

Public Document Pack



Executive Board

Thursday, 16 March 2017 2.00 p.m.
The Boardroom, Municipal Building

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

Chief Executive

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

PART 1

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1. MINUTES	
2. DECLARATION OF INTEREST	
Members are reminded of their responsibility to declare any Disclosable Pecuniary Interest or Other Disclosable Interest which they have in any item of business on the agenda, no later than when that item is reached or as soon as the interest becomes apparent and, with Disclosable Pecuniary interests, to leave the meeting during any discussion or voting on the item.	
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*Please contact Angela Scott on 0151 511 8670 or
Angela.scott@halton.gov.uk for further information.
The next meeting of the Committee is on Thursday, 20 April 2017*

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**10. SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972
AND THE LOCAL GOVERNMENT (ACCESS TO
INFORMATION) ACT 1985**

PART II

In this case the Board has a discretion to exclude the press and public and, in view of the nature of the business to be transacted, it is **RECOMMENDED** that under Section 100A(4) of the Local Government Act 1972, having been satisfied that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act.

11. RESOURCES PORTFOLIO

**(A) DISPOSAL OF FORMER CARETAKERS HOUSE AT
SIMMS CROSS**

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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:	16 March 2017
REPORTING OFFICER:	Strategic Director, People
PORTFOLIO:	Children, Young People & Families
SUBJECT:	Shared Fostering Service
WARDS:	All

1.0 PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to seek approval from Executive Board Members to develop a proposal for a shared fostering service for Warrington, Halton, Cheshire West and Chester and Cheshire East, which would include the approval of a single local authority to deliver the functions of a fostering service on behalf of the partnership.

2.0 RECOMMENDATIONS: That Executive Board approves

- 1) that the proposal for a shared fostering service should be developed between Warrington, Halton, Cheshire West and Chester and Cheshire East;**
- 2) that one of the partner local authorities will be the single local authority acting as the provider of the shared service;**
- 3) that further decisions regarding the development and establishment of the shared fostering services are delegated to the Strategic Director, People in consultation with the Lead Member for Children, Young People and Families Services; and**
- 4) that authority to sign off an inter authority agreement is delegated to the Strategic Director, People.**

3.0 SUPPORTING INFORMATION

- 3.1 Over recent years there has been an unprecedented national rise in the numbers of children coming into care which has resulted in local authority fostering services being unable to meet the demand for foster placements. Increasingly there has been a reliance on independent fostering agencies (IFAs) to provide placements resulting in significant financial pressures for councils. IFA placements cost on average £700 - £800 per week, more than double the cost of an internal placement.

- 3.2 In Halton, the capacity of our in-house fostering service is severely stretched, with a reduction of fostering households from 85 households in 2015/16 to 69 fostering households, with only 3 families in assessment currently. Halton has a high number of initial enquiries but low conversion of these enquires to assessment, and the capacity of a small service on its own to follow up these enquires may be having an impact on conversion rates.
- 3.3 The cost of IFA placements across the four partner local authorities in the first half of 2016-17 totalled **£6,411,838**. In Halton, the current projection is **£1,649,445** for IFA placements an increase on previous years.
- 3.4 IFAs are usually large organisations focusing solely on the recruitment of mainstream foster carers. In comparison local authorities have relatively small fostering services with competing priorities with fostering teams not only recruiting and supporting mainstream foster carers but also assess and support kinship/connected carers (family and friends carers). The latter assessments are usually required as part of the court process and have tight timescales for completion and take up a lot of time. They divert the service’s limited resources from mainstream recruitment and assessment. In Halton, the fostering service also undertakes placement finding for children in care At a time of high demand for placements this process takes longer and is done by the same small staff cohort.
- 3.5 Currently the four partner local authorities are aiming recruitment campaigns at the same population in the sub-region with competing messages. Operating as a single entity each local authority is not only competing with their neighbouring local authorities but also with a strong IFA market. It is therefore not surprising that, to a large extent, the local authorities have lost the market to the IFAs. A shared fostering service would allow resources to be used more effectively and efficiently through economies of scale and the pooling of budgets. As demonstrated by the shared adoption service (WWiSH) a shared service can result in much improved recruitment processes, an increase in the number of applicants who are assessed and approved without undue delay.
- 3.6 The common services and processes within fostering services are a ‘good fit’ for a shared service:

Recruitment	Currently four local authorities are individually advertising for foster carers across the patch and effectively are trying to attract from within the same pool. The creation of a common brand and a single campaign would present a stronger, more effective approach. Shared resources will improve the quality and targeting of recruitment and will reduce the reliance on IFA placements.
Assessment	Assessment is a common process. All four councils follow the Skills to Foster Framework. A shared

	service would enable more frequent introductory training across the services footprint and support the faster recruitment of foster carers.
Panel Process	This is a common process – a shared approach would result in efficiencies and a more effective approval process with speedier decisions.
Family and Friends Assessment	There is commonality in approaches to Family and Friends assessments and the development of a single model of assessment would result in a more efficient process.
Placements	A shared service would increase capacity across the patch. Sharing resources across neighbouring authorities will allow children to remain closer to their community and enable children to remain at their existing schools.

4.0 AIMS, OBJECTIVES AND BENEFITS OF THE SHARED FOSTERING SERVICE

4.1 The key aims of the shared fostering service are to achieve:

- a more effective service through improved recruitment, assessment and training of prospective carers;
- improved outcomes for children through greater placement choice and the increased availability of placements that can meet their needs; and
- a more efficient service.

4.2 The shared fostering service will be developed with a focus on providing sufficient foster placements to meet the needs of the four local authority partners. The key objectives are:

- to provide a sufficient range and number of foster carers able to parent children with a wide range of profiles and needs, enabling more children to be placed “in house”;
- to develop and support carers to enable the placement of sibling groups and older children;
- to reduce the reliance on IFA placements
- to retain mainstream carers through the provision of high quality support and training.

4.3 A shared service has the potential to deliver the following benefits:

- a service with a clear focus and resource to recruit more foster carers that meet the needs of the children;
- local placement children;
- improved safeguarding of children as they will be placed in local authority placements where robust monitoring and oversight;
- improved retention of foster cares supported by a comprehensive training programme and a common foster carer allowance and benefits scheme; and

- reduced reliance on IFA placements and reduction in spend.

5.0 PROJECT GOVERNANCE

- 5.1 In order to ensure effective governance of the shared fostering service a project board has been established consisting of the assistant directors of each local authority.
- Fiona Waddington Warrington Borough Council
 - Tracey Coffey Halton Borough Council
 - Emma Taylor Cheshire West and Chester Council
 - Nigel Moorhouse Cheshire East
- 5.2 Project Board members will be supported in their work by the respective Heads of Service/Service Managers who have responsibility for fostering services and project management support is being provided by Warrington Borough Council and Cheshire West and Chester councils.
- 5.3 A steering group has also been established consisting of the Heads of Service/ Service Managers and the Fostering Team Managers. The steering group's work is focused on identifying commonalities in process and practice; developing a proposed structure and operational model.

6.0 PROPOSAL

- 6.1 The proposal is for a shared fostering service to be developed between Warrington, Halton and Cheshire West and Chester and Cheshire East. The four partner local authorities have a strong history of collaborative working in respect of children's services: a shared youth offending service and three of the local authorities are partnering in the establishment of a regional adoption agency.
- 6.2 It is proposed that one of the four local authorities will become the lead provider authority for the shared service. The other three local authorities will undertake the governance and quality assurance role through a Partnership Board. The service would be underwritten by an inter-authority agreement based on a business case/service specification. No lead LA has been identified.
- 6.3 Fostering services undertaken by the new partnership service are:
- Recruitment, assessment and training; and
 - Supervising and supporting foster carers
- 6.4 It is proposed that the development of the service is phased. Phase 1 will be the development of the recruitment, assessment and training arm of the service with the aim of going live in October 2017. Phase 2, the supervision and support arm involves significant planning in terms of a full service operating model, and will be developed concurrently with Phase 1 but will go live in April 2018.

- 6.5 Should the proposal be approved a communications and stakeholder consultation plan will be produced and implemented. Key stakeholders are staff, foster carers, panel chairs and children and young people and unions. A full staff consultation will be undertaken for each Phase of the development.

7.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

7.1 Children & Young People in Halton

It is critical for children and young people to be placed locally so that they can maintain their education, relationships and contact with friends and family and have regular access and support from their social worker and support services.

7.2 Employment, Learning & Skills in Halton

Stability in placement is key for children and young people to succeed in education and be supported when leaving care in accessing the appropriate career options.

7.3 A Healthy Halton

Children in care may have needs with their emotional health and wellbeing as a result of their life experiences which is why stable and sufficient capacity within the foster service is necessary for good matches and stability.

7.4 A Safer Halton

It is essential to monitor the quality of care that children receive and to respond if there are concerns.

7.5 Halton's Urban Renewal

None.

8.0 FINANCIAL CONSIDERATIONS

- 8.1 Financial modelling of the shared service will be undertaken once the proposed structure is finalised. The major savings that are to be made through the establishment of a shared service is through the reduction of spend on IFA placements as more foster carers are recruited and the stock of internal placements increases.

- 8.2 As a shared service it will be necessary to have a common fostering allowance payment and benefits scheme. It is envisaged at this stage that when a foster carer is approved the financial payment will be made by the local authority in which the foster carer resides. If four separate payment schemes were to remain this could impact on recruitment as there would be a lack of parity and fairness between carers with some

carers being paid more or less than others. A new aligned payment structure will be developed and consulted on in Phase 1.

9.0 RISK ASSESSMENT

9.1 The key risks are detailed in the table below:

Risk	Level	Mitigation
Withdrawal of local authority commitment or lack of agreement as to lead authority	Low	There is a history of collaboration between the four local authorities and there is no reason to indicate that any would withdraw or be unable to agree re lead authority
Legal – Local authorities must deliver a fostering service	Low	Local authorities will still be delivering a service by commissioning the lead authority to deliver the service on their behalf.
Financial – continued reliance on IFAs due to inability to recruit.	Low	Local authorities will not be competing; a strong brand will improve recruitment alongside a business -like approach to recruitment to enhance our position in the market.
Regulatory concerns/Ofsted	Low	<p>The Partnership Board will monitor the performance and quality assure the service provided by the lead authority, including meeting statutory requirements and the national minimum fostering standards.</p> <p>Ofsted currently do not have a framework for inspected shared services and hence until this occurs the service will be inspected 4 times. However with the statutory requirement for local authorities to be part of a Regional Adoption Agency Ofsted will most likely be tasked with developing an inspection framework for a</p>

Risk	Level	Mitigation
		shared service.
Governance	Low	The Partnership Board will offer robust governance and performance manage and quality assure the service being provided.
Lack of equity of Foster Carer usage	medium	In Phase 1 the distribution and usage of the foster carers will need to be developed and signed off by each local authority
Reputation	Low	The government is keen for local authorities to enter into different delivery models in order to improve outcomes for children. This development will be seen as innovative practice.

10.0 EQUALITY AND DIVERSITY / EQUALITY IMPACT ASSESSMENT

10.1 The benefits of a shared fostering service to vulnerable children needing a foster placement are outlined in section 4. By increasing the area from which foster carers will be recruited from will allow the service to meet the diverse needs of this group of children and ensure that their welfare is safeguarded. A full equality impact assessment will be produced prior to formal consultation with staff.

11.0 CONSULTATION

11.1 As detailed in paragraph 6.5 consultations with a range of stakeholders will be undertaken should the proposal be agreed. A formal consultation with staff will be undertaken once the service delivery model has been formally agreed by the four local authorities.

12.0 REASON(S) FOR DECISION

12.1 In order Halton Borough Council to meet its statutory duty to provide sufficient foster placements for children who are coming into or who are in care it is necessary for a new model/approach to be delivered. Currently demand outstrips provision and there is a heavy reliance on costly IFA placements which is placing a financial pressure on the council.

12.2 A shared fostering service is a model that offers economies of scale that should lead to a more operationally efficient and cost effective service.

13.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

13.1 Halton can continue as it is but there is not the capacity to undertake the level of marketing, recruitment and assessment required to meet the demand for foster carers. Over the short-term additional resource will be required to bolster our local recruitment but at the moment the lack of capacity of staff and poor market supply is having an impact on the services ability to match children appropriately to the far fewer number of foster carers and providing the right level of support to our current foster carers this is increasing the risk of placement breakdown and the consequent higher costs with increased use of IFAs and residential provision. The matching of children with foster carers was an area to improve highlighted by the Ofsted Inspection in 2014.

14.0 IMPLEMENTATION DATE

14.1 October 2017.

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

None.

REPORT TO: Executive Board
DATE: 16 March 2017
REPORTING OFFICER: Director of Public Health
PORTFOLIO: Children, Young People and Families
SUBJECT: The procurement of a new 0-19 Healthy Child Service for Halton

1.0 PURPOSE OF REPORT

1.1 In accordance with Standing Orders, the Executive Board is requested to authorise the Director of Public Health to commence a procurement exercise to determine the most economically advantageous and effective organisation to deliver public health services for children, young people and families. The contract will be awarded for a period of 5 years with the option for two further one year extensions.

1.2 Members' approval is sought to proceed with a tender exercise to test the current market and, subject to the financial implications from any tender submissions received, seek to appoint a provider or providers to provide a 0-19 Public Health Service for children, young people and families in Halton.

2.0 RECOMMENDATION: That the Executive Board approve the proposal to tender for the 0-19 Healthy Child Service for children, young people and families in Halton.

3.0 SUPPORTING INFORMATION

3.1 Halton Borough Council is responsible for commissioning services to promote the health and wellbeing of children and young people resident in Halton with the aim of improving public health outcomes and reducing health inequalities across the life course. Traditionally this has been through two separate functions – the

Health Visitor Service (0-5) and School Nursing (5-19).

