossing. The new post will also add resources to the search for value raising opportunities within the property portfolio.

2.3 Organisation Structure



Staffing

	F.T.E	Headcount
Managerial	11	11
Professional/ Technical	12	12
Administrative/ Clerical	5	5
Front Line	11	11
Total		

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to Property Services, and the Service Aims associated with them are: -

Strategic Priority 6 : **Corporate effectiveness and business efficiency**

Area of Focus (36)

Ensuring that the Council's land and property portfolio is managed effectively

Departmental Service Aim 1

Maintain and deliver an Asset Management Plan that meets the needs of the Council in terms of its strategic priorities and provides appropriate facilities, that reflect community needs.

Departmental Service Aim 2

Ensure the proper prioritisation of scarce resources to address a £4 million maintenance backlog.

Departmental Service Aim 3

Provide and maintain an effective energy evaluation system that seeks to minimise consumption.

Departmental Service Aim 4

Identify surplus property for disposal in order to fund the part of Council's Capital Programme. (Current requirement £2.5 million per annum).

Departmental Service Aim 5

Maintain and enhance the Council's property Portfolio within a strategic framework to ensure financial prudence and the maximisation of investment returns.

Area of Focus 37

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

Departmental Service Aim 6

Provide all employees and Elected Members of the Council with adequate and fit for purpose accommodation

Departmental Service Aim 7

Ensure the Council's built environment complies with all relevant legislation for example the Asbestos Regulations 2003 and Disability Discrimination Act

Departmental Service Aim 8

Provide equality of access to Council services for all members of the community

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

The table below identifies those external factors that will, or are likely to, impact upon the service during the period of this plan.

Key Developments	Timeframe	Comments
Political (Local)		
1. Restructuring / business focus / partnerships	2007 – 10	Impact upon property requirements as yet unknown.
2. Home-working	2007 – 10	Impact upon property requirements as yet unknown.
3. New Mersey Crossing	2007 – 14	Resource implications for site assembly
4. Widnes Waterfront	2007 – 10	Resource implications for land acquisition and development site disposal.
5. Ditton Strategic Rail Freight Terminal	2007 - 10	Resource implications to deal with infrastructure delivery and development opportunities.
6. Castlefields Regeneration	2007 – 10	Resource implications of dealing with the various partnerships and land transactions
7. Building Schools for the Future	2007 -10	Resource implications for dealing with the large quantum of capital works this will generate.
Economic		
8. Budget pressures / ODPM Efficiency Review	2007 – 10	Expectation by Govt for all authorities to make efficiency savings of 2.5 p.a. to 2008.
9. Move to whole of Government Accounts	2007 - 10	Depreciation of property values to be included in accounts as a cost to the Authority. This will have a significant effect on the need to deal with maintenance issues as they add to the depreciation.
10. Available land for disposal	2007 – 10	The quantum of available land and its value is diminishing
Social		
11. 24/7 access to services	2007 - 10	Impact upon accessibility and security of Council buildings outside of normal office hours
Technological		
12. Development of thin client	2007 –10	Staff training issues and the operational implications of a central information file on the server
13. Asset Management software	2007 - 10	Need to provide and implement software to meet needs of service and CPA

4.2 Service Review and Developments

If partnering is adopted as a means of procurement research has indicated that at least 5% efficiency savings can be achieved over the traditional form of procurement. If this was to be achieved, based on the anticipated spend in 05/06, there are potential efficiency gains of £700,000, however it is not anticipated that all contracts would be procured via this route, still efficiency gains have the potential to be in the region of £350,000 per/annum

We have this year brought all the management of the heating & ventilation servicing back in-house, which is envisaged to produce an efficiency gain in the order of 2% to 3%, circa £7,000per/ annum

4.3 Efficiency Improvements

Over the past few years Property Services have had a framework agreement in place with Cassidy & Aston whereby the full range of consultant services have been available. From April 2006 we started looking at alternative procurement methods for dealing with major works, and have now concluded that the most appropriate option is to utilise the OGC Buying Solutions framework agreements for consultant services.

OCG Buying Solutions are an independent arm of the Treasury and all the frameworks have been put in place in full compliance with EU procurement rules and demonstrate best value. There are four different construction related frameworks, each having a number of approved consultants in place, thus we have access to a variety of providers.

Given this proposed new method of service delivery we are also looking at amending the way we fee clients for our services. In the past fees have been based on an all-inclusive percentage, covering our own costs together with all sub consultants costs. We are intending however to split these down to ensure full transparency in the fee structure. Property Services fees for capital works will be separated out from consultant costs and be based on a time charge basis. An overall fee budget will be given to clients at the outset of capital projects covering all fees, Property Services project management element of which will fluctuate slightly but will generally be in the order of 3% of the contract value where external consultants are used.

4.4 National, Regional & Sub-Regional Focus

The revised CPA's Financial Management requirements within the Use of Resources Key Line of Enquiry will have a very significant effect on the way Assets are managed in future. The main property issues emerging are as follows:

-

- Adequate provision will have to be made for repairs and maintenance.
- Investment and disposal decisions will have to be based on option appraisal and whole life costing.
- Depreciation to be included in the budgets.

- The need to show a strategy and funding for reducing the backlog of repairs and maintenance.
- The ability to show interest gained by investing the proceeds of capital disposals as an efficiency gain. Versus the loss of revenue if the asset was an investment property gaining revenue.

4.5 Equal Opportunities

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

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006 – 07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

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

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

Information to follow

5.2 Future Staffing Requirements

In order to deliver the Council's adopted Energy Policy there is a need to appoint a full time Energy Efficiency Officer. There is also a need for extra resource to deal with the number of large redevelopment schemes and their associated CPO's. Schemes such as Widnes Waterfront, 3MG Rail Freight Park, Castlefields, etc.

Year	Managerial	Professional/ Technical	Administrative/ Clerical	Front Line
2007/08	4	21	16	7
2008/09	4	22	16	7

Refer to the Corporate and/or Directorate Workforce Plans regarding future workforce requirements

5.3 Future ICT Requirements

Currently all work stations need, and have, PCs. Both the hardware and software is of varying age and capacity. Both elements need continuous upgrading in an efficient manner to meet changing circumstances and improvements in technology. Current levels of budgetary provision will deal with these issues through time, however it will inevitably add pressure to the already stretched resources of IT Services.

5.4 Future Accommodation/Property Requirements

There are no accommodation issues anticipated within the plan period for the Property Services establishment. Should any unforeseen developments arise that necessitate additional requirements these will be reported either by exception or through the normal quarterly reporting cycle.

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- **Performance Indicator Targets.** These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- **Local Performance Indicators.** These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- **Local Public Service Agreement Targets.** Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements.
- **National Floor Targets.** These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

6.1.1 Key Service Objectives

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 36</i>	<i>Ensuring that the Council's land and property portfolio is managed effectively</i>

Service Objective: PS O1	Review of Property Assets for potential disposal					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Annual review to produce disposal programme 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Annual review to produce disposal programme 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Annual review to produce disposal programme 					
Risk Assessment	Initial	MED	Responsible Officer	Head of Strategic Asset Management	Linked Indicators	
	Residual	MED				

Service Objective: PS O2	Reduce backlog of maintenance on property portfolio (currently £5.1M)					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> £4.9Million 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> £4.8Million 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> £4.7Million 					
Risk Assessment	Initial	MED	Responsible Officer	Head of Strategic Asset Management	Linked Indicators	
	Residual	MED				

Corporate Priority: 6	Corporate Effectiveness & Business Efficiency
<i>Key Area Of Focus: 37</i>	<i>Ensuring that the council's buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements.</i>

Service Objective: PS O3	Fulfil requirements of Asbestos Audits and Management Regulations					
Key Milestone(s) (07/08)	▪ Confirm 100% compliance					
Key Milestone(s) (08/09)	▪ Confirm 100% compliance					
Key Milestone(s) (09/10)	▪ Confirm 100% compliance					
Risk Assessment	Initial	LOW	Responsible Officer	Head of Strategic Asset Management	Linked Indicators	
	Residual	LOW				

Service Objective: PS O4	DDA Works Corporate (Non Schools) subject to funding (currently £200k per annum)					
Key Milestone(s) (07/08)	▪ Complete 60% of Priority 2 works					
Key Milestone(s) (08/09)	▪ Complete 75% of Priority 2 works					
Key Milestone(s) (09/10)	▪ Complete 90% of Priority 2 works					
Risk Assessment	Initial	MED	Responsible Officer	Head of Operations	Linked Indicators	
	Residual	MED				

6.1.2 Other Service Objectives

Corporate Priority:	Corporate Effectiveness & Business Efficiency		
<i>Key Area Of Focus: 36</i>	<i>Ensuring that the Council's land and property portfolio is managed effectively</i>		
Service Objective: PS O5	Review Value of Property Assets for Councils accounts		
Key Milestone(s) (07/08)	▪ Annual Review of Value		
Key Milestone(s) (08/09)	▪ Annual Review of Value		
Key Milestone(s) (09/10)	▪ Annual Review of Value		
Responsible Officer	Head of Strategic Asset Management	Linked Indicators	

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Corporate											
PYSLI 1	% of undisputed invoices paid within 30 days		100%				100%		100%	100%	100%
Cost and Efficiency											
PYSLI 2	Cost Performance on projects over £50k (Contract Let to Practical Completion within 5% of the allotted cost - excluding Client changes)		86				90		90	90	90
PYSLI 3	Occupancy of Industrial Units %		81				85		80	85	90
PYSLI 4	% of rent collected as % of rent due (Excluding bankruptcies and the like)		96				96		95	95	95
PYSLI 5	Occupancy of Market (Widnes) %		90				92		93	94	95
PYSLI 6	% Of rent collected as % of rent due		95				98		95	95	95
PYSLI 7	Occupancy of Market (Runcorn) %		70				90		80	85	90
PYSLI 8	% Of rent collected as % of rent due		90				92		95	95	95

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

² No quartile data is available for local performance indicators

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10

Fair Access

BVPI 156	The percentage of Authority buildings open to the public in which all public areas are suitable for and accessible to disabled people		50	74	42	21	41		50	55	60
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Service Delivery

PYSLI 9	Time performance on projects over £ 50 K (Contract let to practical completion within a margin of 5% - excluding Client changes)		71				90		90	90	90
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Quality

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6.3 Equality Action Plan

The Department carried out an Equality Impact Assessment during 2005. A number of actions that needed to be taken were identified but all of these were considered low or medium priority

6.4 Local Public Service Agreement

The most recent Public Service Agreement between the Council and central Government expired in March 2005.