- 3.2 In October 2015, responsibility for commissioning the Health Visiting and Family Nurse Partnership services transferred to the Local Authority from NHS England. The contract was with Bridgewater Community Health NHS Foundation Trust and was novated for a period of eighteen months to March 2017. The delivery of the Health Visiting Service and the Family Nurse Partnership Programme and is due to expire in March 2017 with no allowance for any extension. In September 2016 the Executive Board supported the recommendation to grant a direct award of a contract to Bridgewater for the delivery of Health Visiting and Family Nurse Partnership services from 1st April 2017 to 31st August 2017. The reason for this request was to support consultation on the development of a new service specification and ensure continuity of service for local people between the end of the current contract date and the commencement of a new service contract in September 2017. The procurement of the School Nursing Service for Halton took place in 2015, with the contract commencing in September 2015 for the period of three years to August 2018.
- 3.3 Giving every child the best start in life is crucial - the foundations for virtually every aspect of human development – physical, intellectual and emotional – are set in place during pregnancy and in early childhood. What happens during these early years has lifelong effects on many aspects of health and wellbeing, educational achievement and economic status.
- 3.4 We know there will be challenges within a child's or a young person's life and times when they need additional support and the universal and targeted public health services provided by the 0 – 19 Service will be crucial to improving the health and wellbeing of

all children and young people and their families.

4.0 PROPOSAL

4.1 It is proposed that the Executive Board grants approval for the commencement of a procurement exercise to secure a provider to deliver the Integrated 0 – 19 Public Health Service for children, young people and families.

4.2 In order to maximise the impact of service delivery, Halton is seeking to create an integrated 0-19 service (or up to 24 for young people with a disability or complex health care need) that will deliver the **Healthy Child Programme** and provide both universal and targeted support services to help improve the health and wellbeing of children, young people and families.

4.3 The new commissioning arrangements for children and young people aged 0-19 will provide the opportunity to integrate health visitors, family nurses and school nurses with other **health services** such as midwives, dental teams and dentists, GPs, hospitals and Clinical Commissioning Groups (CCGs) and also with **children's services** such as social care, children's centres, early years settings, schools, colleges and the wider community.

4.4 The Commissioners will seek the delivery of a high quality service that is both effective in improving universal outcomes through the use of evidence based interventions delivered by skilled practitioners, and also safeguards children by identifying children at risk of harm. The Provider will work with other professionals to devise joint multi-agency plans, to reduce risk to the child and improve their immediate and long term health and wellbeing.

4.5 The expectation is that the service will combine a balance of advice/guidance and direct evidenced based interventions for those that require additional support. Such an approach will

enhance the availability of local services that are joined up, supportive and affordable as they enable new parents, children and young people to access the appropriate information, advice and support they need to improve health and wellbeing and to tackle health inequalities. The service will particularly focus on supporting children to be ready to start school, and at key transition points in their lives – such as moving up to secondary school, leaving education and also, for those who need it, entering into the care of adult services.

4.6 The service will continue to lead and deliver the universal **Healthy Child Programme** to all children and young people, and will aim to ensure that every child gets the good start they need to lay the foundations of a healthy life. As well as seeking innovation, it is anticipated that such a development will also lead to the realisation of financial savings.

4.7 The Service is intended to provide seamless support up to the young person's 19th birthday, and is described in a number of discrete elements of the specification:

- Health Visitor Service for 0 - 5 years
- Family Nurse Partnership (First time Pregnancy in Teenagers)
- School Nursing Services for 5 - 19 years
- Reception Age Hearing and Vision Screening
- National Child Measurement Programme Services.
- *Immunisation Services for children and young people aged 5 - 19 years; (This element is commissioned separately by NHS England but forms an integral part of the service).*

4.8 The service will be delivered by integrated locality based teams resourced to meet the identified needs of the population of the locality they serve. In addition the Provider will commit to the

“Early Help and Intervention” model for Halton and will develop integrated services with children’s services, social care, education, wellbeing, leisure, lifestyle, cultural and community services. The service will also commit to streamlining and improving access to public health/ health improvement services for children and young people and families and will also seek to be co-located with partner organisations where appropriate.

4.9 Local stakeholders have informed and influenced the development of a refreshed service specification to ensure that it is fit for purpose and represents value for money. A number of engagement activities will take place with head teachers, children’s centres, school nurses and young people representatives to further inform the service.

5.0 BUSINESS CASE

5.1 Value for Money

The contract for the new service will be awarded on the basis of quality and price, thus ensuring value for money. It is anticipated that applications to deliver this service will enable efficiency savings to be made which will represent a reduction on current expenditure. Tender submissions will be evaluated using MEAT (Most Economic Advantageous Tender) principles. The initial contract will be awarded on a five year basis with an opportunity to extend by two one year extensions. An integral element of the procurement process will be a proportionate approach to Social Value and all prospective providers will be evaluated against the Halton Social Value Procurement Framework.

5.2 Transparency

Contracts will be recorded in the Council’s Contracts Register accessible via the internet together with the publication of all spend in excess of £500.

5.3 Propriety and Security

Compliance with anti-corruption practices will be adhered to and

any of the contracts within the subject of this report will be terminated if there is any occurrence of corruption by any organisation or their staff.

5.4 Accountability

The contracts will be performance managed and service standards monitored by commissioners and the contracts team.

5.5 Position of the Contract under the Public Contracts Regulations 2006

These contracts are Part B exempt services and do not need to be advertised in the OJEU.

6.0 POLICY IMPLICATIONS

6.1 The method of procurement complies with the Council's procurement policy and Procurement Standing Orders and will utilise The Chest e-procurement portal.

7.0 FINANCIAL/RESOURCES IMPLICATIONS

7.1 Financial provision for the Service is contained within the Public Health ring fenced grant. A contract will be awarded for five years with two one year optional extensions. TUPE regulations will apply for affected staff, and measures will be put in place to review contract values on an annual basis in line with available resources.

8.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

8.1 Children and Young People in Halton

The Government's aim is to enable local services to meet local needs, and the Healthy Child programme is a critical component in giving every child in Halton 'the best start in life'. Improving child development is a priority for Halton which will be supported by an effective and efficient service that supports both national and local strategies and action plans to meet the needs of children and their families.

8.2 Employment, Learning and Skills in Halton

Employment, Learning and Skills is a key determinant of health and wellbeing and is therefore a key consideration when

developing strategies to address health inequalities. An effective service will support children and their families in reducing the impact of ill health on their life chances and also encourage and support “school readiness”, in particular with regards to speech, language and communication.

8.3 A Healthy Halton

Universal and specialist public health services for children are important in promoting the health and wellbeing of all children and reducing inequalities through targeted intervention for vulnerable and disadvantaged children and families. The service contributes to the delivery of the objectives of the Health and Wellbeing Board.

8.4 A Safer Halton

Reducing the incidence of crime, improving Community Safety and reducing the fear of crime have an impact on health outcomes particularly on mental health. There are also close links between the service and on areas such as mental health, alcohol and domestic violence.

8.5 Halton’s Urban Renewal

N/A

9.0 RISK ANALYSIS

9.1 Risk will be a particular consideration in the tender evaluation process. Robust service monitoring should provide early warning of any performance issues. The proposals are not so significant as to require a full risk assessment.

10.0 EQUALITY AND DIVERSITY ISSUES

10.1 All contractors will be required to demonstrate that they embrace and comply with the Equality Act, and services will be monitored to ensure this is the case.

11.0 REASON(S) FOR DECISION

11.1 A decision is required to enable the procurement exercise to commence.

As the value of the proposed contract will exceed the EU threshold

for services of this type, we are seeking Executive Board approval.

12.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

12.1 N/A

13.0 IMPLEMENTATION DATE

13.1 The new procurement process will commence immediately, with the new service in place by September 2017.

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

14.1 None under the meaning of the Act.

REPORT TO: Executive Board

DATE: 16 March 2017

REPORTING OFFICER: Strategic Director, People

PORTFOLIO: Health and Wellbeing

SUBJECT: Health Policy and Performance Board Scrutiny
Review of Carer Services 2016/17

WARD(S) Borough-wide

1.0 **PURPOSE OF THE REPORT**

1.1 To present to the Board the report and recommendations of the Health Policy and Performance Board Scrutiny Review of Carer Services.

2.0 **RECOMMENDATION: That**

- 1) **the contents of the report attached and appendices be noted; and**
- 2) **the Board approve the recommendations made by the Health Policy and Performance Board.**

3.0 **SUPPORTING INFORMATION**

3.1 The report attached at Appendix 1 outlines the evidence received by the Health Policy and Performance Board group from a range of partners, in relation to services provided to carers in Halton.

3.2 Participating organisations and services included: Carers, Halton Carers' Centre, Halton NHS Clinical Commissioning Group, Adult Social Care and Hospital Discharge Team (Warrington).

3.3 The recommendations made by the scrutiny topic group, and approved by the Health Policy and Performance Board on 7th February 2017 Board, are:

1. **There should be a continued focus on provision of information and support at the right time for the carer, to avoid carer breakdown and use of high cost services.**

3.4 Prevention and early intervention services and organisations across health and social care should consider how they can proactively identify and engage with carers to be able to sign post them

to/provide information that can support their caring role. Services should be able to demonstrate how they do this.

2. Continued efforts to engage with people currently hidden from carer services.

3.5 Key stakeholders, including Social Care, NHS Halton CCG, GP practices, local acute trusts, Halton Public Health, the Halton Integrated Wellbeing Team and providers such as Wellbeing Enterprises should work collaboratively to:

- Identify carers and promote available support to all parts of the community.
- Develop innovative approaches to delivery of services in the community, in order to appeal to the diverse needs of carers in Halton.
- Raise awareness, not only of information and service provision to support carers and professionals, but also of what constitutes a carer.
- Work with partners in Children's and Adult's Services to embed the newly developed 'transition protocol', engaging with children at an earlier stage to plan for their transition into adult services, including carers support services where they are identified as being a 'young carer'.

3. A renewed focus on relationships with health, in particular the Hospitals, to encourage identification and support of carers.

3.6 Whilst acknowledging that the Carers' Centre and GP Practices have well established and successful relationships in identifying and supporting carers, efforts need to be focused towards working with the local acute trusts.

3.7 Carers are frequently identified through social care assessments, but less so for carers of people with health conditions.

3.8 Health and Social Care Senior Management should consider carers, as a standing agenda item at existing meetings. This may include how to work with partners, including the acute trusts, to build awareness of the role of, impact on and needs of carers, promote what support is available locally and strengthen relationships between the hospitals and carer support services.

3.9 Services and agencies that support carers should work with acute trusts to help them better understand how hospitals can identify and support carers whilst their loved one is in hospital, and throughout the discharge process.

4. Assessment of long term carers needs at regular intervals.

- 3.10 Consider the scope within the annual review of cared for people to systematically offer an assessment to their carer, where previously it had been declined by the carer or they were previously not eligible.

5. Involving carers in coproduced service development.

- 3.11 Examining and adopting different ways of engaging with carers in consultation and co-production of service developments. This may involve training and support for carers to take part in consultation and coproduction exercises.

6. Ensure that within carer provision there are a range of different interventions to meet diverse and changing needs of carers.

- 3.12 Whilst there are no immediate plans to reduce the level of investment in carer services, Commissioners of carer support services and carer support organisations should consider how available resources are invested to be able to continue to deliver *different types of support* (ie 1:1, personal budget, carers breaks, peer support social groups). Services should also consider post caring support needs of carers ie after a bereavement.
- 3.13 The variety of support not only needs to provide information and practical help for carers in their caring role, but should also consider wider factors including the mental health, social inclusion and employment potential (where appropriate) of carers.

7. Consider how access to carers services can be improved.

- 3.14 Carers reported that the lack of a single point of access, or named care coordinator for carers is a cause of frustration to some. Further work should be undertaken with agencies that support carers to consider how they can work together to 'mesh' services so it doesn't matter where people enter, they will get consistent and appropriate support.

4.0 POLICY IMPLICATIONS

- 4.1 The policy implications of pursuing any course of action arising out of the recommendations will be highlighted, as appropriate, through the usual reporting channels.

5.0 **OTHER/FINANCIAL IMPLICATIONS**

5.1 There are no financial/resource implications from the recommendations in this report.

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

6.1 **Children & Young People in Halton**

None identified at this time.

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

None identified at this time.

6.3 **A Healthy Halton**

The health and wellbeing of carers is a priority in Halton, and the contribution they make to the health and social care sector is recognised.

6.4 **A Safer Halton**

None identified at this time.

6.5 **Halton's Urban Renewal**

None identified at this time.

7.0 **RISK ANALYSIS**

7.1 None identified at this time.

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 None identified at this time.

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

None.



Health Policy & Performance Board

Scrutiny Review of Carer's Services

**Report
February 2017**

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1.0 PURPOSE OF THE REPORT

1.1 The purpose of the report is to present the findings of the scrutiny review which focused on the type and quality of Carers Services provided in Halton and the associated pathways in place to support Carers’ ability to access those Services.

1.2 The full topic brief can be found at *Appendix 1*.

2.0 POLICY AND PERFORMANCE BOARD (PPB)

2.1 This review was commissioned by the Health PPB in March 2016. This report will be presented to Health PPB in March 2017. The report will also be presented to People Directorate Senior Management Team, Executive Board and boards or committees of stakeholders, as appropriate.

3.0 MEMBERSHIP OF THE TOPIC GROUP

3.1 An invitation to participate in the scrutiny group was made to all members of the Health PPB. The table below details which PPB members and officers participated in the review

3.2

Councillor Joan Lowe (Chair)	Paul McWade, Operational Director, People Directorate
Councillor Martha Lloyd-Jones	Emma Bragger Policy Officer, People Directorate
Councillor Pauline Sinnott	Mr Tom Baker (HealthWatch)
Councillor Stan Parker	Councillor Margaret Horabin
Councillor Shaun Osborne	

3.3 **The Chair would like to extend their thanks to all of the Carers, Officers and Organisations that took time to contribute to this review.**

4.0 METHODOLOGY

4.1 This scrutiny review was conducted through the following means:

- Information pack provided to Topic Group Members outlining national and local picture of the impact of caring, implications of the Care Act, best practice and commissioning.
- Monthly meetings of the scrutiny review topic group;
- Presentations by various key members of staff and providers ;
- Site visits, at which there was opportunity for service-user contribution;
- Meetings with carers in their own environments;
- The final draft of this report was circulated to participating staff to check for accuracy.

4.2 The above methods enabled Members to:

- Have an understanding of the impact of a caring role on the individual, and the contribution they make to supporting the health and social care system.
- Have an understanding of the services that are available to carers to support them in

their role.

- Have an understanding of the needs of carers, what types of support are effective and where there are potential gaps in provision.
- Have an understanding of the role that all agencies, including their associated responsibilities, (both statutory and voluntary/community sector) play in the provision of Carers Services.

4.3 Members considered, in making the recommendations contained in this report.

- National best and evidence based practice, and how it can be applied in Halton.
- Ways to continue to make improvements to services for carers to ensure they continue to be effective in meeting the needs of the population of Halton.

4.4 **The Chair and members of the Topic Group would like to extend their thanks for the cooperation and contributions made by all those who have taken part in the review.**

5.0 BACKGROUND

5.1 A carer is anyone who cares, unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without their support. Young carers are children and young people who often take on practical and/or emotional caring responsibilities that would normally be expected of an adult.

5.2 Carers are the largest providers of care and support in each area of the UK. The economic value of the contribution they make is £119bn per year.

5.3 The economic cost of carers' health, if it breaks down, could be vast since the value of the support provided by the UK's six million carers has been valued at £57 billion.ⁱ Carers' ill-health itself will place a cost on the NHS

5.4 A reportⁱⁱ by The Princess Royal Trust for Carers reveals that 70% of older carers suffer a devastating impact on their health due to their caring role. Based on a survey of 639 carers aged 60-94, the report found that 65% of older carers have long term health problems or a disability themselves and seven out of ten (68.8%) say that being a carer has an adverse effect on their mental health. The causes of carers' poor physical and mental ill health are due to a lack of information, lack of support – either the right kind or the right amount, worry about finances and the general stresses and strains of caring full-time with everyday life and isolation.

5.5 While caregiving can be beneficial for carers in terms of their self-esteem, it can be difficult for working-age carers to combine paid work with caring duties and carers may choose to leave paid work, or reduce their work hours. This may compromise their future employability and lead to permanent withdrawal from the labour market. The extra costs of caring and fall in income many carers face may mean they cannot afford social activities anymore, leading to a risk of social isolation.

5.6 Isolation and loneliness is something that many people face as a result of their caring responsibilities. Research reveals that 8 out of 10 carers have felt lonely or isolated as a result of caring and over a third feel uncomfortable talking to friends about being a carer.

- 5.7 The Care Act, which came into force on 1 April 2015, gives carers rights on a par with the people they care for, which includes an entitlement to an assessment of their own needs.
- 5.8 This includes taking into consideration the carer's health and wellbeing, family relationships and their need to balance their home life with their education or work. If they are found to be eligible they are entitled to support funded by the local authority. In addition, all local authorities must provide advice and information and prevent carers' needs from getting worse.
- 5.9 The Care Act 2014 places a duty on local authorities to conduct a transition assessment for young carers, when it will be of 'significant benefit' to the person to do so. Significant benefit relates to the timing when the young person is ready to have an assessment and will get the most out of the process.

6.0 EVIDENCE CONSIDERED BY THE SCRUTINY TOPIC GROUP VIA MEETINGS AND PRESENTATIONS

Responsibilities of the Local Authority under the Care Act - Commissioning Manager and Practice Manager Adult Social Care, Halton Borough Council

- 6.1 The Halton Carer's Strategy was refreshed in 2016 to reflect the requirements under The Care Act and has been signed off by the council's Executive Board. The model of support for carers in Halton is based on the following principals:
- Prevention and early intervention
 - Support to care
 - Support in a crisis
 - Recognition of the caring role
- 6.2 The officers outlined that the Care Act provides a shift in legal responsibility for local authorities, with carers now being recognised in the same way as the people who they care for, and with equal rights. Statutory Carers responsibility lies with the borough where the person who is being cared for resides. Halton Borough Council has made changes to the assessment process to reflect this.
- 6.3 The assessment considers;
- The impact of caring on the carer.
 - The day-to-day life outcomes the carer wishes to achieve.
 - If the carer is able or willing to carry on caring
 - Whether they work or want to work
 - Whether they want to study or do more socially.
- 6.4 When the assessment is complete, the local authority must decide whether the carer's needs are 'eligible' for support from the local authority, depending on the carer's situation. The Care Act puts in place a national eligibility threshold, setting one national level at which needs are great enough to qualify for funded services.

- 6.5 In terms of interventions for carers, support plans look at individual needs and what would help them maintain their caring role, considering what needs can be met through existing services, first of all. The Care Act promotes personalisation, which can be achieved through the use of personal budgets/direct payments. The officers reported that Halton has one of the highest rates of Direct Payments in the country. A banding system has been introduced based on the impact of caring role on the carer, which determines the value of the direct payment, up to £300. This is in keeping with the rest of the North West. There is an 'exceptional circumstance' panel, to consider requests for creative personalised support and support which may require a direct payment in excess of £300. It was noted by the Board that the Halton approach to personal budgets is supporting a change of culture, where the level of personal budget has to be linked to level of **need**, not just a token amount regardless of need.
- 6.6 Ninety Eight percent (98%) of carers who have been assessed go on to get a personal budget paid via a direct payment in Halton. There is an audit process in place to ensure that the payments are being used to support the carer. It was reported that the Direct Payments team in Halton is well established and works well to support the implementation of personal budgets to carers. If the person requests a personal assistant they are referred to Halton Disability Partnership to broker PA support. It was reported that Halton is becoming increasingly reliant on Halton Disability Partnership and the PA brokerage service as the demand for PAs grows. The Officers noted that training for PA/carers should remain a focus to encourage more PAs to enter the market and enable Halton Disability Partnership to meet the demands.
- 6.7 For those carers who are not assessed as eligible for a personal budget, the duty of care is still met by Halton Borough Council through signposting to a range of community provision. This is followed up 4 weeks after the initial signposting to see if the carer needs any additional support.
- 6.8 In Halton there is a Carers' Joint Strategic Needs Assessment (JSNA) which provides details of the Carers profile i.e. numbers, issues and challenges for carers in Halton, which is used to underpin future commissioning decisions. This, along with the Halton Market Position Statement, helps services and commissioners shape the market of support provision for carers.

Conclusion

- 6.9 The Board agreed that early intervention with carers was key to providing information and support that can help avoid carer breakdown and potential reliance on high cost services used in crisis. Linking carers' services to other prevention and early intervention work will stitch in carer support early on.
- 6.10 Responding to assessed carers needs though using social assets (ie voluntary/community sector), self-help though signposting to trusted information sources and universal and specialist services should be a priority where carers are not eligible for a personal budget. This should be balanced with the need for personalisation of support, with personalised budgets being a useful method in achieving this.

- 6.11 It should remain a priority to target groups of carers that are least engaged with support (ie male carers over 60). The need to continue efforts to engage with people currently hidden from carer services should be around an outreach approach to delivery of services in the community, rather than being building based, which may not appeal to certain cohorts of carers for a number of reasons. Working closely with colleagues and services in the Health sector (such as hospital discharge teams and primary care) will better enable carer support services to identify carers of people with health conditions at an earlier stage. Prioritising some groups of carers that find services hard to reach has been put into the Carers Centre service specification in order to address this issue.
- 6.12 Support for long term carers should be maximised through reassessment of needs at regular intervals, with potential scope for this within the follow up and review of the cared for person.

Halton Carers' Centre Provision - *The Carers' Centre Manager, Deputy Manager and Member of the Carers' Centre Board*

- 6.13 The Board were provided with an overview of the Carers' Centre. Starting up in 2008 with a list of 500 carers, the Carers' Centre has now expanded to 5,500 carers on their caseload, 500 of which are young carers. The most recent census data indicated that 15,000 carers live in the borough, however it was noted that not all have support needs or wish to take up services.
- 6.14 The Centre is funded through a 50% match funding arrangement with Big Lottery funding, funding from Halton Borough Council, and also receives funding of £179k pa from NHS Halton CCG for staff and associated costs. Whilst there will always be a level of uncertainty associated with time limited funding streams, the Carers' Centre have responded to its own evaluation of its services, by bringing in a variety of additional funding streams, along with funds raised through events and activities.
- 6.15 A recent refurbishment of the centre in Runcorn Old Town, incorporating requirements identified through consultation with carers, now offers comfortable interview rooms, therapy rooms, IT suite and outdoor area.
- 6.16 Although the centre is in Runcorn, the centre also operates from a base in Peelhouse Family Centre on Peelhouse Lane in Widnes, which is open for carers to call into. Other satellite services are offered in Widnes, and these are promoted through partnership working and the Carers' Centre newsletter.
- 6.17 The staff team of six full-time and seven part-time staff, requires that the Centre team are extremely knowledgeable to be able to support carers of people with a number of conditions and needs. The team support people caring for people with a spectrum of needs including: learning disabilities; physical disabilities; mental health conditions and other cognitive impairments; sensory disability and substance dependency.

- 6.18 Referrals to the service come from partner organisations (ie other voluntary/community sector organisations and groups, health and social care services), outreach work at events and venues across the borough, GP practices and social media promotion. The Deputy Manager reiterated that outreach/partnership work being undertaken by the centre is fundamental and stressed that there is a need to move away from the notion of one access point, to engage different groups of carers.
- 6.19 Carers register with HCC at a rate of 80 per month and are benchmarked against a range of indicators relating to health, finance, work and social life at registration then checked again between 6-12 weeks. This initial assessment of the carer's needs is focused on a set approach, reflective of the statutory carers assessment undertaken by the local authority (ie what they are *able* to do) and what level of impact their caring role has on their day to day life. The questions asked draw out the specific needs of the carer which form the basis of a support plan used by the Carers' Centre. A six-week to twelve week review looks at their needs to see if the support put in place by the Carers' Centre is having a positive impact. It was reported that almost every carer experiences an improvement in at least one area. The Carers' Centre actively promotes statutory carer assessments from the local authority to carers, to see if they are eligible for funded care through social care.
- 6.20 The centre provides support to carers and people who are 'ex carers', through a range of interventions including: 1-2-1 assessment of the carers needs, 1-2-1 support from carers centre staff, peer support groups, day trips, activities, signposting to universal support services or specialist support organisations and delivery of holistic therapy sessions. Whilst people are supported at a distance that suits them, and the support provided changes and develops as required, all carers' needs are assessed annually in order to direct them to appropriate support as their needs change.
- 6.21 The centre strives to include carers in the development of new services and support available via the centre, and regularly undertakes feedback reviews to evaluate the services that they provide. Feedback is scrutinised to ensure that services continue to achieve the desired outcomes.
- 6.22 The Carers' Centre were able to demonstrate where they have responded to emerging needs through acting on feedback from carers. Examples include setting up a Male Carers Group, Former Carers Group (funded by a donation from HBC Community Development Fund) and Early Onset Dementia Carers Support Group. The centre has provided ADHD training, Personal Behaviour training in partnership with the Positive Behavioural Support team and a Family Dementia Carers Day.

The difference the centre has made...

The centre worked with The Flower and Plant Works in Church Street Runcorn to provide flower arranging courses for carers to have a break from their caring roles. One carer loved it so much that she asked for carer break funding to access a flower arranging course at Riverside College. The carer went on to open her own florist shop in Widnes.

The centre recruited and supported two volunteers who are also carers, who have since progressed to taking on paid job roles at Halton Carers Centre.

One young carer has stated that they no longer self-harm because they have now got support from Halton Carers' Centre.

The Former Carers Group has celebrated its 5 anniversary this year. They have 20 members who have restarted their lives following bereavement. This group has transformed the lives of the former carers reducing loneliness, depression and helping in the grieving process.

Conclusion

- 6.23 The Board were encouraged by the number of carers supported by the centre, variety of support available through the centre and the ability to respond to identified needs. The implementation of the START programme (dementia carer resilience building programme) and establishment of a younger dementia carers group were recent examples of this.
- 6.24 Access to services via the Carers' Centre should be as easy as possible, being mindful that there is a requirement to assess needs, but the centre's team have stated their willingness and flexibility to support a person through the registration process to ensure that they access everything that is appropriate.
- 6.25 The Board agreed with the Carers cCentre that there is continued need to look further at how to support those carers in transition (those 18 to 25 years old) and what needs to be done to make them aware of support available and engage them in support where required.
- 6.26 Since 2012 the Centre has been core funded through a 50% match funding arrangement with Big Lottery funding and funding from Halton Borough Council, this is to continue until 31st December 2017. It was reported by the Carers's Centre that by the end of 2017 centre will have saved HBC £649,864 in total due to successful matched funding applications to Big Lottery. The centre is currently looking to identify further funding post January 2018 for core costs, but is aware that if further external funding isn't forthcoming it may need to request financial assistance from HBC to continue providing services in Halton.

Role of hospital discharge teams in identifying carers of people who are leaving hospital – Practice Manager, Halton Integrated Discharge Team

- 6.27 The aim of the hospital discharge team is to facilitate hospital discharges in a safe and timely manner. This includes trying to reduce length of in-patient stay and to prevent re-admissions to hospital. The hospital discharge team's role is to assess adults who are being discharged from hospital, which may include people who are eligible for Intermediate Care Services (all age adults who may be eligible for support in accordance with the Care Act 2014).
- 6.28 The team also have a role in identifying carers as part of their work in establishing what the person's (who is leaving hospital) needs are upon discharge, and how they will be met by their carer and/or community services.
- 6.29 In the same way that the hospital discharge team work to support the transition from hospital back in to the community for the patient, the team look to ease the carer's experience as much as possible, however, carers' assessments are not generally done within the hospital team, the team refer onto the Initial Assessment Team and the Carers' Centre in order for these to be undertaken.
- 6.30 Whilst many of the carers the team are involved with have already had a carers assessment done previously, the Hospital Discharge Teams include carers in the patient's discharge assessment process in the hospital and they work closely with the Carers Centre and other agencies, departments and services. These include direct payments for the carer (this is a service we would commission, not a different agency), referring for a benefits check and welfare advice and respite services, with the aim of supporting carers as part of the team's involvement whilst the cared for relative/friend/family member is still in hospital, as well as after they are discharged. Community social care colleagues then follow up with the carer to ensure that they are accessing appropriate community based carer support, which is usually as part of a review process from Social Services for the Cared for, or as part of the Carers Assessment.
- 6.31 On occasion, the team are notified of discharges with little, or at short notice, however the duty worker will ensure that they action any requests for support or assessments in an urgent manner, and that the service and the carer receives the support which is required.