The development of a future agreement is presently subject to negotiation and information will be included within appropriate Service Plans upon the conclusion of such negotiation and any agreement being finalised.

6.5 National Floor Targets

There are presently no National Floor Targets that are relevant to the service.

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councilors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- **Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Quarterly progress reports to the Management Team;**
- **The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

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

[Community Strategy](#)
[Halton BVPP 2006/07](#)

Risk Assessment for Key Service Objectives Initially assessed as 'High' Risk

Key Objective Ref	Initial Risks identified*

*Risk treatment measures associated with the risks identified can be found in the departmental risk register. A commentary will be included in the quarterly service plan monitoring report to indicate the progress

Equality Action Plan

The Department carried out an Equality Impact Assessment during 2005 and a number of actions that needed to be taken were identified. Those yet to be completed that are considered to be high priority are detailed in the table below.

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Action(s) Proposed	Timetable			Officer Responsible
			2007/08	2008/09	2009/10	



Stadium & Hospitality

SERVICE PLAN

April 2007 to March 2010

Advanced Draft 08.02.07

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1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified **6 key priorities**, which, as detailed within the Council's Corporate Plan, are: -

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

The primary purpose of Service Plans is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council. They are an essential tool for making key decisions about future service provision and the level of resources required. Additionally the service plan is designed to enable the public, Elected Members and staff to monitor how well this part of the Council is performing in improving the quality of life for local people.

2.0 SERVICE PROFILE

2.1 Purpose

The Stadium and Hospitality Division was formally part of Commercial Services and more recently Neighbourhood Services, this area of Council activity was formed following Compulsory Competitive Tendering and the service areas sat alongside other “frontline” Council services such as Fleet Management, Waste Collection and Disposal etc.

These areas have more recently been subject to Best Value scrutiny and the concept of “grouping” the front line services has been discarded.

The Stadium & Hospitality Division now sits within the Environment Directorate and the Head of Service reports directly to the Executive Director for the Environment.

The Stadium & Hospitality Division manages the Halton Stadium and provides the Borough’s schools with a flexible value for money service, together with a bespoke Civic Catering Service that is responsive to the needs of the Mayoralty.

The Catering Service offers: -

- The provision of a comprehensive catering service to schools that ensure all Central Government guidelines on healthy eating are being adhered to
- A dedicated management support service that is responsive to the requirements of each school/building
- Professional and technical advice on all catering issues, including design and concept issues
- Full catering facilities at two staff restaurants and three coffee shops
- On-site catering facilities for working lunches, buffets, committee teas etc.

The Halton Stadium

The Halton Stadium is Halton Borough Council’s flagship sporting, health and fitness facility. It is a major cultural asset of the Borough, providing a first class venue for multiple sports and leisure provision, it also has successful and well-developed commercial activities and significant community links to various community and sporting groups.

Both service areas, Catering and the Stadium operate to a detailed Business Plan and for the Stadium a comprehensive three-year Marketing and Public Relations plan has also been developed.

2.2 Key Messages

School Catering

Nutritional Guidelines/Healthier Food for Schools

The new guidelines came into force in September 06, in the Primary sector we have had to make very few changes due to the pro-active approach Halton has taken over the past three years in anticipation of these guidelines.

In the Secondary sector more radical menus have been introduced and we no longer serve canned fizzy drinks, salty snacks or any confectionary goods, in addition chips can only be served twice per week.

We have been working closely with schools leading up to the introduction of the guidelines and again the positive approach has lessened the impact on meal numbers.

In a number of neighbouring Authorities the meal numbers have plummeted to such a level that significant overspends are being forecast and in Cheshire they have increased the meal charge by 10p per meal to help offset increased costs.

Civic Catering

This area has for a number of years struggled to operate within budget, a historic subsidy was removed a number of years ago and consequently, despite the best efforts of all the staff the target of achieving a net nil budget is proving a very difficult one to achieve.

A further role played by the Civic Catering Service is to “Raise the profile of the Borough”, and letters of commendation received over the past couple of years demonstrate that the Civic Catering service in Halton is still held as “the standard” for other Authorities to compare with.

The numbers of occasions where visiting Civic Dignitaries attend the Borough are increasing, recent visits include: -

- Civic Sunday
- Civic Heads Visit
- Mayoral Dinners
- Mayor’s Gala Dinner
- Prestigious Sporting Events at the Halton Stadium
- Freeman of the Borough Ceremonies
- The Mayor of Halton’s Charity Themed Dinners

The Halton Stadium

Due to the relegation of our main tenant, The Widnes Vikings additional pressure has been put on the other commercial activities within the Stadium.

A major plus has been the return of Everton FC Reserves to the Stadium, a recent reserve match attracted over 5,000 spectators, the largest crowd at the Stadium all year.

2005/ 2006 ACHIEVEMENTS

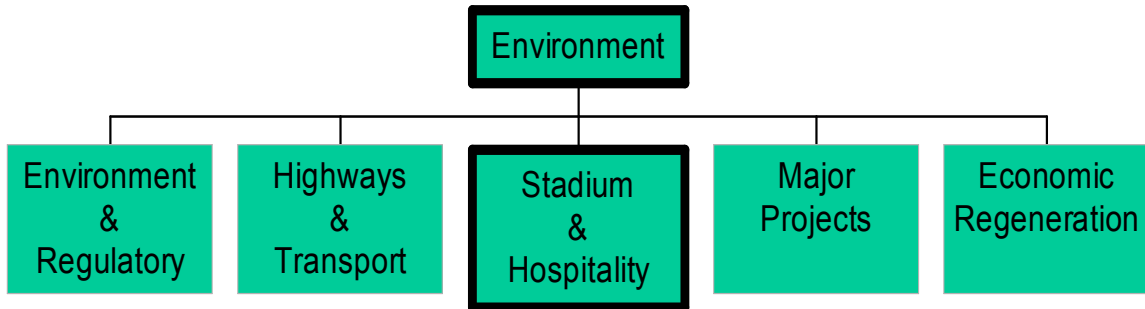
Substantial business growth
Improved quality of service provision
Implementation of the Best Value Review Action Plan
Continued collection of significant benchmarking data
The hosting of a number of “high profile” pitch
Significant progress made on outcomes and outputs in 2004/5 Business Plan
Maintaining gym membership above 900 for the whole year
Continued success of the tutored IT Suite

Improved concourse facilities and increased spend per head
Improved working relationships with sporting partners – amateur and professional
Increased Social Club Membership by 16%
Securing a Premier Reserve Tenant for a three-year contract

AREAS OPEN FOR IMPROVEMENT

Lack of Stadium sponsorship
Overspend on pitch maintenance
Poor spectator attendance at some sporting events

2.3 Organisation Structure



Staffing

	F.T.E	Headcount
Managerial	15.5	17
Professional/ Technical	62.0	77
Administrative/ Clerical	7.5	12
Front Line	130	528
Total	215	634

N.B It should be noted that the above figures exclude casual workers; these staff are employed on an ad-hoc basis depending on business volumes

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to the Stadium and Hospitality Department, and the Service Aims associated with them are: -

Corporate Priority 1:

A HEALTHY HALTON

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.

Service Aims:

SA1: Provide a high quality balanced meal service to Council employees with a support network of information that relates to all aspects of nutrition.

SA2: Actively promote initiatives, which will improve the uptake of free school meals to the pupils of Halton in addition to encouraging healthy eating by providing a variety of fresh fruit and vegetables in Council buildings.

Area of Focus 2: Improving the future health prospects of Halton resident's through encouraging and providing the opportunities to access and participate in physically active lifestyles.

Service Aims:

SA3: To promote initiatives that will increase participation in the healthy activities, both physical and social, provided within the Halton Stadium.

Area of Focus 4: Helping people to manage the effect of ill-health, disability and disadvantage.

Corporate Priority 4:

EMPLOYMENT, LEARNING AND SKILLS IN HALTON

Area of Focus 20: To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning

Service Aims:

SA4: To make accessible to all residents the IT Suite at the Halton Stadium, and to engage a partner to deliver IT Training

Area of Focus 21: To improve access to employment by providing opportunities to enhance employability, skills and knowledge.

Corporate Priority 5:

A SAFER HALTON

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

Service Aims:

SA5: Actively promote the Halton Leisure Card and continue to develop links with the Borough's youth through activities both pitch and non-pitch events at the Halton Stadium

Corporate Priority 6:

CORPORATE EFFECTIVENESS & BUSINESS EFFICIENCY

Area of Focus 34: Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders

Service Aims:

SA6: Where it is appropriate, to maximise the income from facilities and Services provided.

SA7: To ensure the cost effective use of both human and material resources.

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

4.1.1 Political

Following the recent high profile publicity given to school meals the Government has created a task force that will continue to look to improve the nutritional balance of a school lunch.

The recently introduced guidelines are to be reviewed and much tougher guidance on the actual content of ingredients is to be introduced within the next two years.

There has been a significant reduction in the cost of staff restaurants, to the Council, over the past four/five years, however, it continues to exceed its budget provision. Each staff restaurant has its own trading account and although options for rationalisation have been proposed, there is a resistance to reduce further the number of staff restaurants.

4.1.2 Economic Climate

As civic catering is a non-statutory service, further rationalisation of some of the services could significantly reduce costs.