Conclusion

- 6.32 Coordination between hospital and community remains an issue for the Board. The Practice Manager reiterated that discharge team work with health and social care in the community, district nurses and end of life district nurse liaison, to share information to enable appropriate support ie equipment, packages of care, 24hr care placement, nutrition for the patient and support for carers, once the patient has left the hospital. The Practice Manager has been involved in work led by the Social Care Institute of Excellence regarding the transition from hospital to home. Social care

staff are assigned to wards and are able to be involved in the planning of the patients hospital discharge. Currently, when someone has been discharged there is a follow up phone call 24-48 hours after, by the Hospital Discharge Team, to check that the patients' community support is in place, but it also checks support needs are being met for the carer.

- 6.33 The Board identified a potential gap that may have implications on discharge from A&E, if carer assessment/support is not considered. The Hospital Discharge Team are rarely involved in discharges from A & E as patients are not classed as being 'admitted' to hospital. The Out of Hours Emergency duty team (24/7) is in place to support out of hours discharge, urgent or crisis situations instead – they shouldn't be routinely contacted. A & E record on their system if a carer is known and will try and make contact.
- 6.34 The Hospital Discharge Team often have to work a careful balance between the patient's wants/needs and the carer's requirements ie if someone wants to come out of hospital, but the carer may feel anxious or worried about their relative/family/member returning home, they are supported by social care staff with this transition. Discharge from hospital cannot be delayed by the team where a person has capacity and is requesting to go home, but they can explore services and resources to support the patient and the carer. Strong relationships with community professionals and access to suitable carer support provision is vital to enable successful hospital discharge to happen.

Health's role in supporting Carers – *Chair of NHS Halton Clinical Commissioning Group (CCG)*

- 6.35 The Chair of the CCG informed the Board there is a specific person at the Carers' Centre who is a liaison worker who works with all the GP practices in Halton, to foster the connection with GPs, raising awareness of carer services and encouraging referrals to the Carers Centre.
- 6.36 GP practices had a system for sharing carer information with the Carers Centre, with the carer's permission. There were about 2000 people identified as carers in 2010, as current GP practice system of working with GPs started there was a regular influx of carer details from the GP practices into the Carers Centre, raising the number of known carers to over 5,500 over 2/3 years.
- 6.37 The number of known carers to the carers centre, as a proportion of the projected number of carers in Halton, is actually considered quite high. They currently have an active case load of in the region of 5,500, 495 of the carers are under 18. In 2015/16 GP scheme identified 142 people who were not previously registered. An additional 98 were also referred, but were already registered, but the re referral enabled a review of the support. Since April 2016, the average number of carers referred each month from GP practices is 19.
- 6.38 A gap had been identified around hospitals and identifying carers. The Carers' Centre has 5 areas with specific staff: Mental Health, Dementia, Primary Care, Hospital Liaison and Young Carers. The staff regularly attends clinical groups and patient groups so that they can build relationships to encourage more referrals from both

primary care and the hospitals. However, in the CCG's Chair's view the hospitals need more work to make referrals; referrals primarily come from the Carers' Centre worker being in situ or from carers info/posters in the hospitals, rather than hospital staff.

- 6.39 GP practices have Multi-Disciplinary Team (MDT) meetings where the Primary Care Carers' Centre staff member attends at 10 of the meetings across Halton. Within the MDT discussions they will identify new carers, or changes in the status of the carer. MDT meetings try to head off crisis, identify early interventions etc. There are 6 practices that currently do not have this Carers' Centre coverage in MDTs. The Carers' Centre Primary Care worker spends time in practice waiting rooms, especially when there are clinics on such as the flu jab clinic, to try and engage with carers. Carers are also notified of things like the flu jab through the carers newsletter – two way communication.
- 6.40 A weekly email is sent to practice managers, district nurses etc to remind them of the Carers' Centre support or relevant carers information, to build relationships.
- 6.41 The CCG Chair's view is that Halton is working hard to make connections between the Carers' Centre and the GP practices to increase referrals for carers support. The CCG are in regular contact with the Carers' Centre to see how improvements can be made. The CCG Chair is confident that Halton, in comparison to other areas, has got quite well established relationships and processes to support carers.
- 6.42 To put the contribution of unpaid carers to the health and social care economy into context, the CCG Chair quoted some research figures in relation to the cost to the nation. In some research, the value of unpaid care has been costed at £63bn, nationally. It was highlighted that many carers do not identify themselves as carers, particularly parent carers, and this can impact on the carers accessing support.
- 6.43 The Wellbeing Practice Model (Wellbeing Enterprises) is wrapped around each practice, and the feedback is positive and wellbeing scores are being increased through various initiatives. Within the first 18 months of the wellbeing enterprises offer, 75% of people accessing support were carers.
- 6.44 The Board referenced the importance of supporting ex carers ie help into employment, health and wellbeing support, as well as bereavement support. There is a risk of social isolation as a carer when their loved one has died. The Men's Shed was cited as a good example supporting male carers and ex carers.
- 6.45 The CCH Chair reported that GP practices do signpost carers to counselling and bereavement services, wellbeing enterprises etc for carers who re expressing concern about social isolation and bereavement. GPs are aware of mental health problem risks with carers, ie a higher chance of being depressed.
- 6.46 The Board asked the CCH Chair about what is happening with links with schools for younger carers. The CCG Chair confirmed that the CCG do not have any formal connections with schools, but school nurses and school pastoral care systems do identify young carers, which will link young carers into services.

- 6.47 In relation to data protection issues between the carer, cared for person, and GP, the GP should understand the relationship between the patient and carer, and get informed consent from the person for the carer to take part in the discussions. Mental Capacity issues need to be clarified. If the cared-for person has not got mental capacity the GP needs to understand who is acting on their behalf, legally and log it in the patient notes.

Conclusion

- 6.48 The Board commented on the considerable saving to the health and social care services by family members picking up caring roles. The gap between hospital and community can be difficult for carers to negotiate. The Board agreed that it is important that work is done with the Hospitals to work on that.
- 6.49 The Board accept that the Carers' Centre do not, and cannot, see every carer, the Wellbeing Enterprises within GP surgeries should continue to supplement the support that the Carers' Centre can offer. The Board agreed that the Health of the carer is important and should be recognised as such
- 6.50 The Board discussed that Members are well placed to support links with schools as many of them are Governors. The board did give examples of local Academies that did refer into carers services. The Board recognised that support for young carers is important to maintain their own mental health. The CCG give out Wellbeing Awards and The Health School got an award last year for what they do to care for the staff and children.
- 6.51 Whilst it is recognised that the Carers' Centre is very proactive, particularly with the GP practices, both the CCG Chair and the Board recognise that more energy at the hospital level would be beneficial. There is a need to raise the level of accountability for hospitals in identifying carers, and understanding what the hospital's offer to carers is, when they are in the hospital. There remain questions about what happens with carers, proactively, whilst someone is in hospital? Hospital discharge teams are only one part of the support.
- 6.52 Carers recognising themselves as carers is an issue, especially with younger carers. An engagement campaign may go some way to overcome this. The Board acknowledged that it is not possible to engage with all carers as there will always be a cohort who will not recognise themselves as carers, a cohort that doesn't want/need support etc.

7.0 EVIDENCE CONSIDERED BY THE SCRUTINY TOPIC GROUP PROVIDED BY CARERS

- 7.1 During July/August 2016 members of the Board met with two individual carers to gain an insight into the impact of a caring role on the carers' life and own health and wellbeing. The meetings were held at times and locations determined by the carer, within the community. The meetings were kept informal so the comfortable approach was able to get the most out of the opportunity to talk to people who had taken time out of their caring role, and were attended by a scrutiny group member and Policy Officer (note taker). There were no set questions, meetings took a conversational approach and were led by the experiences of the carer.

7.2 A summary of the meetings with carers can be found in *appendix 2*.

7.3 A number of common themes came out through conversation, including:

- Carers' grants, breaks and respite are a valuable support, providing a much needed break from routine.
- Use of carers grant/break funding is really useful to achieve personalised outcomes that can't be met through existing provision.
- Quality / availability of support for the cared for person is critical to the health and wellbeing of the carer. Where there are gaps in services or quality carers reported that this had a direct impact on their health and wellbeing in relation to stress and demands on their abilities as a carer.
- Whilst one person may have a more clearly defined caring role for the other, carers and the cared for person are often interdependent on each other. When carers themselves have health and wellbeing needs, this can impact on their ability to care for the other person, which may result in the cared for person caring for the carer to some extent.
- Agencies that support carers which have a sound understanding of the individual carers/cared for care arrangements, and how they work, are best placed to support carers when things change. Agencies that understand the individual carers specific role in supporting the cared for person are best placed to identify in a timely manner when things are going wrong, or changing, so to support the carer to make changes or get additional information, support etc.
- Being a carer for a family member is seen as a 'duty' by some, which can bring with it added pressures. One carer referred to their caring role for a family member as being "a thankless task". Carers of family members are working on 'motherly duty', or similar, and without guidance or support.
- Friendships and peer support are valuable for the carer, to share experiences and support each other, but outside of the care environment.
- It can be difficult for carers to sustain employment alongside their caring role.
- Carers gain strength, and feel supported, when they feel that their loved one's needs are being appropriately met.
- Courses and sources of information about conditions are useful for carers, helping them understand and equip themselves to support their loved one.
- Health and social care services need to be joined up so that carers do not slip through the net
- Easy access to carers' services is essential, without the need to repeat the carers/cared for history.

8.0 EVIDENCE CONSIDERED BY THE SCRUTINY TOPIC GROUP VIA SITE VISITS

8.1 In July 2016 members of the Board visited Halton Carers' Centre and met with staff and carers to gain an understanding of the range of provision provided by the centre, and the impact of taking on a caring role.

8.2 Below are some comments and themes that were picked up from the visit:

- Those who had been assessed reported that it was an effective process that led to them feeling supported.

- Carers should be made aware that they are eligible for a statutory carers assessment from the local authority, which is different from registering with the Carers’ Centre.
- The Carers’ Centre staff were praised for their knowledge and responsiveness by the carers who were spoken to on the visit.
- The needs of young carers and carers in transition from children and young people’s services, to adult services, need to be considered further, with a younger carer reporting that she often has to “fit in” with support and services geared towards older carers.
- The carers reiterated the need for the Carers’ Centre and the benefits that the services bring to carers.
- Finding carers who are ‘hidden’ is important so that they know what support is available, if they want it.

9.0 RECOMMENDATIONS TO HEALTH PPB

1	<p>There should be a continued focus on provision of information and support at the right time for the carer, to avoid carer breakdown and use of high cost services.</p> <p>Prevention and early intervention services and organisations across health and social care should consider how they can proactively identify and engage with carers to be able to sign post them to/provide information that can support their caring role. Services should be able to demonstrate how they do this.</p> <p>Prevention and early intervention services are well placed to enable carers to have access to information and support at an early stage, which may help to mitigate progression of a crisis situation for the carer.</p>
2	<p>Continued efforts to engage with people currently hidden from carer services.</p> <p>Key stakeholders, including Social Care, NHS Halton CCG, GP practices, local acute trusts, Halton Public Health, the Halton Integrated Wellbeing Team and providers such as Wellbeing Enterprises should work collaboratively to:</p> <ul style="list-style-type: none"> • Identify carers and promote available support to all parts of the community. • Develop innovative approaches to delivery of services in the community, in order to appeal to the diverse needs of carers in Halton. • Raise awareness, not only of information and service provision to support carers and professionals, but also <i>of what constitutes a carer</i>. • Work with partners in Children’s and Adult’s Services to embed the newly developed ‘transition protocol’, engaging with children at an earlier stage to plan for their transition into adult services, including carers support services where they are identified as being a ‘young carer’.
3	<p>A renewed focus on relationships with health, in particular the Hospitals, to encourage identification and support of carers.</p> <p>Whilst acknowledging that the Carers’ Centre and GP Practices have well established and successful relationships in identifying and supporting carers, efforts need to be focused towards working with the local acute trusts.</p>

	<p>Carers are frequently identified through social care assessments, but less so for carers of people with health conditions.</p> <p>Health and Social Care Senior Management should consider carers, as a standing agenda item at existing meetings. This may include how to work with partners, including the acute trusts, to build awareness of the role of, impact on and needs of carers, promote what support is available locally and strengthen relationships between the hospitals and carer support services.</p> <p>Services and agencies that support carers should work with acute trusts to help them better understand how hospitals can identify and support carers whilst their loved one is in hospital, and throughout the discharge process.</p>
4	<p>Assessment of long term carers needs at regular intervals.</p> <p>Consider the scope within the annual review of cared for people to systematically offer an assessment to their carer, where previously it had been declined by the carer or they were previously not eligible.</p>
5	<p>Involving carers in coproduced service development.</p> <p>Examining and adopting different ways of engaging with carers in consultation and co-production of service developments. This may involve training and support for carers to take part in consultation and coproduction exercises.</p>
6	<p>Ensure that within carer provision there are a range of different interventions to meet diverse and changing needs of carers.</p> <p>Whilst there are no immediate plans to reduce the level of investment in carer services, Commissioners of carer support services and carer support organisations should consider how available resources are invested to be able to continue to deliver <i>different types of support</i> (ie 1:1, personal budget, carers breaks, peer support social groups). Services should also consider post caring support needs of carers ie after a bereavement.</p> <p>The variety of support not only needs to provide information and practical help for carers in their caring role, but should also consider wider factors including the mental health, social inclusion and employment potential (where appropriate) of carers.</p>
7	<p>Consider how access to carers services can be improved.</p> <p>Carers reported that the lack of a single point of access, or named care coordinator for carers is a cause of frustration to some. Further work should be undertaken with agencies that support carers to consider how they can work together to ‘mesh’ services so it doesn’t matter where people enter, they will get consistent and appropriate support.</p>

Appendix 1 Scrutiny Topic Brief

Topic Title: Carer Services

Officer Lead: Paul McWade – Operational Director, Commissioning & Complex Care: People & Economy Directorate

Planned Start Date: April 2016

Target PPB Meeting: March 2017

Topic Description and Scope:

This topic will focus on the type and quality of Carers Services provided in Halton and the associated pathways in place to support Carers’ ability to access those Services. It will examine these services and associated pathways, with a view to evaluating their effectiveness in meeting the needs of the local population.