4.1.3 Social Factors

Continued falling pupil numbers are placing pressure on the school catering service this has the potential to increase the unit cost of meals.

Uptake of school meals has decreased slightly since the introduction of the healthier menus, children are “voting with their feet” particularly in the Secondary sector.

Following the relegation from Super League of the Widnes Vikings, more regular monitoring of income V's expenditure will be required.

Variable costs have been reduced as a direct result of lower crowds but a minimum level of safety stewards, turnstile operators etc. is legislative and therefore mandatory.

4.1.4 Technological Developments

A comprehensive food analysis package has been purchased for the school catering services, this package now determines in detail the fat, sugar and nutrient content of our menus. This package has assisted us to meet the new nutritional standards and produce more healthy and balanced menus.

4.1.5 Legislative

Fair Funding has placed additional pressure on school catering. All schools now have the option to employ their own staff, externalise the service or use the in-house service.

This has been compounded by the availability of the brokerage service that assists schools in choosing alternative suppliers the school meals service is programmed to be included from September 08.

Close monitoring of the uptake of school meals will continue which will identify any reduction in demand as a result of the new healthier menus.

4.2 Service Developments

- Establishment of school pupil forums to allow consultation on matters relating to meals provision. These will help to increase productivity and income.
- Consultants, Mott MacDonald, employed to provide an objective opinion on which to base a 3 year Marketing Strategy for the Stadium. A 3 year strategy/plan is now in place (January 2006 to December 2008).
- Implementation of recommendations of an Internal Audit of the Stadium.
- Benchmarking of individual Stadium services with those in both the public and private sectors to inform the setting of fees and charges.

4.3 Efficiency Improvements

- The Carbon Trust has conducted a no cost survey of energy usage at the Stadium. They have identified, for an outlay of £1600, a potential saving of £17,500 on the current electricity usage. This saving translates to 2900 kwatts/hr and CO2 emissions of 108.6 tonnes.
- Plans to increase the registration for free school meals will potentially increase the efficiency of provision. If 10% of approximately 2,000 children currently eligible for free school meals and not registered, were to register and regularly consume, the expected annual efficiency gain would be in the region of £30,000.
- As part of the accepted recommendations (see 4.2 and reference to Mott MacDonald above) for improvement of Stadium Services there has been a standardisation in the branding of all services and creating a stronger link with the Council as a further re-enforcement. This is intended to strengthen the brand and help promote awareness and increase usage of the Stadium facilities.

4.4 National, Regional & Sub-Regional Focus

School Catering

With recent published statistics regarding obesity, this service is constantly under the public spotlight. Central Government is taking an active interest in the school meal service and guidelines have been introduced that will examine the nutritional content of a school meal.

Our school meal service is being used as an example of good practice and new initiatives as outlined above will keep us one step ahead of the new guidelines.

The Halton Stadium

It is vitally important for the Stadium to maintain its profile during whatever period (hopefully just one year) that the Vikings remain in the National League rather than the Super League.

The Stadium has an excellent relationship with both the Rugby League and Football League.

The recent registration of the Stadium as a venue for Premier League Reserve Football will also help retain our position in the market.

4.5 Equal Opportunities

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

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006 – 07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

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

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

To be completed

5.2 Future Staffing Requirements

Year	Managerial	Professional/ Technical	Administrative/ Clerical	Front Line
2007/08	No Change	No Change	No Change	No Change
2008/09	No Change	No Change	No Change	No Change

N.B. The above figures would alter if proposals for Civic Catering rationalisation were to be implemented.

5.3 Future ICT Requirements

No major requirements are anticipated to maintain existing levels of service delivery. Initiatives are being resourced that could increase user uptake, it is anticipated that these initiatives would be cost neutral.

5.4 Future Accommodation/Property Requirements

No changes anticipated. However, if a fundamental review of school surplus places was undertaken, then a result could be a reduction in the number of service kitchens.

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- Performance Indicator Targets. These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- Local Performance Indicators. These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- Local Public Service Agreement Targets. Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements. **THIS SECTION OF THE PLAN WILL BE REVISED IN LIGHT OF THE LOCAL AREA AGREEMENT THAT IS PRESENTLY UNDERGOING DEVELOPMENT**
- National Floor Targets. These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

The following tables identify the service objectives and national / local performance indicators, each of which has been referenced to the Corporate Priority to which it relates.

6.1 Service Objectives

6.1.1 Key Service Objectives

Corporate Priority: 4	Employment, Learning & Skills in Halton/A Safer Halton
Key Area Of Focus: 2, 4, 20, 21, 26	

Service Objective: SH01	Increase the community usage of the stadium, encouraging healthier lifestyles and providing opportunities for learning				
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Review and develop annual community programme - April 07 • Identify market gaps and develop annual plan for HLC scheme - April 07 • Promote monthly availability of IT suite to non corporate audiences - May 07 • Develop a list of targeted local volunteer, not for profit and public sector organisations to encourage uptake by disadvantaged groups. Develop a plan for engagement of the identified groups to promote the Stadium facilities - August 07. • Visit Riverside College Halton and local Sixth Forms at the start of each academic year September 07 to advise and promote to students the leisure facilities at The Stadium. • Develop Stadium tour and gallery - December 07 				
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Review and identify areas for improvement in line with the Business Plan and Marketing Plan - April 08 • Visit Riverside College Halton and local Sixth Forms at the start of each academic year September 08 to advise and promote to students the leisure facilities at The Stadium. 				
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Review and identify areas for improvement in line with the Business Plan and Marketing Plan - April 09 • Visit Riverside College Halton and local Sixth Forms at the start of each academic year September 09 to advise and promote to students the leisure facilities at The Stadium. 				
Risk Assessment	Initial		Responsible Officer	HOS – Stadium & Hospitality	Linked Indicators
	Residual				

Corporate Priority: 6	Corporate Effectiveness and Business Efficiency
Key Area Of Focus: 34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders

Service Objective: SH03	Increase the Stadium turnover and improve efficiency to reduce the level of Council contribution.					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Review and update database, identify new fields - April 07 • Review and identify areas for improvement in line with the Business Plan and Marketing Plan - April 07 • Trial additional food outlets during the forthcoming Rugby Season starting April 07 and Evaluate new food outlet points - September 07 • Conduct and complete a Stadium Benchmarking exercise - October 07 • Construct a business case - October 07, enabling the Stadium to hold a music concert • Implement accepted recommendations of 2006 Energy Audit - March 2008 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Review and update database, identify new fields April 08. • Review and identify areas for improvement in line with the Business Plan and Marketing Plan - April 08 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Review and update database, identify new fields April 09. • Review and identify areas for improvement in line with the Business Plan and Marketing Plan - April 09 					
Risk Assessment	Initial		Responsible Officer	HOS – Stadium & Hospitality	Linked Indicators	
	Residual					

Corporate Priority: 1	A Healthy Halton
Key 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.

Service Objective: SH04	Increase the number of Pupils registering and regularly eating free school meals, maximising benefit entitlement to families and improving dietary intake of pupils and carers.				
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Conduct and complete a School Meal Benchmarking exercise to identify and learn better practice - July 07 • Simplify registration for free school meals by incorporating registration as part of housing benefit application - September 07 • Identify and target families with children eligible for free school meals to educate and encourage uptake for the academic year starting September 07 • Develop a bespoke Action Plan for each Secondary School following consultation with Pupils - September 07. • Review, evaluate and amend plan – March 08 				
Key Milestone(s) (08/09)	• Review, evaluate and amend plan – March 09				
Key Milestone(s) (09/10)	• Review, evaluate and amend plan – March 10				
Risk Assessment	Initial		Responsible Officer	HOS – Stadium & Hospitality	Linked Indicators
	Residual				

6.1.2 Other Service Objectives

There are no "Other" service objectives

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Service Delivery											
<u>SH LI 01</u>	No. Of schools complying with National Nutritional Guidelines		66	-	-	-	66	TBC	66	66	66
SH LI 02	No. Of:										
	(a) Healthy food initiatives		5	-	-	-	5	TBC	6	6	
	(b) Schools		60	-	-	-	66	TBC	66	66	
SH LI 06	% Of children's intake of a variety of fruit and vegetables a day		56%	-	-	-	65%	TBC	70%	70%	7
SH LI 07	% Of healthier menu items in Council canteens		62%	-	-	-	80%	TBC	85%	90%	100
<u>SH LI 08</u>	% Take up of free school meals to those who are eligible										
	a) in primary schools		N/a	-	-	-	89	TBC	TBC	TBC	TBC
	b) in secondary schools		N/a	-	-	-	82	TBC	TBC	TBC	TBC
SH LI 10	No. of people accessing stadium facilities (1,000's)		556	-	-	-	543	TBC	597	657	TBC

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

² No quartile data is available for local performance indicators

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
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SH LI 11	Increase in the uptake of the Halton Leisure card		72	-	-	-	100	TBC	150	200	300
Quality											
SH LI 03	No. Of catering staff achieving a formal qualification		43	-	-	-	50	TBC	50	50	60
SH LI 04	No. Of schools awarded the Healthy School Standard accreditation – Phase 1 by 2006, Phase 2 and 3 by 2010		47	-	-	-	47	TBC	50	66	66
Fair Access											
SH LI 14	% of school children registered for free school meals		N/a	-	-	-	TBC	TBC	TBC	TBC	TBC
Cost & Efficiency											
SH LI 05	No. Of meals served versus hourly input of labour		10.26	-	-	-	TBC	TBC	TBC	TBC	TBC
SH LI 15	Unit cost per visit to the fitness centre		£1.29	-	-	-	£1.23	TBC	£1.20	£1.18	£1.16
SH LI 16	Increase in the turnover of the Stadium		£2.316m	-	-	-	£2.548m	TBC	£2.803m	£3.083m	£3.200m

Ref ¹	Description	Corp. Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles ² (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
SH LI 17	Total cost per school meal		£1.67	-	-	-	£1.70	TBC	£1.75	£1.80	£1.85

6.3 Equality Action Plan

To be completed

6.4 Local Public Service Agreement

None for this service

6.5 National Floor Targets

None for this service

6.6 Local Area Agreement

Text to follow.

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councilors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;
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8.0 STATUTORY & NON-STATUTORY PLANS

Halton Stadium Business Plan
Halton Stadium Marketing & Public Relations Strategy
School Meals Business Plan
School Meals School SLA
[Community Strategy](#)
[Halton BVPP 2006/07](#)

Risk Assessment for Key Service Objectives Initially assessed as ‘High’ Risk

Key Objective Ref	Initial Risks identified*

*Risk treatment measures associated with the risks identified can be found in the departmental risk register. A commentary will be included in the quarterly service plan monitoring report to indicate the progress



Vulnerable Children

SERVICE PLAN

April 2007 to March 2010

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- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

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2.0 SERVICE PROFILE

2.1 Purpose

The children and families we work with are often some of the most disadvantaged and vulnerable in Halton. The services we provide are designed to support and protect children, ensuring that they are safe, have the opportunity to reach their potential and to lead a normal life. Wherever possible this will be with their families and we will provide services and support to families to achieve this. When this is not possible we try to ensure that children live somewhere that is safe, caring and appropriate to their needs.

Many of the services the department offers and the way it works are set out in law, for example the Children Act 2004, including the Every Child Matters programme, and Adoption and Children Act 2002. The Department offer a range of services to families who are failing to manage or are having difficulty caring for their children. We also look after children whose parents are unable to care for them.

The Department's main responsibilities which are all primarily customer focussed are summarised in the work of the 4 divisions detailed below. However, much of our work is closely linked with the work of others including Education Support Services, Health, Schools and Voluntary Agencies.

Services to Looked After Children

- Care Leavers services
- Recruitment, assessment and support for adoptive and foster carers
- Provision of Residential Children's Unit
- Support to Looked After Children
- Intensive Support Services
- Inter Agency Working

Safeguarding and Partnerships

- Child Protection co-ordination
- Independent review of services to children looked after
- Inter agency working
- Foster Carer Reviews
- Adoptive Carer Reviews
- Lead the development and implementation of Common Assessment Framework (CAF), Single Plan, etc.
- Provide capacity and support to Children and Young Peoples Alliance Board
- Provide capacity and support to Halton Safeguarding Children Board

Services to Children in Need

- Assessing the needs of children and families in need
- Planning and delivering services for vulnerable children and families
- Inter agency working via Children in Need Mini Trust
- Support, monitoring, training for parents, carers and children
- Crisis and emergency intervention in families
- Child Protection Services

Access

- Educational Welfare Service
- Behaviour Support
- Education Action Zone/Excellence in Cities
- Children Educated at Home
- Travellers/Refugees/EAL
- Exclusions
- Pupil Referral Units (KS3 and KS4)

Services are provided for all those children in Halton who are assessed as needing support, care or protection. It is particularly focussed on those children and families who may be at the most risk or are the most vulnerable. Vulnerable Children's Department does not offer universal services to children but endeavour to provide services to children in need based on the assessment process contained in the Assessment Framework. In order to target resources, requests for services will be based on priorities detailed within the Children's Services Planning Model which has four levels of need:

1. Universal
2. Simple Support Needs
3. Complex Support Needs
4. Child Protection.

2.2 Key Messages

A clearer focus is provided for all services supporting children and young people as a result of the Children Act 2004 and Every Child Matters. The integration of what was previously Education & Social Inclusion Directorate with Children's Social Care, to become the Children & Young People Directorate has enabled all services to focus upon the 5 high level outcomes identified for children:

- | | |
|------|--------------------------------|
| ECM1 | Being healthy |
| ECM2 | Staying Safe |
| ECM3 | Enjoying and achieving |
| ECM4 | Making a positive contribution |
| ECM5 | Achieving economic well being |

Working within a coherent framework under the Director of Children's Services, it is intended that services will work better together, not only across the new Directorate, but also across the Council and all partner agencies providing services for children.

The Children and Young Peoples Plan is the multi agency plan which outlines how agencies will work together to achieve the Every Child Matters outcomes. The main multi agency activities are:

- Improvement & integration of universal services (early years, schools, health services, play & recreation)
- Child-centred services e.g. extended schools, children's centres, multi-disciplinary teams
- Refocusing on early intervention to prevent escalation of problems
- Narrowing the gap between children and young people doing well and those not doing well
- Community based services delivered through Children and Young People Area Networks (CYPAN's)

Nine priorities for the CYPD have been agreed with the Department for Education and Skills (DfES), the Commission for Social Care Inspection (CSCI) and Ofsted. All of these priorities have a detailed and robust action plan which will be regularly monitored by Departmental and Senior Management Teams. Effective delivery against these action plans will move us towards a score of 4 in the APA now that star ratings only apply to Adult Services.

The priorities mainly applicable to Vulnerable Children are:

Priority 1: To improve outcomes for looked after children (LAC)
Increasing education attainment, reducing absence from school, enabling more care leavers to move into employment, education and training, and reducing the level of offending.

Priority 2: School Attendance
Increasing primary and secondary attendance by working in partnership with schools and other agencies and providing an Education Welfare Service that is able to deliver consistent and effective support to schools.

Priority 5: CAMHS
All children and young people, from birth to their eighteenth birthday, who have emotional and mental health related needs have access to timely, integrated, high quality multidisciplinary mental health services to ensure effective assessment, treatment and support, for them, and their families

Priority 7: Exclusions
To reduce the number of days lost to learning due to fixed term exclusion to 10% by 2008 and significantly reduce the number of pupils presently excluded from Halton Schools. To ensure that permanently excluded pupils continue to receive prompt full time provision and maintain the high level of permanently excluded pupils provided with 20 hours or more provision

Other priorities to which the Department will contribute through its work with vulnerable children are:

Priority 3: To reduce the number of children/young people requiring Statement of SEN and, in particular, in segregated provision i.e. Special Schools.

Priority 4: To raise standards of achievement, including attainment, at all Key Stages, particularly for Vulnerable Groups and all Learners.

Priority 6: To reduce the rate of teenage conceptions

Priority 8: To Reduce the Numbers of 16 to 18 year olds not in Education, Employment or Training

Priority 9: To reduce surplus places in schools

The performance of Children's Services is assessed by CSCI and Ofsted on an annual basis in the Annual Performance Assessment. The key messages from the most recent performance assessment are:

- "Good performance on promoting the health of children in Halton. There is awareness that some older children decline conventional health assessments and a flexible health service has been developed to address this gap in health provision."

- “Children and young people are provided with a safe environment. Child protection processes are robust, there is consistent long term stability in placements for looked after children and very good performance on the percentage of looked after children who are adopted.”
- “There are improved screening processes and a high number of assessments are then completed within the required timescales.”
- “There is a high level of participation of children and young people in their statutory reviews. A significant number said they were satisfied with the services they received and were given choices about decisions for their future.”
- Two areas for further improvement were identified:
 - i The attendance of looked after children at school
 - ii The number of looked after children receiving final warnings and convictions

Both of these areas are part of the action plan for Priority 1 LAC Outcomes.

The Children and Young People Directorate has made an early start on the changes, which need to be in place by April 2008 to implement the Every Child Matters integration agenda. This was recognised in the DfES assessment of the Directorate’s progress towards integration, which gave the overall judgement of developing/mature, which is one stage from having a fully operational integrated service

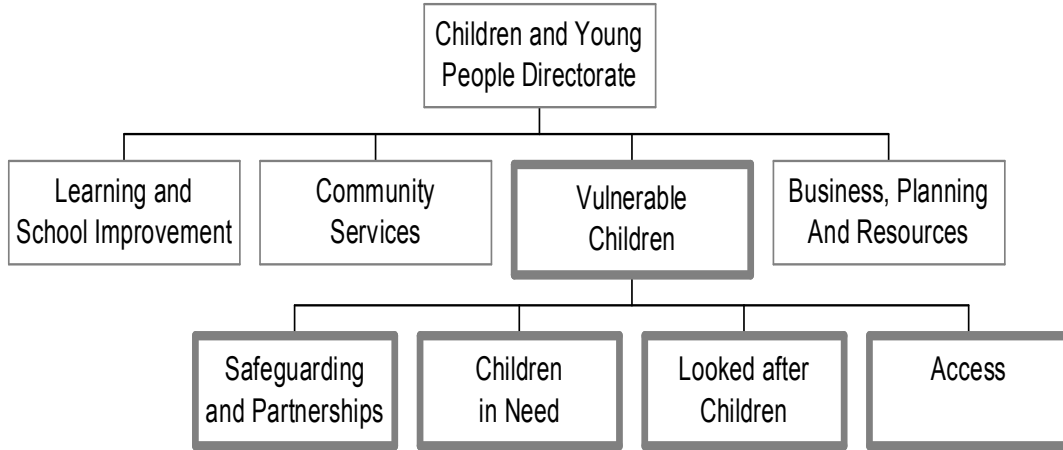
The Annual Performance Assessment judgements for Children’s Services are on a scale of 1 to 4 ranging from 1 ‘a service that does not deliver minimum requirements for users (Inadequate) to 4 ‘a service that delivers well above minimum requirements for users (Excellent/Outstanding). Halton’s 2006 APA Judgements were as follows;

Area for Judgement	Grade Awarded
The contribution of the local authority’s children’s services in maintaining and improving outcomes for children and young people	3
The council’s overall capacity to improve its services for children and young people	3
The contribution of the local authority’s social care services in maintaining and improving outcomes for children and young people	4

The Grade of 4 awarded for social care services is the equivalent or ‘3 Star’ under the old social care system and is the top grade available. In addition the contribution of services to achieving the five outcomes was rated as excellent for Staying Safe and good for the other outcomes.