Why this topic was chosen:

The Health Policy and Performance Board recognise and value the essential role that carers play in supporting some of the most vulnerable people in our community.

The 2011 census found that there were over 15,000 carers in the Borough who were providing unpaid help and support to their partners and relatives etc.

- Approximately 8,000 individuals provided unpaid care for 1 – 19 hours per week;
- Nearly 2,500 individuals in Halton provided unpaid care from 20 – 49 hours per week; and
- Over 4,500 individuals provided unpaid care for 50 or more hours per week

It should be noted that approximately 3,000 carers were aged 65 and over.

With the introduction of the Care Act 2014, Carers are now recognised in law in the same way as those they care for; this means they have the right to an assessment of their needs. As a consequence, the Act has resulted in an unprecedented focus on Carers and their own health and for the first time sets out a set of national criteria to establish whether the Carer is eligible for support. If this is the case they are entitled to a Carer Support Plan and a further review of their status after 6 to 9 weeks. The purpose of this review is to see whether the impact of their caring role is still significant.

It is felt that this Scrutiny topic will provide the Board with the opportunity to actively contribute to the review and development of a new service specification for the Halton Carers Centre and development of a Carer's Strategy, which have been identified as key developments in respect of Adult Social Care during 2016/17, as part of the Business Planning process, in addition to ensuring that the Local Authority is discharging its duty in respect of Carers as outlined in the Care Act 2014.

Key outputs and outcomes sought:

- An understanding of existing Carers Services available in Halton and associated pathways for Carers to be able to access them.
- An understanding of the role that all agencies, including their associated responsibilities, (both statutory and voluntary/community sector) play in the provision of Carers Services.
- Ensure services provided take into consideration national best and evidence based practice.
- Consider ways to continue to make improvements to Carers Services in Halton to ensure they continue to be effective in meeting the needs of the population of Halton.
- An understanding of the different elements of service monitoring that take place in respect of this area of provision.
- Identification of the best methods for measuring the outcomes for Carers.
- Outcome of Scrutiny review to contribute to the development of the new service specification for Halton Carers Centre and the development of Halton's Carers Strategy.

Which of Halton's 5 strategic priorities this topic addresses and the key objectives and improvement targets it will be help to achieve:

A Healthy Halton – To improve the health and wellbeing of Halton people so they live longer, healthier and happier lives

- To understand fully the causes of ill health in Halton and act together to improve the overall health and well-being of local people.
- To respond to the needs of an ageing population improving their quality of life and thus enabling them to lead longer, active and more fulfilled lives.
- To remove barriers that disabled people face and contribute to poor health by working across partnerships to address the wider determinants of health such as unemployment, education and skills, housing, crime and environment.
- To improve access to health services, including primary care.

Nature of expected/ desired PPB input:

Member led scrutiny review of Carer Services and how these Services can be accessed.

Preferred mode of operation:

- Meetings with/presentations from relevant officers from within the Council and partner agencies to examine current services.

- Visit to Halton Carers Centre/Other Carers Centre.
- Carer Interviews.
- Desk top research in relation to national best and evidence based practice.

Appendix 2 Notes from meeting with Carers

Notes of the meeting with Carer C.

Tuesday 19th July at 11 am

Those present: Carer C, Councillor Joan Lowe (JL), Councillor Shaun Osborne (SO), Emma Sutton-Thompson

Councillor Lowe began with introductions and an explanation about the Carers Scrutiny Review that is being undertaken by members of the Health Policy and Performance Board. Any recommendations regarding improvements for carers in Halton will be included within the final report and presented to the Health Policy and Performance Board and the Executive Committee for their approval.

At the beginning of the meeting, Carer C gave permission for information she provided to be included in the scrutiny report.

Carer C began by giving some background to her situation – “my son was 14 when he first became ill and wasn’t able to finish school. He’s 31 now. At that time, I didn’t know where to go for help. The school suggested we contact the GP and he signposted us to Thorn Road Clinic which really helped him to understand things. He then went to the YPC in Chester for diagnosis and assessment and was assessed with schizophrenia which we were not expecting at all. My son has been so much better since he’s been living in the community, he’s been out of hospital now for 15 years, apart from a brief spell when his medication wasn’t working so was changed. Now it is so much better and easier for me too. It used to be a 24 hour job for me. When my son was 18 they got him a flat, but he still needed lots of help, things like washing, shopping and cleaning. He was living on his own, with Outreach help. I was there a lot. My son couldn’t focus on what he needed to do or the order in which to do them. I felt I had to teach him how to be independent. Over a long period of time, he made improvements with some set-backs. PSS helped with him getting a bus from his flat to my house, and they helped him in the flat. It took 12 years before he was able to do a shopping list himself and go shopping. I had no support as a carer.”

JL – Asked how this could have been improved for Carer C. “Someone to go in 2 - 3 times per week would have given me a break, but I couldn’t see how the staff would have the time. Now I don’t have to do as much as I did. I only see him at weekends. He has a befriender in the week from MIND – they go out to play pool or to have a meal.”

JL – Do you have any contact with the Carers Centre? – “Years ago I had contact with the Carers Centre, I was on the Carers Strategy Group and forums. I also had an illness myself

which took over for 5 years, but now I am on the right medication. If you look after someone on your own with a severe mental illness you'll end up with a mental illness yourself. Once my son phoned the crisis team and they told him to phone me! He acts upon the thoughts he gets (not voices). One day at his flat he was calling out loudly – I rang the outreach team as I knew he was very vulnerable, I was told it was not a 24 hour service. He wanted company, so I stayed within him on my own until he was ok. That was 6/7 years ago. One positive – I called the crisis team, two people came out and asked what help was needed. That was exactly what we needed to hear. My son has recently changed his drug and now doesn't have the thoughts, but he has put on six stone in weight. He's now on the Fresh Start programme which is run by the Council and he's lost 6 pounds. Now I only visit at the weekend, there's only the two of us in the family locally. Once a day we (my son and I) phone each other to check each other is ok. If there was a crisis now I would look for help. Earlier this year I had a crisis with myself, I have bi-polar disorder. My son looked after me, but one day he didn't feed me. He knew something wasn't right so he phoned the CPNs, our keyworkers and told them I was really poorly. . The keyworkers have the knowledge of how my son and I work together to look after each other.

JL – That's lovely that you support each other. You should be proud of the achievement you've both done.

SO – People don't realise the hard work it takes, you are a family member and a carer and it takes it toll.

“My son has made marvellous improvements and now he can help me. The best thing was a social worker years ago who sorted out his flat. He had to learn about remembering to take his keys and locking doors, etc. He now has appointees to sort out his finances, though advocates. He knows all about scams and how to deal with them. He says let the phone ring and it will stop. After my son was in the YPC in Chester, he then went to the Brooker Centre, after a year a nurse wanted to put him in an institution, but I said no. I wanted him to have care in the community. Sometimes it felt like a thankless task, although he is better than he was he is still very dependent on me. I help him with his mail and sorting through letters, but he's about 80% self-sufficient now.

SO – As a carer is there anything that would help you now? - Yes, having a break so that I can then help again. Sometimes I had no sleep as I was dealing with my son through the night, or worrying about him. Just having a rest, even an afternoon would have helped.

JL – in the position that you are in now, what do you think would help? – Having the befriender, the outreach worker and me helping. I just check he's ok and make sure he is on track.

JL – do you go out much yourself? – I have 3 friends who understand my situation and we go out shopping or for a meal to support each other. We are all single ladies. As carers we have received a grant, we went to London for 3 days and it was a lovely break. Some people say how could it be a break when you're with the person you're caring for, but I didn't have to do the washing up or shopping, so it was a lovely break. A very positive experience.

JL – do you have community groups that you can access? – I want to write a book, I did attend a writing group, but they weren't serious at writing, so I'm trying to do it freelance now. I like to read as well. I went to University in 2010 and did a course in leadership in Mental Health. Half-way through I had bi-polar for 2 weeks, but managed to get myself back

on track. When I was caring I was just using motherly instincts – I had no help or guidance on what I should be doing. I had to take calculated risks myself, for example, with my son crossing the road or making a cup of tea. I used to repeat things over and over again.

JL thanked Carer C for her time today and the valuable contribution that this will bring to the carers scrutiny review.

Notes from meeting Carer S

Present:

- Carer
- Service-user
- Cllr Margaret Horabin
- Cllr Joan Lowe
- Nicola Hallmark – Principal Policy Officer (minute-taking)

Date: Wednesday 20th July 2016 – 1pm to 2pm

Venue: Coffee shop in Widnes. The carer and service-user are co-habiting partners living in Widnes. They met almost 17 years ago and at the time the carer said she had very little understanding of her partner's condition. The service user has schizophrenia and is currently stable on fortnightly injections.

The carer spoke freely and openly of her journey and experience of caring with some further prompt from Cllr's Lowe and Horabin.

She began to unfold her story in relation to her current business interest. She said that this has given both her and her partner a focus. The carer expressed that her business had run for nearly 10 years and followed an assessment for carer's funding where the assessor had asked her what she'd like to do. Over a period of two years the carer used her carer's fund allocation to undertake two courses then was able to set up her business. Her partner helps out with the business and she said that this is great therapy for him. The carer said that the way they had used the fund to achieve this goal was, "absolutely fantastic, the best thing that had happened in a long time."

The carer and her partner have two dogs and she uses their needs to motivate her partner's. "He has to get up and do walks in a morning." She stated that the business provides additional structure for him. They have some regular clients but it can also be patchy dependant on the time of year.

In addition to the business the carer currently works one day a week (24 hours shift) for a care agency. She used to do two but was unable to sustain this because of her caring responsibilities.

Services have diminished over a period and while the service user had provision of care during the carer's paid working day this is now ended. The carer told us that he had had a Support Worker for a time. This was for around 1 to 2 hours when she was at work on the Monday. They would go for a coffee and a chat and it was a good outlet for him and she knew he was safe during this time. The Support Worker was then pulled and he was changed over to a Mental Health Social Worker. There was no change for her at that time as she was

secure in the knowledge he was still supported. After a time however this was pulled and her understanding was that this service is only open to in-patients for a period following discharge. The carer is left concerned that there is no cover for her partner during her working hours. The carer suggested that this provision was vital and gave her partner a chance to off-load from a different perspective.

The carer and her partner have friends whom they can both chat to but don't feel this is the best channel for unburdening in relation to issues encountered as a result of the condition being managed. Removal of provision has taken away a single point of contact for them both in respect of contact with services. The carer expressed that her only source now is the Crisis Team – and this inevitably is when they've reached crisis.

The carer said that in the past year a new post has been put in place which helps (Carer's Development Worker) with carer needs but for herself it's more about managing her partner's needs. She said that she doesn't need to off-load herself so doesn't tend to access services herself.

At the start of her caring journey the carer engaged successfully with the Carer's Centre and was signposted to a course. This offered her insight into schizophrenia and the pathways for getting help. The carer admits knowing very little at the time and as a result of attending the course was better equipped to support her partner. During one of his hospitalisations she was able to access advocacy services and said she wouldn't have known about this were it not for the course. She has not taken up any of the complimentary therapies for carers as feels she's not got time because of her caring responsibilities. More recently she hasn't seen any other training that she feels would be useful.

The carer stated that she had reached a bit of a crisis point herself and visited her GP. She is now on anti-depressants to "help deal with the stress of the situation." She described that she had become unable to sleep at night and got anxious and in a rage. She said that she doesn't feel like that now but "doesn't want to take the chance of coming off" her medication for fear that she will return to this state.

Some discussion took place over whether the Carer's Centre was now closed. Confirmation was given that the Carer's Centre in Runcorn was now fully open after refurbishment. The carer was urged to re-engage with the service. She said that she thought it was fantastic for new carers but "not much use" for established carers.

The carer spoke of an issue in work, prior to her anti-depressant medication, where she'd got angry. She did contact the Carer's Centre on that occasion and they supported her by helping with a response letter. She said she "felt relieved there was something there when needed." The carer reiterated her concern that there's a lack of support for her and her partner prior to reaching crisis point. She feels that the health service and social care provision are not fully tied together and this leave them wanting for a point of contact. At times the carer has been in touch with services and asked for previously known workers. That way she knew they had knowledge of her partner's case.

She said that the idea of services previously (Support Work/SW) was to support her partner to support himself. She's acutely aware however that he's "never going to be able to function properly," and in that way there needs to be more support for ongoing need rather than rehabilitation. He is under psychiatric services for his medication but has received no social care support for the past 5-6 months. This has not made much difference to her at present,

as he is stable on current meds, but she said that “it feels wrong that there’s no support.” It does add pressure to some extent however and the carer said that when she’s not spoken to him all day she has to make contact to check on him. She tries her best to track his “frame of mind” in order to monitor change. She feels that she has to “go to work in the morning and just hope everything is alright.” She will make suggestions as to activity during her working day but she’s not aware of whether he takes them up. She manages the rest of his week more closely to “keep him moving and motivated.”

The carer spoke of the strain of caring responsibilities on their relationship. She expressed difficulty with aspects of his behaviour resulting from his condition. She said that she’s “not just a carer but part of a couple and this is a lot to get your head around as I need to emotionally cut-off. When nasty things come out you have to think ‘it’s not meant for me’. I have to box it off. When you’re with your partner they’re everything to you. We do get on well and I’m with him 24/7 until Monday when I go to work.”