2.3 Organisation Structure

Staffing



	Children in Need		LAC		Safeguarding		Access	
	F.T.E	Headcount	F.T.E	Headcount	F.T.E	Headcount	F.T.E	Headcount
Managerial	8.8	9	12.7	15	4	4	3	3
Professional/ Technical	21.5	22	28.8	34	5	5	32.5	34
Administrative / Clerical	8.6	11	6.8	8	8.1	9	2.8	3
Front Line	13.8	15	34.3	39	1	1	10	10
Total	52.7	57	82.6	96	18.1	19	48.3	50

3.0 AIMS OF THE SERVICE

The Council has identified six key strategic priorities that are detailed within the introduction to this plan. Whilst the majority of Council services will contribute in some way to each of these priorities those that are most relevant to the Vulnerable Children's Department, and the Service Aims associated with them are: -

Corporate Priority 3: Halton's Children and Young People

Area of Focus 13: *Improving the educational attainment of pupils in Halton, by providing effective teaching and school support*

Service Aims:

SA 1: To ensure children and young people are enabled and encouraged to attend and enjoy school and to achieve highly (KJ 3.4)
Service Objectives VC1, VC2, VC3, and VC4

Area of Focus 14: *To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood*

Service Aims:

SA 2: To ensure children and young people who are looked after are helped to enjoy and achieve (KJ 3.7)
Service Objective VC7 and VC10

SA 3: To ensure looked after children live in safe environments and are protected from abuse and exploitation (KJ 2.7)
Service Objective VC8

Area of Focus 15: *To deliver effective services to children and families by making the best use of available resources*

Service Aims:

SA4: To ensure priority is given to a range of preventative services for children and young people so that needs are addressed before problems become intractable (KJ6.2c)
Service Objective VC6

Area of Focus 19: *To ensure a safe environment for children where they are supported and protected from abuse.*

Service Aims:

SA5: To ensure that agencies collaborate to safeguard children according to the requirements of government guidance (KJ 2.4)
Service Objective VC5

Corporate Priority 5: A Safer Halton

Area of Focus 30: Improving the social and physical wellbeing of those groups most at risk within the community

Service Aims:

SA6: To promote children and young people's mental health (KJ 1.4)
Service Objective VC9

4.0 FACTORS AFFECTING THE SERVICE

4.1 External Factors

4.1.1 Political

Every Child Matters: Change for Children Agenda introduced a new approach to the well-being of children and young people from birth to age 19. The aim is for every child, whatever their background or their circumstances, to have the support they need to:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic well-being

The Agenda promotes early intervention and co-ordinated service provision delivered through stronger partnership working and children's trusts.

Halton Community Strategy 2006-2011 identifies 5 priorities, which for the first time includes children and young people as a specific theme. The Children and Young People's Commissioning Partnership was established following this decision, and functions as the Specialist Strategic Partnership for Children and Young People. The Partnership also holds responsibility for implementing the practical arrangements needed to implement a Children's Trust, functions as a forum for the Alliance Board Task Group Chairs and for driving the joint commissioning agenda.

Children & Young People's Alliance Board functions as the Children's Trust, and is responsible for strategic planning of services to children and young people, including developing and implementing the Children and Young People's Plan and Children's Trust arrangements. The work of the Alliance Board is underpinned by the Halton Multi-Agency Compact, which sets out the responsibilities of Halton Borough Council and its Partner agencies on the Board.

Directorate Restructure: The management structure of the Children and Young People's Directorate was re-engineered in September 2006 to address the challenging agenda presented by Every Child Matters and ensure the Directorate is fit to deliver a modern and improved service to children and young people.

Halton Safeguarding Children Board was established in April 2006 in line with the requirements of the Children Act 2004, and links into the Halton Children & Young People's Strategic Planning arrangements and the Halton Children & Young Peoples Plan. The Board is the key statutory mechanism for agreeing how the relevant organisations in each local area will co-operate to safeguard and promote the welfare of children in that locality, and for ensuring the effectiveness of what they do.

Joint Area Reviews: New arrangements for inspection of children's services at local authority area level were introduced by the Children Act 2004. Joint Area Reviews will look at how services are working together locally to improve outcomes. They evaluate the collective contributions made to each outcome by relevant services and examine the involvement of children, young people and their parents in service planning structures. Halton's Joint Area Review is planned for March 2008.

4.1.2 Economic Climate

Deprivation: The Index of Multiple Deprivation (IMD) for 2004 suggests that deprivation has improved in the Borough. In 2004 the IMD ranked Halton as 21st most deprived Authority in England compared to 16th in the 2000 Index. However, it still ranks as one of the most deprived districts in England. Although located in Cheshire, Halton shares many of the social and economic problems more associated with its urban neighbours on Merseyside. Halton is ranked in the IMD as the 3rd highest authority in terms of deprivation on Merseyside, behind Knowsley and Liverpool, and 5th highest in the North West. Neighbouring authorities St Helens (36th), Wirral (48th) and Sefton (78th,) are way down the table compared to Halton.

Halton has some of the most deprived wards in the country in terms of child poverty. Several parts of Halton are amongst the poorest in the country. In Widnes, the most deprived areas are Kingsway, Riverside and Appleton. In Runcorn, the most deprived areas are Castlefields, Halton Lea and Windmill Hill. However, there are many affluent areas of the borough as well. These are located mainly on the outskirts of both towns and comprise of several new housing estates.

Employment: Claimant unemployment in the Borough fell from 5.0% in January 2000 to 3.1% in November 2005. However, Halton still had the 5th highest claimant rate in the North West in November 2005. Research shows that the skill base of the local area is relatively poor compared to the United Kingdom as a whole and surrounding local economies. Halton has a low percentage of adults with further education qualifications and low rates of numeracy and literacy. All told, there is a mismatch between skills in the local workforce and jobs available in the borough, and it is anticipated that in the future over 95% of new jobs will need qualifications of at least NVQ 2 level and over 70% at NVQ 3 and above.

4.1.3 Social Factors

Demographic changes: The mid-2005 population of Halton stood at 118,800 (rounded up to the nearest 100 people). This is down from the mid-2004 population of 118,900. Halton has a larger number of people in the 5-24 age categories than across England as a whole. This is partly down to the influence of Runcorn New Town where a lot of younger people live.

The birth rate in Halton is declining, and this is already being seen in the falling numbers on roll in the district's primary schools. In January 2003 pupil numbers in Halton's Primary schools were over 1000 fewer than their net capacity. This will, naturally work its way through the system and result in reducing pupil numbers in secondary education and FE. This could lead to the problem of surplus Secondary school places across the borough in the near future.

The next ten years will see a reduction in teenagers by 20%. This presents new risks for social exclusion and shifting demands for services. Single person households will rise, and single parenthood will become even more common. One result is likely to be a marked increase in social isolation, which will have profound effects on people's health and involvement in their communities.

Health: Statistics show that health standards in Halton are amongst the worst in the country and single it out as the aspect of life in the borough in most urgent

need of improvement. The population is ageing which could put even greater demands on the health and social care services. At the same time lifestyle choices in the borough, especially among the young, in terms of diet, smoking, alcohol, exercise and other factors continue to give cause for concern for the future.

4.1.4 Technological Developments

Integrated Children's System: There have been delays in progressing the implementation of ICS although full implementation is now on target for March 2007. This reflects the national situation, with a recent DfES review finding that only a minority of local authorities would achieve full implementation by the DfES deadline of January 2007. ICS will provide an electronic recording system for social care through the development of web based E-Forms that integrate directly with the client database, Carefirst.

Electronic Social Care Record is now scheduled for introduction during 2007-08. Phase 2 development, which will incorporate legislative and practice changes and address connectivity issues, has been postponed by the DfES and further guidance is awaited.

Child Index: The Index will be a secure electronic tool that will enable authorised practitioners working with the same child or young person to find one another quickly and easily so they can provide more effective support to them and their families. Halton has been designated as an early adopter authority. The first user live date for Halton is January 2008, and the Index has a national implementation date of April 2008.

Electronic Common Assessment Framework: Halton has established a multi-agency group to oversee the development of an electronic CAF system (eCAF). The system has been built on the Children and Young People's Database, and will be piloted with practitioners from a range of voluntary and statutory agencies between January and June 2007.

4.1.5 Legislative

Children Act 2004 provides the legislative spine for the Every Child Matters agenda. It aims to minimize the risks and improve outcomes for children and young people by transforming the way children's services are organised and improving joint working between agencies. The Children Act is supported by a wide range of guidance regarding strategic planning, safeguarding, service delivery and local engagement.

The Every Child Matters agenda arising out of the Children Act provides the framework for the development of integrated service delivery for children and moves towards Children's Trusts. The act also established the key strategic roles of Director of Children's Services and Lead Member for Children's Services. It also introduced a single Children & Young People's plan covering all services to children to focus strategic planning.

Adoption and Children Act 2002 became operational from December 2005, introducing comprehensive changes to adoption services. The Act makes the child's welfare the paramount consideration in all the decisions by courts and introduces the use of the 'welfare checklist' into adoption work. It also highlights the need to prevent delay in planning for permanence and adoption and places a

duty on local authorities to ensure that the support and financial assistance needed is available to people affected by adoption. The Adoption and Fostering Service has been restructured in order to ensure services are delivered in accordance with the new legislation.

Childcare Act 2006: The new Childcare Act aims to transform childcare and early years services in England, taking forward some of the key commitments from the Ten Year Childcare Strategy, published in December 2004. The Act will require authorities to improve the five Every Child Matters outcomes for all pre-school children and reduce inequalities in these outcomes, secure sufficient childcare for working parents and provide a better parental information service. The Act also reforms and simplifies early years regulation and inspection arrangements. It is anticipated that the main provisions of the Act will come into effect in 2008.

Local Government White Paper Strong and Prosperous Communities: The White Paper promotes community and neighbourhood engagement, and will strengthen the council's role in leading community-wide improvements. It develops the role of overview and scrutiny in relation to external bodies, and provides new requirements on service providers to engage with Sustainable Community Strategies and Local Area Agreements. There are changed requirements for council constitutions, and announced changes to the performance management and inspection regimes.

“Care Matters : Transforming the Lives of Children in Care:” The Green Paper, was launched for consultation in October 2006 and sets out a radical package of proposals for transforming the lives of children in care, and will have major resource implications. Proposals are made regarding better support for those on the edge of the care system; making sure there is a more consistent adult in each child's life to fulfil the state's responsibilities as corporate parent; provision of stable, high quality placements; a place in a good school and support for further education; support for all aspects of children's lives outside schools; supporting children to make the transition into adult life and clear and strong accountability to make the whole system focus on the needs of children in care.

Education and Inspections Act 2006: In autumn 2005 the Government published *Higher Standards, Better Schools For All*, the Schools White Paper. The White Paper contained proposals aimed at ensuring that every child in every school in every community gets the education they need to enable them to fulfil their potential. The White Paper received Royal Assent on 8 November 2006 and became the Education and Inspections Act 2006. As well as giving legal force to many of the proposals in the White Paper, the Act contains some additional measures that were not in the original document, including a duty on governing bodies to promote well-being and community cohesion, and to take the Children and Young People's Plan into consideration when undertaking this duty.

Extended Schools Prospectus 2005: The prospectus sets the agenda for all schools and children and families to be able to access a core of extended services which are developed through multi-agency partnership. Extended services can include childcare, adult education, parenting support programmes, community-based health and social care services, multi-agency behaviour support teams and after-school activities.

14-19 strategy aims to develop a coherent 14-19 phase of education where young people are committed to continuing learning whether in school, college or

the workplace. The Strategy aims to encourage more young people to stay in school beyond 16 by increasing curriculum flexibility and choice, extending the program of studies for learners in the 16-19 age group and improve the vocational offer.

4.1.6 Environmental

There are no environmental factors likely to impact on this service area during the period covered by this plan.

4.2 Service Developments

Children and Young People's Plan: In line with the Children Act 2004, the Halton Children and Young People's Plan brings together all agencies and services within Halton, not just those delivered by the Council, and sets out joint priorities and joint activities to improve outcomes for children and young people. All Council Directorates, local Health Trusts, Cheshire Constabulary, Cheshire Probation Service, The Youth Offending Team, Connexions, Learning and Skills Council, Education Business Partnership and a range of voluntary sector services contributed to the Plan. Most importantly, it takes into account consultations held with children, young people and their parents and carers across Halton and reflects their aspirations and views.

Consultation Activity: A participation strategy was produced in 2004 in order to ensure that children, young people and their families are given the opportunity to be fully engaged in strategic planning and shaping services. In line with the strategy, a process of consultation has been undertaken in respect of the changes to the design and delivery of children's services.

A major piece of consultation regarding the planning of services for children and young people was undertaken between November 2005 and February 2006, to inform the Children and Young People's Plan. A questionnaire was published on the Halton Website and in the Halton Borough Council magazine, which is delivered to every household in Halton. The questionnaire was also circulated to primary and secondary schools and distributed through partner agencies. Almost 400 responses were received from young people and over 100 from adults. In addition to the above survey, 115 staff from across all partner agencies attended consultation/ briefings and were able to feed into the planning process by giving their views about priorities areas for action. The findings of these consultations were taken into account in developing the Halton Children and Young People's Plan, including identifying priorities and setting performance targets.

In addition to this specific consultation exercise, the strategic management structure was designed to ensure that the engagement of children and young people and their carers is central to all processes. There is a high level of participation of Looked After Children in reviews and service planning using child friendly processes and consultation methods. A parent and carers forum was established, and has a parent/carers representative on the Alliance Board and each of the Task Groups. The Board facilitated a comprehensive process to elect the Borough-wide Youth Forum and Member of Youth Parliament. 123 young people from a variety of backgrounds attended area based residential events where they learned about the democratic process. This formed the basis for the selection process for the youth forum and the MYP. All 11 – 18 year olds received a National Democracy Week information pack and 5228 eligible young people voted.

A number of consultations have been carried out with LAC including;

- 2 sessions with 9 children aged 10-15 years to update the young people's consultation form for foster carer's reviews. The Forms which were revised are now in use and this has led to an increase in numbers returned since April '06 to 65.9%.
- 1 session with 8 children age 9-13 years to update feedback questionnaires regarding CP conferences and LAC reviews. The Forms were revised with specific and clearer questions as requested by young people and are about to be launched.
- 2 sessions involving 8 young people to respond to the LAC green paper 'care matters' and in addition 4 care leavers went to London in December to give their response to green paper.

Annual Performance Assessment: The 2006 annual performance assessment of services for children and young people found that Halton consistently delivers above minimum requirements for children and young people, and that the contribution of services to outcomes is excellent in the area of staying safe and good in the remaining areas. Areas for development, to be focused on in future APAs and the Joint Area Review, are:

- Testing out the impact of a comprehensive CAMHS.
- The effectiveness of measures to reduce the rate of reprimands, final warnings and convictions amongst looked after children in Halton's care.
- Young people's attainment of qualifications at Key Stage 4 and post-16
- Unauthorised absence and exclusion rates in secondary schools.

Inspections: An inspection has been completed of both adoption and fostering services with fostering receiving 'good' and adoption 'poor'. An action plan is in place to tackle all the areas of development highlighted by the inspection reports and the recent restructure within the Adoption and Fostering services is central to establishing an effective service in the future. Both children's homes have been inspected and received 'good' and 'excellent' reports. Halton is part of a regional programme with CSCI to introduce young people to the Regulation 33 process.

Climbie Visits: The Annual Report will presented to the January PPB. The report recommends changes to the frequency and procedure for undertaking the visits. The visits have been carried out since July 2004 and are now well established. There is now a need to shift the focus of the visits away from routine monthly visits to a more inspectoral approach, which will focus on performance and outcomes. In the last 12 months a number of issues have been raised by Councillors and staff which have either been addressed, e.g. mobile phones for staff, or are in the process of being addressed. The visits have proved very successful and are well regarded by elected members and staff.

PPB Scrutiny Topic: Health of Looked After Children was chosen as a scrutiny topic by Healthy Halton PPB. An audit of services was completed from which an action plan has been developed covering 26 recommendations. The action plan will be progressed over the coming year in conjunction with the PCT.

Halton Parent and Carer Forum has been established and the database currently holds the names of 44 parents across the borough whom are willing to be involved in the consultation on children and young people service planning

and delivery. Direct communication links between the Forum and Halton Children and Young People Alliance Board. Halton Youth Service has conducted consultation with the forum on their service delivery plan and plans are in place to consult in the every near future on the authorities Anti bullying policy.

4.3 Efficiency Improvements

A range of efficiency gains have been identified within the Directorate which represent both cashable and non-cashable efficiencies. Cashable efficiencies have been identified in a number of key budget areas such as outborough placements, agency provision, supplies and services and staffing.

Through the re-designation of Halton Special Schools and the more effective use of the Key Stage 4 PRU along with the review of other special needs provision it is estimated that the numbers of pupils with special needs educated out of borough can be reduced. This is currently a key budget pressure for the directorate.

Opportunities have been taken to realign funding to meet the Directorates priorities through the cessation of a number of posts where these roles are no longer required or can be delivered in a more costs effective fashion.

Non-cashable savings will be produced through a range of initiatives such as the improvement in the percentage of statements processed within the 18 weeks period using the existing staffing resource.

4.4 National, Regional & Sub-Regional Focus

North West Regional CAF group: The CAF (Common Assessment Framework) Co-ordinator attends this group, which is a sub group of the PACT (Partners Assessing Children Together) Steering group. The purpose of the group is to share best practice and ensure CAF develops consistently across the North West region.

Regional CYPSP Co-ordinators' Network group is attended by the Alliance Board Manager or Partnership Officer. The group meets quarterly with the purpose of sharing information and best practice, and encouraging consistent standards across children and young people's strategic partnership arrangements in the North West Region.

Regional Independent Reviewing Officers group is attended by the Senior IRM and provides a forum for sharing good practice. The group is also developing a response to the 'Care Matter's' consultation.

Safeguarding Procedures: Following the launch of the revised Working Together Guidance Halton, in conjunction with Cheshire and Warrington, have commissioned the production of Pan-Cheshire procedures.

4.5 Equal Opportunities

Halton Council is committed to ensuring equality of opportunity and combating discrimination and victimisation within all aspects of its service delivery, policy development and as an employer. This commitment is reflected in a range of

policies, strategies and framework documents that underpin the work of the Council in its day-to-day operation and in the services it delivers.

The Council fully supports the broad principles of social justice and will oppose any form of discrimination and oppression. Council policy will apply to all of those who come into contact with it, i.e. those who presently use directly provided services of services provided on the Council's behalf; potential users of services; other agencies and professional; employees and job applicants; and the general public.

During the course of 2006 – 07 all Council Services conducted Equality Impact Assessments to examine the equality implications of all policies, procedures and practices within their area.

As a result this department developed an Equalities Action Plan, which is subject to an annual review, that identified a number of low / medium priority areas for action that will be taken during the lifetime of this plan (refer section 6.3).

4.6 Unforeseen Developments

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

In addition to the normal reporting cycle the service may also report 'by exception' to the appropriate Policy and Performance Board when unforeseen developments occur. Where a more immediate decision is required due to the pressing nature of the unforeseen development, this will be referred to Management Team and the Executive Board for attention. The respective Policy and Performance Boards will be kept informed of any developments of this nature.