When asked about how she winds down she said she has a drink on a Tues and a Fri – as she doesn’t drink before work. She has a garage which is her ‘chill out space’ where she sits with friends. She also likes to watch horror movies and her partner tends to go to bed and leave her to it.

She was asked what support she would like and she said that a single point of contact is vital so they don’t have to go through his history all over again.

The carer feels she is strong and would ask for help if needed but doesn’t tend to bother with smaller groups or networks as neither has the time or sees the benefit. The couple were going to join the gym but never got round to it. They are aware that there are some services that they could but don’t access.

A carer’s assessment has been undertaken and the carer continues to take up the carer’s break money. This is invaluable to the couple who take two breaks a year in a log cabin in the Lakes with their two dogs. She did say that the amount has reduced and this adds pressure as it used to pay for the petrol also or a meal but now they have to save.

The couple receive working tax credits because of the carer’s low income. The service user also receives Disability Living Allowance. The carer owns her own house and expressed that she feels ‘lucky’ to be in this position.

The carer said that she has considered supporting others she knows but then has to draw herself back as knows “it’s too much” to take on.

The Councillors agreed they had the information they needed for the scrutiny review and that the carer’s comments would feed-in to their overall recommendations.

CLlr Lowe explained the scrutiny process to the carer along with the reason why this topic has been chosen for review. She explained that the review will be a public document and asked the carer whether she wanted to be named. She expressed that she would prefer to remain anonymous.

The carer and the service user were thanked for their contribution.

Notes from visit to the Carers’ Centre

Health PPB: Carers Scrutiny Review
Carers Centre Visit (Runcorn) 26th July 2016

Present:

Cllr. Pauline Sinnott

Tom Baker (Healthwatch representative)

Natalie Johnson, HBC Policy Officer (notes)

Cllr. Sinnott and Natalie were welcomed to the centre by Carl Harris (Manager) who confirmed that he and his colleague would be attending a future meeting of the topic group and would be able to share the results of a recent survey with carers. Today, he had arranged for a group of carers/cared for people to be available for a general discussion.

The meeting began at 1:00pm with Cllr. Sinnott introducing herself to the group of carers/cared for people and thanking them for attending the meeting. She explained that the role of the Health PPB is to scrutinise local services. Cllr. Sinnott has a particular interest in the centre being one of the ward councillors for the area and also because she was a carer herself until recently. It was clarified that the purpose of today was not to scrutinise those attending the meeting but to find out about their experiences, views etc.

Cllr. Sinnott explained the aims of the scrutiny topic and the subject areas to be considered as outlined in the information pack for councillors.

There were introductions around the room:

L and his son (carers), L's wife is on the 'Forget me not' ward, "Lucia from the centre is doing a brilliant job supporting the family"

P (cared for) and his daughter S (young adult carer)

M (cares for his wife) and his daughter B (young carer)

J (carer) and his wife (cared for)

B who cares for her husband who has Alzheimer's

P who cares for her mum and brother and also runs a support group and works at the centre as well

S who cares for her husband who has dementia

Cllr. Sinnott suggested the group discuss the recent change in the law brought about by the Care Act in terms of **carer's assessments** – has everyone had a statutory assessment from the Council (it was clarified that this is different to registering with the centre)?

- S and B said they had not had one;
- P explained that you have to request one, they're not automatic like they used to be;
- Other members of the group reported that they had been assessed, usually through the cared for person's Social Worker;
- Those who had been assessed reported that it was an effective process that led to them feeling supported;
- Cllr. Sinnott suggested that this is an issue that could be raised with staff at the centre and they will be able to advise how to go about getting an assessment. These assessments are important as they recognise the rights and needs of the carer as well as the person they care for.

- All carers upon registration with the centre and during review are asked if they want to be referred to HBC for a carer's assessment. It is also included as an article in the carers centre newsletter from time to time informing carers of their right to an assessment as well as in our information pack that all carers receive upon registration.

Cllr. Sinnott asked the group for feedback on **sources of information** and **how easy people found it to access the centre**:

- People reported that without Lucia they wouldn't know about anything (support etc.)
- Everyone feels listened to at the centre, staff will help in any way they can, nothing is ever a problem, you don't get 'fobbed off', it doesn't matter how minor or major your issue is staff will always put the effort in to help you and they help with any issues and they are quick in the help and support they provide;
- It was reported that schools refer young carers to the centre and there are posters in GP surgeries etc. and often when Social Services visit the cared for person, they refer the carer to the centre;
- Carers think it is their 'job' to care (i.e. they don't recognise that they are a 'carer') so don't realise that help and support is available;
- Social Workers and GPs are better at referring to the centre but there isn't consistency in the information available;
- J and his wife reported a poor experience on her discharge from hospital (no support, GP unhelpful);
- Mixed experiences from different GP practices – a GP at New Town, Widnes is very supportive of the carer role and ensures support is being accessed, at Beechwood (Widnes) there are messages flashing up about the centre, however, at Hallwood (Runcorn) GPs don't refer to the centre although leaflets were available;
- It should be fed back to the CCG that some practices are not promoting carer's services/support (individual experience can depend on the interest/expertise of the particular GP).

Tom Baker arrived 1:25pm, Cllr. Sinnott introduced Tom to the group and re-capped on discussions that had already taken place.

There was some discussion around **eligibility for accessing funded services through HBC**:

- Three categories – not sure if categorising is appropriate;
- Cllr. Sinnott read the information on eligibility within the topic group information pack – someone is likely to meet the criteria if there is a significant impact on their wellbeing as a result of their caring role.

Cllr. Sinnott asked the groups where the **gaps** are in terms of services/support for carers:

- S felt that there is nothing for young adult carers (i.e. aged 18-25) and she has to fit in with groups aimed at young people (teenage carers) or older people, which doesn't fit with her own needs/interests. It has been suggested that S set something up but she feels that she needs the support and therefore not able to provide the support to others. S sees things taking place in other areas;
- It was agreed that in some cases there isn't the right kind of specific support and if you haven't got the resources etc. to set something up then you are not supported but services should fit with you not the other way round;

- There was some discussion around the stigma that is attached to being a young carer – B and S are involved in work making use of the Internet to try and tackle this issue and make support for young carers more appealing (there was a suggestion around young carers linking in with older age groups to support with technology);
- There was a general feeling in the group that it should be a national commitment that young people shouldn't have to take on an unpaid caring role although the group applauded S and B for what they do, which they feel is 'normal' / 'natural'. It was noted that some young people can cope but others might not be able to and there should be support out there for them and the Government should not put that responsibility on young people. It was noted that these are important issues but we can only make things better at a local level.

Cllr. Sinnott asked the group about their experience of **respite** (e.g. carer's breaks):

- Sometimes other family members have to step in to provide care (e.g. 'my mum won't have anyone else coming in'), which presents a barrier for the carer;
- S reported that her husband doesn't recognise his own illness so he won't go into respite, he thinks he can manage and if it's suggested that S needs a break he says 'we will go then', the only respite S has is a coffee morning or a meeting like today but she can't leave her husband for an entire day;
- There is a sense of responsibility – 'my mum brought me up so now I'll be there for her' – but it does take its toll and you need a break to 're-charge' and enable you to continue caring;
- One person mentioned day centres that used to pick people up but they are now closed;
- J reported feeling like he had to be strong for his wife and he was bottling things up but one day he asked to leave the house for a while and he just screamed to let everything out, he needed that 'release';
- It was felt that sufficient funding should be there. L's wanted to mention the 'Disabled People Against Cuts' (DPAC) group – they have a website and Facebook page, they lobby Government.

Cllr. Sinnott asked the group if there was **anything else** they wanted to mention:

- 'Don't let this place (the centre) go!'
- Need to find the 'hidden' carers who aren't receiving support;
- 'How will we know the outcome of this?' Cllr. Sinnott assured the group that the centre would be sent a copy of the final topic group report (overall it is looking at wider remit, not just the centre), although it is a public document as well;
- P mentioned that she is attending the Carers Strategy Group (led by Paul McWade) and they are looking for a wider group to get involved (currently just mental health and learning disability carers). It was noted that the group should perhaps come to the centre like today's meeting as it can be daunting for carers to attend council meetings.

Cllr. Sinnott thanked the group for their attendance today and confirmed that the findings from today's discussions and the other elements of the topic group would be fed back to the Health PPB in the final report in order for them to decide what actions take place – thank you for having your voice heard and feeding back your views!

ⁱ Carers UK (2002) Without us...? Calculating the value of carers' support, Carers UK

ⁱⁱ "Always on Call, Always Concerned"

REPORT TO: Executive Board

DATE: 16 March 2017

REPORTING OFFICER: Strategic Director – Enterprise, Community and Resources

PORTFOLIO: Transportation

SUBJECT: Mersey Gateway Bridge Project – Progress Update

WARDS: All

1.0 PURPOSE OF THE REPORT

1.1 To provide an update on progress with the Mersey Gateway Bridge Project (the Project) and the performance of the Mersey Gateway Crossings Board Limited (the MGCB) for the period July to December 2016, against the criteria set out in the MGCB Governance Agreement.

2.0 RECOMMENDATION: That

- 1) progress with the Project as set out in the report, be noted; and**
- 2) performance of the MGCB Ltd in monitoring the Project Company's (MER) performance as set out in the report, be noted.**

3.0 SUPPORTING INFORMATION

3.1 Background

3.1.2 The MGCB is a special purpose vehicle established by Halton Borough Council (the Council) with the delegated authority to deliver the Project and to administer and oversee the construction, maintenance and tolling of the new crossing including the tolling of the existing Silver Jubilee Bridge (SJB).

3.1.3 The MGCB's terms of reference and delegated authority are expressed in a Governance Agreement with the Council, set to last for sixty years. The MGCB are commissioned to deliver the Project on behalf of the Council and operate as a commercial (though not-for-profit) organisation on an arm's length basis.

3.1.4 The MGCB is working closely with Merseylink (MER) on a day to day basis to ensure that all aspects of their policies are adhered to ranging from PR and Communications, environment, traffic management to local employment and skills.

3.2 Construction Progress (Construction sections shown in Appendix 1)

3.2.1 Summary of recent events:

Main Crossing Approaches:

- NAV Main Box construction, all 11 spans complete – MSS1 has been withdrawn to span P8/P9 for dismantling and removal;
- NAV edge cantilever construction using wing traveller is approx. 75% complete although the wing traveller has been withdrawn to pier P7 until MSS1 is clear of span P8/P9;
- Continue waterproofing of edge strips of NAV cantilevers and erection of precast fascia panels;
- Continue construction of cofferdam and excavation for Pier P11 of SAV;
- Continue pier shaft construction for Pier P12 of SAV;
- Preassembly works for the second MSS for the SAV completed September 2016;
- SAV Main Box construction, two spans complete with MSS2 now in Span P17/P16 which is expected to be poured on 1 – 2 February 2017;
- The SAV wing traveller has been assembled in the first span and construction of the end diaphragm cantilevers is expected early February 2017;

Main Crossing Cable Stayed Bridge:

- Complete balanced cantilever construction of tenth pairs of cable stayed deck segments adjacent to north pylon of CSB (17 pairs remaining);
- Complete balanced cantilever construction of first pair of cable stayed deck segments adjacent to central pylon of CSB (14 pairs remaining);
- Complete balanced cantilever construction of eleventh pairs of cable stayed deck segments adjacent to south pylon of CSB (20 pairs remaining);

Landside Works:

- Section 1
 - Continue earthworks, highway and utilities works at and adjacent to Ditton Junction including final run of UU 2100 diversion and reconstruction of Ditton Road West arm;
 - Commence construction of reinforced soil wing walls for Ditton Junction Bridge;

- Continue construction of deck for Widnes and Victoria Viaduct including landing beams over Victoria Road;

- Section 2
 - Commence installation of precast concrete parapets for Widnes and Victoria Viaduct;
 - Continue construction of highway embankment behind west abutment of Widnes and Victoria Viaduct;
 - Continue construction of reinforced soil wing walls for Widnes and Victoria Viaduct;
 - Commence construction of circulatory carriageway of Widnes Loops junction;
 - Complete carriageway construction of link from Widnes Loops to Watkinson Way;
 - Complete construction of new highway embankments between Widnes and Victoria Viaduct and North Approach Viaduct;
 - Continue construction of reinforced soil retaining walls at NAV north abutment;

- Section 4
 - Continue erection of temporary propping and landing of deck beams for Astmoor and Bridgewater Viaduct;
 - Continue construction of deck sections for Astmoor and Bridgewater Viaduct;
 - Open Bridgewater junction to east-west and southbound traffic and continue highway construction for northbound slip;

- Sections 5, 6, 7 & 8
 - Continue renovation and modification of existing expressway bridges;
 - Continue new highway construction works at Halton Lea and Lodge Lane junctions under total closure of main line Central Expressway;
 - Continue deck construction for new Lodge Lane Junction bridge;
 - Continue highway construction works at Weston Point junction;
 - Complete partial demolition of existing Rocksavage West bridge;
 - Continue new highway construction works on Weston Point Expressway north of the new M56 Junction 12 north roundabout;

3.2.2 PR and communications is vital to ensure drivers in and around Halton are aware of traffic management changes. The Project website is a vital tool used to communicate changes and utilises innovative interactive maps which highlight works across the Project route. Weekly traffic updates are issued to local press and in instances of

works which may cause significant change or disruption, specific detailed press releases are issued along with letters to affected residents and, where appropriate, public meetings are conducted.

- 3.2.3 MER uses dedicated computer software called Freshdesk to electronically capture all complaints and enquiries. MER must respond to all such complaints within 10 working days or must be formally acknowledged if a full response is expected to take longer to answer. The MGCB monitors compliance of this on a monthly basis.
- 3.2.4 The Project remains on programme for the main bridge and approach roads to be commissioned and trafficked in autumn 2017, as set out in the Project Agreement.

3.3 Compensation Event¹ – Specifically defined in the Project Agreement and Demand Management Participation Agreement.

- 3.3.1 On 28 October 2016 MER formally notified the Board of Compensation Event Number 1 which relates to the realignment of Network Rail fence at Weston Expressway. The event relates to the ownership of a section of land which the Construction Joint Venture (CJV) say they need in order to be able to relocate said fence to accommodate the re-alignment works of the Weston Expressway.

On detailed site drawings incorporated into the Project Agreement, the land in question is indicated as being part of the Project Site. The land in fact is in the ownership of Network Rail and there are no powers of compulsory acquisition, nor any agreement to acquire in place to secure the land.

Update: The MGCB Construction Director believes there is a technical solution that obviates the need to impinge on the Network Rail land and has written to MER accordingly. While a formal response is pending the CJV are investigating the feasibility of such a solution and feel it sufficient.

3.4 Relief Event² – Specifically defined in Project Agreement and Demand Management Participation Agreement.

- 3.4.1 None to report at this stage.

3.5 Health and Safety

- 3.5.1 MER acknowledges the importance of Health and Safety (H&S). It is their highest Project priority and acts as a key driver in their site inductions for new starters and visitors. To date, **4,872** workplace safety inductions have taken place with attendees including site workers, consultants and sub-contractors. MER also carries out on site

¹ A breach by the Board/Council of its obligations (could result in financial penalty)

² Failure by any Statutory Undertaker, Utility Company or Local Authority or other like body to carry out the works or provide services (could provide Merseylink with vindication for failures under the contract)

drug and alcohol testing at induction for all plant operators and those working in 'high risk' roles, 'random testing' project wide on a regular basis and any 'for cause testing' as required. Those with positive test results are dealt with by the Health and Safety Manager in line with MER's Drug and Alcohol policy.

- 3.5.2 As an exemplar of good practice, on returning to work following the 2 week 2016 Christmas close down, all MER employees, attended a 'Return to Work' seminar, known as Safety Stand Downs (SSD) to remind staff of the importance of H&S awareness at work. (**904** attended the 'Return to Work' seminar).
- 3.5.3 MER has also held a number of additional SSD presentations in 2016. These were focused separately on the Main Bridge and on the Landside so that each could focus on their specific safety issues. Main Bridge SSDs were attended by a total of **400** staff and Landside SSDs were attended by a total of **415** staff.
- 3.5.4 From the start of the Project to end December 2016 figures show **156** accident book entries with no notifiable events³ and no major injuries. Number of near misses and learning events reported to this date **116**. There have been 4 RIDDOR⁴ incidents following which HSE reports were completed with preventative measures identified. Three of these incidents were service (underground cable or mains) strikes which resulted in a 'Permit to Dig Authoriser' being recruited along with changes to the site working procedures. The other was a 'slip, trips or fall' incident.
- 3.5.5 The MGCB's most recent reported H&S Audit took place in June 2016. The visit to site commenced in Section 2 followed by Section 3 (MSS and South Pylon) before briefly visiting Section 8 (M56 Junction 12). The audit focussed on compliance with the MER H&S procedures and the associated records.
- 3.5.6 Compliance with the H&S procedures was, in the main, confirmed and the site inspection showed good controls in place to manage H&S on the site in the areas visited. Some improvements with respect to fire and first aid were identified and implemented. These have been consolidated into MER's safety procedures and their observance on site reinforced by monthly MGCB Inspections. The result has been an improvement on site.
- 3.5.7 MGCB carries out monthly, unannounced H&S Inspections and the findings are communicated to MER's H&S Manager.
- 3.5.8 The MGCB carried out an H&S Audit in January 2017 and the findings will be included in the Executive Board Report for the period January to June 2017.

³ Accidents resulting in the over-seven-day incapacitation of a worker

⁴ Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR)

3.6 Key Performance Indicators (KPI)

- 3.6.1 In general the MGCB does not measure MER's construction phase performance save for a number of KPI's associated with the PA's Employment and Skills Delivery Plan.
- 3.6.2 Throughout the lifetime of the Project, the majority of KPI's are associated with the Demand Management Participation Agreement (DMPA) through the Project's operational phase by Emovis (DMPA Co).
- 3.6.3 The KPIs are set out in the DMPA and will be used to determine the performance of the Revenue Collection Services and any additional measures specified in the Roadside Tolling Equipment Specification. They will also measure Safety Performance.
- 3.6.4 MER is required to report data in connection with current national indicators during the contract period and these are known as Statutory Authority Performance Indicators.
- 3.6.5 Although not monitored as a KPI, the MER Monthly Progress report, submitted to the MGCB, is an effective method of monitoring progress as the report incorporates Design and Construction, Service, Management, Monthly Payment and Data Reports. Also included in the Monthly Report is information on all accidents, incidents, enquires, complaints and traffic management data. This report is monitored by the MGCB and issues requiring further consideration are logged in the minutes of the Monthly Progress meeting.
- 3.6.6 There are currently **771** people working on the Project across sites in Runcorn and Widnes. They include **34** people engaged by the MGCB, **228** people employed by the three partners (Kier, Samsung, FCC) in the MER construction joint venture (CJV) including **100** people recruited directly for the Project and **473** people supplied by labour suppliers or sub-contractors working on different elements of work across the site. Approximately **653** Halton residents have been employed on the Project during construction. Currently **223** local residents (Runcorn and Widnes) are working on the Project [November 2016 figure].
- 3.6.7 MER's Time Bank scheme, which aims to help local groups and organisations by providing professional services for community projects, has saved the local community approximately £116,000 having supplied consultation, labour and other services to around 30 successful applicants. This equates to around 265 days of Time Bank delivery

- 3.6.8 The Mersey Gateway Visitors Centre in Widnes at the Catalyst Science and Discovery Centre opened in February 2015 and so far has had **13,903** visitors. The Mersey Gateway Information Centre in Runcorn opened in February 2016 and so far has had **6,209** visitors (20,112 in total up to December 2016).

3.7 Risk

- 3.7.1 Current progress on the actions and risks accepted by the Council and the MGCB at Financial Close is as follows:

- The procurement of the necessary enforcement powers for the collection of tolls on the new bridge and on the SJB. The period for representations to the Secretary of State (SoS) closed on 14th May 2015

Update: The Modification Order was approved by DfT at the end of May 2016. However, as the provisions of the Modification Order include a new “Power of Entry”, approval by Home Office Ministers was required. This is a provision to the effect that, if there is no Road User Charging Scheme (RUCSO) in place and Halton reverts to using the tolling powers in the 2011 Order, some of the enforcement powers relating to road user charging including a power to enter vehicles would be available.

Modification Order was confirmed by DfT in August 2016. DLA provided DfT with the “Powers of Entry Gateway” forms on 2 June and passed to the Home Office. The Home Office processed the approval following which DfT arranged for a notice of making of the Order to be published in the London Gazette and the MGCB arranged for publication in a local newspaper. The Council approved the making of the necessary RUCSO for the MGB and SJB on 14 September 2016

- Byelaws – The byelaws need to be secured by PTU. The byelaws were approved by the Council on 12 October 2016 and the necessary Notices were published in the local press on 9 & 10 November 2016. Also, from 8 November 2016 the byelaws and plans were made available for public inspection at the Runcorn and Widnes Direct Link offices and they are available on the project website. The public had until 9 December 2016 to lodge any representations or objections with the Secretary of State for Transport as prescribed by the River Mersey (Mersey Gateway Bridge) Order 2011 (As amended 2016) – none were received. The SoS has approved the Byelaws and they were confirmed and sealed by DfT January 2017 and will come into force in August 2017.

3.7.2 Risk Register

3.7.2.1 The MGCB has developed a comprehensive Risk Register to identify those risks associated with the Project, to ensure that the retained and contractual risks are effectively managed and any potential impact is mitigated.

3.7.2.2 The Risk Register is a standing item on the agenda of both the MGCB's Audit Committee, whose membership includes the Council's Head of Internal Audit, and the monthly Board of Directors meeting, whose membership includes Cllr Polhill and Cllr Wharton as the duly appointed Council Non-executive Directors.

3.7.2.3 As reported to full Council (Dec 2013) under the Project Agreement MER take the risk of any cost or programme overrun but the Council is exposed to some cost risk during construction (specifically associated with sharing the cost of dealing with contamination in exceptional circumstances). The DMPA Co is responsible for the collection risk associated with the tolls.

3.7.2.4 The principle risk retained by the Council and DfT relates to toll revenue which is a function of the toll charge and the volume of traffic using the bridges.

3.7.2.5 Although appearing numerous, the risks identified in the Risk Register predominately relate to contractual risks associated with any major infrastructure project.

3.7.2.6 The Risk Register is available for inspection by Members at the MGCB's offices.

3.8 Business Plan

3.8.1 Under the Governance Agreement there is a requirement for the MGCB to produce an Annual Business Plan, the requirements of this plan predominately relate to the Project during the operational period.

3.8.2 The MGCB has produced and supplied to the Council a business plan which is more suited to the operations of the MGCB during the construction period.

3.8.3 The Business Plan is available for inspection by Members at the MGCB's offices.

4.0 POLICY IMPLICATIONS

4.1 The Project is a key priority for the Council which will deliver benefits locally and across the wider region.

5.0 FINANCIAL IMPLICATIONS

5.1 All substantive implications are reported in the Mersey Gateway Financial Reports to the MGCB.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

6.1.2 The Project provides an opportunity to improve accessibility to services, education and employment for all.

6.2 Employment, Learning and Skills in Halton

6.2.1 Over **800** jobs have been created by or for the Project so far and the Project ensures the local community continues to have access to all job opportunities through the Employment and Skills Working Group. In the longer term, several thousand jobs are forecast to be created in the sub-region due to the wider economic impact of the Project. Approximately **653 Halton residents** have been employed on the Project during construction.

6.3 A Healthy Halton

6.3.1 The Project provides an opportunity to improve accessibility to services, education and employment for all, including improved cycling and walking facilities.

6.3.2 Improve local air quality and enhance the general urban environment.

6.4 A Safer Halton

6.4.1 The Project will provide much needed environmental improvements to the immediate areas. Removal of cross river congestion will enhance response times for emergency services.

6.4.2 The new crossing will improve safety and reduce the cost of accidents currently found with the high collision SJB route by up to £39 million. The narrow lane widths of 3.05m on the SJB will be redesigned to deal with local traffic, and offer new routes for cyclists, pedestrians and those using public transport.

6.5 Halton's Urban Renewal

6.5.1 The Project is a priority project in the Urban Renewal Programme.

7.0 RISK ANALYSIS

- 7.1 The Project structure supported by the proposed delegation and decision authority will reduce the risk of delay and improve the quality of the Project control.

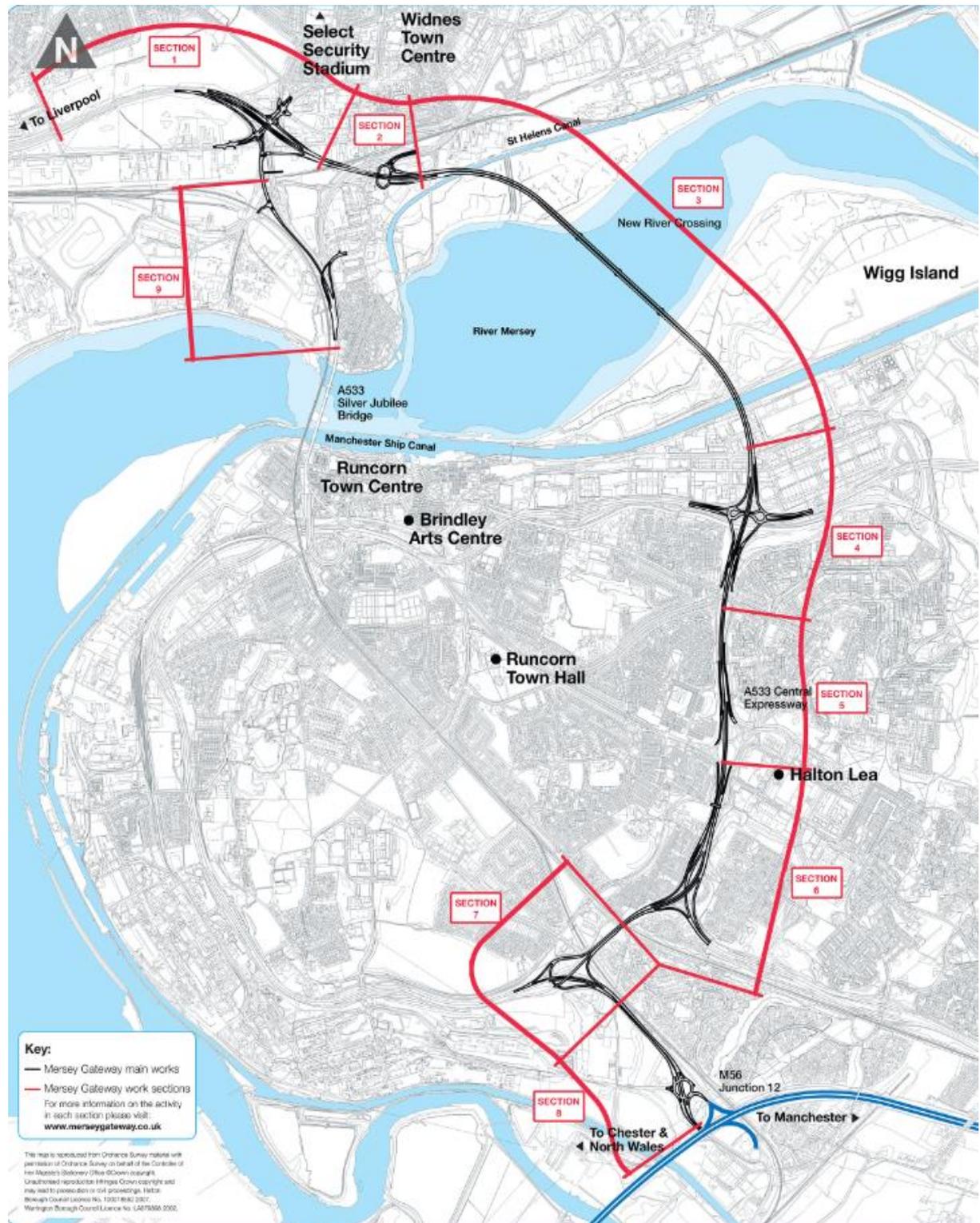
8.0 EQUALITY AND DIVERSITY ISSUES

- 8.1 The Project provides an opportunity to improve accessibility to services, education and employment for all.