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

5.0 RESOURCES

5.1 Budget Summary and Service Costs

To be added when Budget for 2007-08 is finalised

5.2 Future Staffing Requirements

Year	Managerial	Professional/ Technical	Administrative/ Clerical	Front Line
2007/08	No Change*	No Change*	No Change*	No Change*
2008/09	No Change*	No Change*	No Change*	No Change*

*It is difficult at this stage to project or anticipate future staffing requirements. Work is currently being undertaken, under in conjunction with consultants from Manchester University, to develop a Halton Children's Workforce Development strategy. Steps are currently being taken to secure improved efficiencies through pooling of budgets and reconfiguration of service delivery. Future grant funding streams and budget constraints will also inform future staffing levels.

5.3 Future ICT Requirements

The ICT Development Plan looks forward to developments over 3 years 2006-2009. The most significant developments centre around the continuing developments to the Halton Children and Young People's Database and the Social Care system – Care First and the Integrated Children System (ICS) and the increasing amount of tracking data and the need to provide comprehensive analysis and reports. This will be further impacted upon with the demands for development / introduction of these major projects –

IS – Information Sharing Child Index: NW authorities were invited to become early adopters of the Child Index and Halton has agreed to become an early adopter authority. As part of the required development of the national Child Index it is vital that access to the current CYP database can be undertaken on the web by all relevant practitioners in Halton. All LA's need to develop a content management CYP local directory. The system needs to be web based to allow all practitioners to report on their involvement with the child/young person. The system will then via XML reports link to update the National IS Index. In order to do this we need to purchase Synergy gateway from Tribal Software Solutions – this is a fully integrated web portal to the CYP database designed to underpin multi agency collaboration.

OLM Carefirst 6 Software – this will include the incorporation of the developments required Integrated Children System (ICS) together with the Electronic Social Care Record. To enable the project to be implemented post April 2007 the following is essential – OLM Consultancy and Project Management Issues. Additional IT infrastructure / servers are also required , There is a statutory requirement on the authority to store electronically all letters/reports etc. relating to Children Social Care records. This will involve all current, archived and future records. The process will require new IT infrastructure, scanning and new working arrangements to be introduced – in particular a new content

management process will be need to be adopted. Resources will be required to work on all current and historical records.

Building Schools for the Future: Key to the success of BSF is the integration of learning and teaching, physical environment/buildings, infrastructure and technologies. None can be considered in isolation. Information and communications technology (ICT) is a core part of the programme with specified funding provision. Our vision is for an ICT enabled learning community, building on our current ICT strategy. Through BSF, ICT will transform the way that education is delivered in Halton. The BSF ICT strategy opens the way to a new pedagogy, making it easier for teachers to plan and access high quality materials, help pupils and their parents to explore their subjects they are studying. The use of new technology will energise learners and practitioners. ICT will enable practitioners to personalise learning. We aim to develop and exploit ICT as part of our overall programme to raise standards. Building Schools for the Future will deliver the following:

Increased maintenance and increased costs for the Halton Children and Young People's Database and Carefirst 6i and their associated modules will impact on resources and growth items will be required. The relatively small amount of capacity within the directorate for these tasks suggests that growth will be required unless central support services are able to widen their support or that additional resources can be made available within the directorate.

The directorate has a significant number of PCs that are out of warranty or will shortly be out of warranty. A capital bid has been submitted to enable the replacement PCs/laptops that will be coming out of warranty in the 2007/08 financial year – 3 years for laptops and 5 years for desktops.

An investment of capital resources at least at current levels is necessary to tackle effectively our duty to promote effective learning environments in our schools, which include keeping pace with technological advances. In addition, there are issues related to condition, suitability, accessibility and security which demand an ongoing prioritised programme if learners' interests are to be adequately safeguarded and promoted.

5.4 Future Accommodation/Property Requirements

In order to participate in the Building Schools for the Future initiative and access Primary Capital Funding the borough will need to commence a reorganisation of its school provision to establish the best community solution to learning provision for the 21st Century. The outcome of the review of nursery, primary, secondary and special provision will be the provision of facilities that are inclusive, improve the learning environment, are accessible, provide choice to young people and their families and are considered major community resource. Both BSF and Primary Capital provide Halton with a once in a lifetime opportunity to modernise the physical and learning environment and transform learning outcomes for children and young people.

The second phase of the development of Children' Centres will be complete by March 2008 providing flexible, multi-agency services to meet the needs of children, young people and their families.

The opportunity for the more effective organisation and deployment of CYPD Staff to ensure the most appropriate location for service delivery will be provided following the re-location of the Permanence Team and the Adoption and Fostering Teams from Grosvenor House to Midwood House in 2007. A more comprehensive assessment of the Directorates accommodation requirements will then be undertaken in 2008 following the transfer of the Housing and Community Directorate staff from Grosvenor House to Runcorn Town Hall.

6.0 SERVICE PERFORMANCE

Plans are no use if they do not produce real results. We need to set targets and measure our performance to know if we are achieving the improvements intended. Various types of indicator are used here to do this:

- **Objectives and Key Milestones.** These show the major events in the work of the Department that are planned to take place during 2007–10, such as the launch of new initiatives, production of key plans and strategies and progress on major projects†
- **Performance Indicator Targets.** These show performance on indicators that are prescribed by central Government as part of their drive to ensure that councils deliver best value in serving their local communities.
- **Local Performance Indicators.** These show performance on indicators that the Department or the Council has adopted locally themselves and those adopted from national and other sources.
- **Local Public Service Agreement Targets.** Such targets are the result of an agreement between the local authority and the Government. This agreement sets out the authority's commitment to deliver specific improvements in performance and the Governments commitment to reward these improvements.
- **National Floor Targets.** These are targets that set a minimum standard for disadvantaged groups or areas or a narrowing of the gap between such areas and the rest of the country.
- **Local Area Agreement**
Standard corporate text to be added.

† Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. This is represented by a number with the associated level of assessed risk.

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

The following tables identify the objectives and/or any national and local indicators for the service. Each individual objective/indicator has been referenced to the Corporate Plan Priority to which it relates.

6.1.1 Key Service Objectives

Key Objective VC1

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	VC1: To improve levels of school attendance, particularly in secondary schools					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Develop joint working with health sector to reduce non attendance due to chronic health issues by March 2008 Develop multi-agency intervention plan each pupil identified in persistent absent cohort by September 2007 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Reduce level of non attendance due to chronic health issues by March 2009 Review attendance strategy in conjunction with Head teachers and key staff by March 2009. 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Implement reviewed attendance strategy and sustain improvements enabled by Priority Action Plan by March 2010 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Access	Linked Indicators	TBC
	Residual	TBC				

Key Objective VC2

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	VC2: To improve behaviour in schools					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Every secondary school to be part of an Education Improvement Partnership on Behaviour by Sept 2007 • Develop a broader, high quality alternative curriculum ensuring accredited outcomes by Sept 2007. 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Increase number of pupils accessing alternative curriculum by 5% by March 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Increase number of pupils accessing alternative curriculum by 10% by March 2010 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Access	Linked Indicators	TBC
	Residual	TBC				

Key Objective VC7

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	14 - To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	VC7: To improve outcomes for looked after children and provide an integrated support service to LAC					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> Establish a baseline position for the % of LAC accessing early years provision as appropriate by June 2007 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> 10% increase on baseline of the % of LAC accessing early years provision as appropriate by March 2009 LAC mini trust integrated into single Children's Trust by March 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> 15% increase on baseline of the % of LAC accessing early years provision as appropriate by March 2010 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Looked After Children	Linked Indicators	TBC
	Residual	TBC				

Key Objective VC9

Corporate Priority:	A Safer Halton
Key Area Of Focus:	30 - Improving the social and physical wellbeing of those groups most at risk within the community
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	VC9: To ensure children and young people are mentally and emotionally healthy					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> All frontline staff are trained in knowing how to identify the Emotional Health and Mental Well Being of children and young people by March 2008 CAMHS Strategy reviewed and updated by March 2008 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> CAMHS mini trust integrated into Single Children's Trust by March 2009 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Comprehensive Emotional Health and Mental Well Being service is in place across all 4 tiers by September 2009 Reduction in incidents of self harming and admissions to A&E by March 2010 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Children in Need	Linked Indicators	TBC
	Residual	TBC				

Key Objective VC10

Corporate Priority:	A Safer Halton
Key Area Of Focus:	14 - To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood
ECM Outcome & CYP Plan Priority	Achieve Economic Well Being

Service Objective:	VC10: All Directorates to exercise their corporate parenting responsibilities					
Key Milestone(s) (07/08)	<ul style="list-style-type: none"> • Implement revised corporate parenting strategy by Sept 2007 • Increase the number of work placements offered to LAC and Care Leavers by 5% against baseline by March 2008. 					
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Complete actions identified by Corporate Parenting Strategy within agreed timescales • Increase the number of work placements offered to LAC and Care Leavers by 10% against baseline by March 2009. 					
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Complete actions identified by Corporate Parenting Strategy within agreed timescales • Increase the number of work placements offered to LAC and Care Leavers by 15% on baseline by March 2010 					
Risk Assessment	Initial	TBC	Responsible Officer	DM Safeguarding	Linked Indicators	TBC
	Residual	TBC				

6.1.2 Other Service Objectives

Other Objective VC3

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	VC3: To ensure that every school has a named EWO who will visit the school on an agreed frequency of visits		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> 95% agreed contacts made during year 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Maintain position of 95% agreed contacts made during year 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Maintain position of 95% agreed contacts made during year 		
Responsible Officer	DM Access	Linked Indicators	TBC

Other Objective VC4

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	13 - Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
ECM Outcome & CYP Plan Priority	Enjoy and Achieve

Service Objective:	VC4: Reduce incidences of exclusions through the development of a schools behaviour partnership		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> Establish a School Behaviour Partnership that provides access to appropriate preventative services by September 2007 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Realign resources for excluded pupils freed up by School Behaviour Partnerships to invest in preventative services by March 2009 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Maintain refocusing of resources to increase access to preventative services by March 2010 		
Responsible Officer	DM Access	Linked Indicators	TBC

Other Objective VC5

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	19 - To ensure a safe environment for children where they are supported and protected from abuse and neglect
ECM Outcome & CYP Plan Priority	Stay Safe

Service Objective:	VC5: To ensure that Halton schools are fully compliant with current safeguarding guidance and that recruitment and selection of staff is Bichard compliant.		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> Establishment of a rolling programme of monitoring all safeguarding linked policies e.g. Anti-Bullying, Positive Handling and Whistle Blowing by March 2008 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Ongoing monitoring of all safeguarding linked policies achieving progress against objectives by March 2009 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Ongoing monitoring of all safeguarding linked policies achieving progress against objectives by March 2010 		
Responsible Officer	DM Access	Linked Indicators	TBC

Other Objective VC6

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	19 - To ensure a safe environment for children where they are supported and protected from abuse and neglect
ECM Outcome & CYP Plan Priority	Stay Safe

Service Objective:	VC6: To provide a range of support services for children and families		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> • Child in Need mini trust established with aligned budget and joint commissioning arrangements by March 2008 • Review/ updating of strategies in the context of the new service design by March 2008 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> • Monitoring of support services through Children's Trust and further development as necessary • Preventative and Child in Need mini trust integrated into single Children's Trust by March 2009 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> • Reduction in referrals to children social care and those children requiring a child protection plan by March 2010 • Reduction in incidents of neglect by March 2010 		
Responsible Officer	DM Children in Need	Linked Indicators	TBC

Other Objective VC8

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	14 - To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood
ECM Outcome & CYP Plan Priority	Stay Safe

Service Objective:	VC8: To provide a range of local placement options for looked after children		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> Revised Carer recruitment strategy in place by Sept 2007 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> Increase the number of approved carers by 10% against baseline by March 2009 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> Increase the number of approved carers by 15% against baseline by March 2010 		
Responsible Officer	DM Looked After Children	Linked Indicators	TBC

Other Objective VC11

Corporate Priority:	Halton's Children and Young People
Key Area Of Focus:	14 - To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood
ECM Outcome & CYP Plan Priority	Achieve Economic Well Being

Service Objective:	VC11: To provide a range of support and accommodation services for young people over 16 yrs and for care leavers		
Key Milestone(s) (06/07)	<ul style="list-style-type: none"> Review/ updating of strategy in the context of the new service design by March 2008 Establish a baseline position for provision of approved semi independent accommodation for young people 16+ and care leavers by Sept 2007 		
Key Milestone(s) (08/09)	<ul style="list-style-type: none"> 10% increase on baseline of the % of young people 16+ and care leavers accessing approved semi-independent accommodation by March 2009 		
Key Milestone(s) (09/10)	<ul style="list-style-type: none"> 15% increase on baseline of the % of young people 16+ and care leavers accessing approved semi-independent accommodation by March 2010 		
Responsible Officer	DM Looked After Children	Linked Indicators	TBC

6.2 Performance Indicators and Targets (Statutory & Local Indicators):

Ref ¹	Description	Corp Plan Priority / CYP Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Service Delivery											
<u>VC LPI 1</u>	% of LAC achieving at or above the level forecast using FFT data	TBC	New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA
<u>BVPI 46</u>	% of half days missed due to total absence in primary schools maintained by the authority	TBC	5.77	5.13	5.56	5.97	5.5		5.3	5.2	5.1
<u>BVPI 45</u>	% of half days missed due to total absence in secondary schools maintained by the authority	TBC	9.37	7.26	7.76	8.3	9.2		9	8.9	8.8
BVPI 49 / PAF A1	Stability of placements of Children Looked After	TBC	13	N/A			12		11	10.5	10
BVPI 50/ PAF A2	Proportion of young people leaving care with at least 1 GCSE grade A-G or GNVQ	TBC	50	59.3	53.8	46.2	57		65	68	70
BVPI 161/ PAF A4	Proportion of care leavers in education, employment or training at age 19	TBC	0.75	0.90	0.77	0.65	0.78		0.80	0.81	0.82

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

Ref ¹	Description	Corp Plan Priority / CYP Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
BVPI 162/ PAF C20	Percentage of children on the register whose child protection cases were reviewed within timescales	TBC	100	100	100	99.53	100		100	100	100
BVPI 163/ PAF C23	Proportion of children looked after for more than 6 months adopted	TBC	4.9%	9.51	7.78	5.59	9.5%		9.8%	10%	10.2%
Quality											
<u>VC</u> <u>LPI 2</u>	% of Care Leavers living in temporary accommodation	TBC	39%	N/A			32%		30%	28%	26%
<u>VC</u> <u>LPI 3</u>	% of primary schools achieving the Healthy School standard in relation to emotional health and well being	TBC	New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA
Fair Access											
<u>VC</u> <u>LPI 4</u>	% of referrals to CAMHS services resulting in individuals accessing appropriate services	TBC	New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA
<u>VC</u> <u>LPI 5</u>	% of LAC accessing alternative health assessments having previous refused	TBC	New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA
<u>VC</u> <u>LPI 6</u>	% of pupils reintegrated to education following exclusion	TBC	New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA
<u>VC</u> <u>LPI 7</u>	% of pupils receiving full time provision from 16th school day after exclusion	TBC	New Indicator	N/A			N/A	Baseline To Be Established	TBA	TBA	TBA

Ref ¹	Description	Corp Plan Priority / CYP Plan Priority	Halton 2005/6 Actual	2005/06 Quartiles (All England)			Halton 2006/7 Target	Halton 2006/7 Actual	Halton Targets		
				Top	Middle	Bottom			07/08	08/09	09/10
Cost & Efficiency											
	TBC										
Corporate											
No indicators of this type are applicable to this service											

6.2 Equality Action Plan

To be completed

The Department carried out an Equality Impact Assessment during 2006 and a number of actions that needed to be taken were identified. Those yet to be completed that are considered to be high priority are detailed in the table below.

Strategy/Policy/Service	Impact Assessment (High/Low/None)	Action(s) Proposed	Timetable			Officer Responsible
			2007/08	2008/09	2009/10	

6.4 Local Public Service Agreement

Ref	Description	Corp. Plan Priority	Actual	LPSA target
11	<p>Improved opportunities and levels of participation in education training and employment by children in the care of Halton Council.</p> <p>1. The percentage school attendance of children who have been looked after for at least 12 months</p>	Halton's Children & Young People	89.6% May 05	92.6% May 08
	<p>2. The percentage of children in the care of Halton Council who are under 16 years old and have been looked after for more than 2.5 years, that have been in their current placement for at least 2 years (LAC 24)</p>	Halton's Children & Young People	64.4% 04/05	81.5% 07/08

6.5 National Floor Targets

Ref	Description	Government Targets
PSA 1 Home Office	This target is a cross cutting one with the Youth Offending team and other partner agencies	Reduce crime overall by 15%, and further in high crime areas, by 2007-08.
PSA 5 DfES	This target is a cross cutting one with Education. It is linked to BVPI 50 – the Education Qualifications of Children Looked After	<p>The proportion of those aged 16 who get qualifications equivalent to 5 GCSEs at grades A* – C rises by 2 percentage points each year on average and in all schools at least 20% of pupils achieve this standard by 2004, rising to 25% by 2006 and 30% by 2008.</p> <p>Increase the percentage of all pupils obtaining five or more GCSEs at grade A* – C, to 50% by 2008.</p>
PSA 9 DH	This target is a cross cutting one with Education and other partner agencies. The Teenage Pregnancy Strategy sets out the plans to achieve the target. It is linked to BVPI 61 – Relative spend on Family Support and BVPI 161 – Employment, Education and Training of Care Leavers.	By achieving agreed local conception reduction targets, reduce the national under-18 conception rate by 15% by 2004 and 50% by 2010, while reducing the level of inequality in rates between the worst fifth of wards and the average by at least a quarter.
PSA 10 DTI & DWP	This is a cross cutting target with Education. It is linked to BVPI 50 – the Education Qualifications of Children Looked After, BVPI 61 – Relative spend on Family Support and BVPI 161 – Employment, Education and Training of Care Leavers.	Over the three years to Spring 2006, increase the employment rates of disadvantaged areas and groups, taking account of the economic cycle – lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications, and the 30 local authority districts with the poorest initial labour market position, and significantly reduce the difference between their employment rates and the overall rate.

6.6 Local Area Agreement

To be confirmed

7.0 PERFORMANCE REPORTING

One of the main purposes of having a Service Plan is to enable the Council and interested members of the public to keep track of how the Council and its Departments are doing and to help councilors and managers see whether the service is performing as planned and achieving its targets.

Progress will be monitored through:

- **Day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Quarterly progress reports to the Management Team;**
- **The inclusion of quarterly service plan monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**

Policy and Performance Board agenda are public documents and can be accessed free using Internet access at any library where assistance with the technology is available if needed.

8.0 STATUTORY & NON-STATUTORY PLANS

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

[Community Strategy](#)

[Halton Best Value Performance Plan 2006/07](#)

Halton Children and Young People's Plan 2006-2009

Halton Corporate Plan 2006-2011

Halton Community Strategy 2006-2011

Youth Justice Plan

Halton Safeguarding Children Board Business Plan

Preventative Services Partnership Board Business Plan

Common Processes Task Group Business Plan

Specialist/Targeted Task Group business Plan

Universal Task Group Business Plan

Building Bridges Strategy for Children and Young People with Disabilities

Looked After Children Strategy

14-19 Strategy Plan

Emotional Health and Well-being Strategy

Children in Need Strategy

Teenage Pregnancy Strategy

Young Person's Substance Misuse Plan

Risk Assessment for Key Service Objectives Initially assessed as ‘High’ Risk

To be completed when risk assessment of key objectives has taken place.

Key Objective Ref	Initial Risks identified	Risk Treatment Measures

A commentary will be included in the quarterly service plan monitoring report at quarter 2 and quarter 4 to indicate the progress against risk treatment measures.