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

- 9.1 None under the meaning of the Act.

Appendix 1 - Construction sections



REPORT:	Executive Board
DATE:	16 March 2017
REPORTING OFFICER:	Strategic Director, Enterprise, Community & Resources
PORTFOLIO:	Transportation
SUBJECT:	Proposed waiting restrictions around Runcorn Hill
WARDS:	Heath

1.0 PURPOSE OF REPORT

- 1.1 To report on consultation that has been carried out on the proposal to introduce waiting restrictions on parts of Park Road, Highlands Road, Campbell Avenue and Heath Park Grove in Runcorn near to Runcorn Hill Park, in order to address parking congestion and recommend a way forward.
- 1.2 The report was considered by the Environment and Urban Renewal Policy and Performance Board (E&UR PPB) on 8th February 2017. It endorsed the recommendation that the Order should be made and agreed that the matter be referred to the Executive Board for resolution. It was also requested that options be explored to assist Runcorn & District Scale Model Boats Group with parking concerns.

2.0 RECOMMENDATION: That

- 1) **The Board approves the proposal to make a Traffic Regulation Order to introduce “At Any Time” waiting restrictions on parts of Park Road, Highlands Road, Campbell Avenue and Heath Park Grove in Runcorn as shown in Appendix ‘B’ and defined in Appendix ‘C’; and**
- 2) **The objectors be informed of the decision**

3.0 SUPPORTING INFORMATION

- 3.1 Following the recent improvements to Runcorn Hill Park, several complaints have been received about problems caused by parked vehicles from residents living on adjacent roads. These complaints have come directly from residents and via their elected members, as well as from PCSOs, who were complaining on behalf of residents and the police. Also, three letters were received from residents in April 2016 supporting the principle of installing parking restrictions in order to resolve parking problems.
- 3.2 The complaints have been about:
- congestion caused by vehicles double parking (i.e. parking on both sides of the road) which could block access for residents and for emergency vehicles;
 - dangers to children crossing from the café to the park (again because of double parking); and

- blocked accesses to residential properties.
- 3.3 On the park side of these roads, there is no footway apart from a very small length towards the northern end of Highlands Road. In fact, there is no footway on either side of Highlands Road between Park Road and Heath Park Grove. This lack of footways only exacerbates the potential for conflicts between pedestrians and vehicles. On the sides of the roads where there are houses, there are footways which help improve visibility of pedestrians.
- 3.4 During preliminary discussions between residents, local councillors and Council officers, problems with drivers parking across driveways, particularly on Park Road, were raised. It was agreed that 'H' bar markings would be installed across driveways, where wanted, in order to keep accesses clear (this request to provide 'H' bars was received via local councillors). Due to the delays in implementing any parking restrictions, these 'H' bar markings have already been installed for all driveways on Park Road between Campbell Avenue and Highlands Road.
- 3.5 Since the opening of the café and the redevelopment of Runcorn Hill in August 2015, the complaints about parking problems have increased and, given the increased usage of the area, these complaints appear to be justified. The letters received in April 2016 have raised other issues (and actions taken in response) as follows:
- *the placing of a residents only sign at the southern end of Highlands Road adjacent to the prefabricated homes*– an advisory sign saying “Access to properties only” has been erected by the Council to discourage general parking on the southern section of Highlands Road
 - *fencing around the field opposite the café* – the complainant has requested additional fencing but this goes against the design principles for the area. The Heritage Lottery Funded re-designed layout for the Park has a ditch along the boundary of the field opposite the café and additional fencing isn't required. The path layout, together with placement of boulders indicates the safe route across the road for pedestrians, removing the need for fencing.
 - *signs displaying children crossing* – two signs are being provided on Highlands Road in the vicinity of the café
 - *restricted speed signs*– these are being requested for the area which is already restricted to 30 mph, therefore additional signs are not permitted but the area will be monitored, if the waiting restrictions are implemented
 - *direction signs directing traffic to other car parking areas, away from the café and residents' area* – these have been provided and additional signs will be provided in the vicinity of the northern parking area when the alterations to create additional parking are completed.
 - *opening up the extra parking at the café and the park* – the parking adjacent to the café is now open (it was delayed due to establishment of the reinforced grass which was weather/season dependant); the old car park has been closed and is only suitable for large events, when it would be manned, this is due to poor visibility entering and leaving the car park. Also, its location adjacent to the playground makes it less suitable for public use. Alterations to the changing room car park (accessed from Heath Road South) will be completed in time for the February half term break. This car park, which offers 20 spaces, will then be open at peak times (school holidays and weekends throughout the summer)

months) instead of only when the football pitches are in use. (Please refer to the Plan in Appendix E for more detail).

- 3.6 Plans are currently being drawn up for improved and expanded car parking facilities at the north end of Highlands Road close to the original Runcorn Hill Park car park. Subject to funding, the additional facilities could be in place by the Summer of 2018. This car park would accommodate at least 30 cars. The café will be visible from this new parking area, which should encourage its use. In the meantime, due to the large number of residential properties in the area, who use on-street parking, it is hoped that the parking restrictions could help to encourage visitors to the park to use more sustainable means of transport, such as walking and cycling.
- 3.7 Ward councillors have been consulted and fully support the proposed restrictions. Cheshire Police have been consulted and raised no objections; the local PSCO has agreed to enforce the restrictions.
- 3.8 The proposals for waiting restrictions, as shown in Appendix A, were the subject of formal public consultation in September 2016 and 15 objections were received from residents of Highlands Road and members of Runcorn & District Scale Model Boats Group. A summary of the objections is included in Appendix D.
- 3.9 Following the objections, an officer from the Council met with some of the residents from Highlands Road, to explain the proposals and discuss their objections. The main points raised are as follows:
1. Lack of parking for houses with no off-street parking
 2. Insufficient car parking for the Runcorn Hill Park
 3. Request for a residents parking scheme.

Officer responses to the comments are as follows:

1. It is acknowledged that parking is limited for properties with no off-street parking, but there is no statutory right to be able to park on the highway outside a property. However, in view of the objections, it is now proposed that the original proposal be amended, as shown in Appendix B to reduce the impact for residents on Highlands Road. If approved, the situation will be monitored to assess the impact of the amendment and to determine whether further action is necessary.
 2. Additional parking has been and will be provided for Runcorn Hill (as para 3.6 above). In addition, extra signage to the car parks has been provided in the area to direct visitors to the car parks.
 3. It is current policy not to have residents parking. This was the subject of a report to this Policy & Performance Board on 16th September 2009; the situation has not changed since that date.
- 3.10 There were eight objections from Runcorn & District Scale Model Boats Group which are mainly objecting to reduced availability of parking near the lake, as some members have mobility issues and hence feel that their access to the lake would be restricted. Also, due to the proposed restrictions, they feel that it will make tenure of the existing buildings next to the lake and use of the lake impossible. They also say that refurbishment of the former air raid shelter as a workshop may not proceed. These,

unfortunately, are not grounds for objection and cannot be considered. However, additional parking is to be made available with access from Heath Road South that can be used by members of the Model Boat Group and if the members have a Blue Badge then, providing they are not causing an obstruction, they can stop on the double yellow lines for up to three hours. Therefore, it is felt that the impact of the restrictions will be minimal for members of the Model Boat Group. However, following representations made to the E&UR PPB on 8th February 2017, the PPB requested that options be explored that could possibly address the parking concerns of the Model Boat Club. Any update in this regard will be reported verbally to the Executive Board at its meeting.

- 3.11 The proposed revisions to the restrictions should, through adequate enforcement by the police, help to keep the areas clear of parked vehicles and ensure access to the area is maintained. Drg. No. 2016-001A in Appendix 'B' indicates the proposed restrictions.

There is a risk that removal of the parking could result in an increase in speeds, but as stated above this will be monitored and speed surveys are to be carried out in the near future (before implementation of any restrictions).

4.0 POLICY IMPLICATIONS

- 4.1 None.

5.0 FINANCIAL IMPLICATIONS

- 5.1 The total cost of introducing the requested waiting restrictions would be approximately £700. This would be funded through annual traffic management revenue allocations.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

- 6.1 Children & Young People in Halton
The implementation of waiting restrictions should serve to reduce the amount of parking along lengths of road frequented by children.
- 6.2 Employment, Learning & Skills in Halton
There are no direct implications on the Council's 'Employment, Learning & Skills in Halton' priority.
- 6.3 A Healthy Halton
There are no direct implications on the Council's 'A Healthy Halton' priority.
- 6.4 A Safer Halton
The proposed waiting restrictions will serve to prevent obstruction and protect sightlines for all road users.
- 6.5 Halton's Urban Renewal
There are no direct implications on the Council's 'Urban Renewal' priority.

7.0 RISK ANALYSIS

- 7.1 There is a variable and uncertain road safety risk associated with not introducing these

proposed restrictions, the degree of risk depending on the number of drivers who continue to park obstructing the highway and sight lines at these locations.

7.2 Parking displaced from those lengths of road for which restrictions are proposed, will inevitably place an extra demand on adjacent areas; however this will, in time, be mitigated to some extent by the creation of additional parking areas off Highlands Road. The new restrictions recommended in this report are being proposed on safety and freedom of access grounds, due to the park proving so popular. This will increase parking on adjacent roads and this will be monitored following implementation of the restrictions and possible additional restrictions may be required, although it is also hoped that visitors be encouraged to use more sustainable means of transport, such as walking and cycling.

7.3 No full risk assessment is required.

8.0 EQUALITY & DIVERSITY ISSUES.

8.1 There are no direct equality and diversity issues associated with this report.

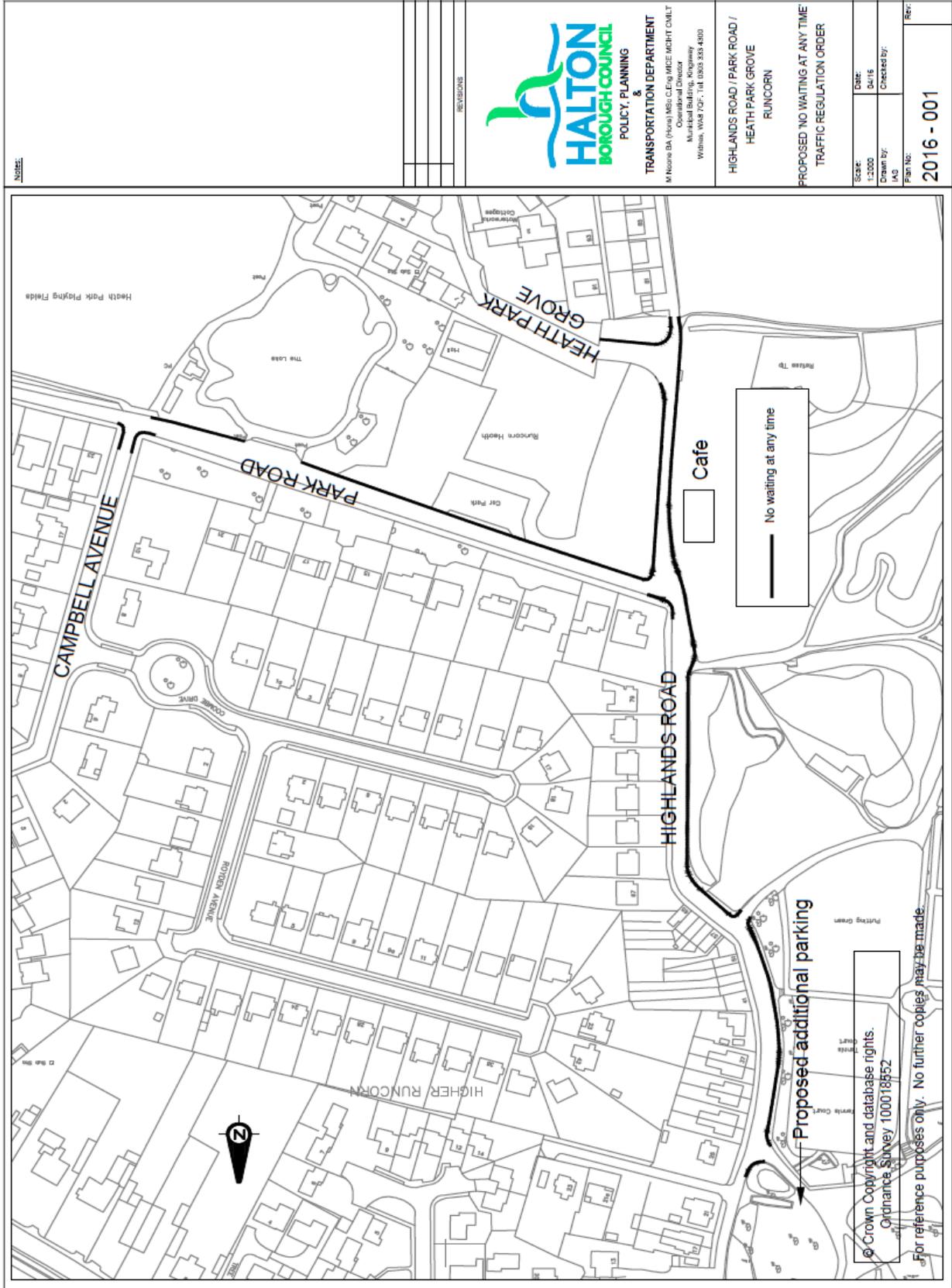
9.0 KEY DECISIONS ON THE FORWARD PLAN

9.1 These proposals do not constitute a key decision and are not included in the Forward Plan.

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

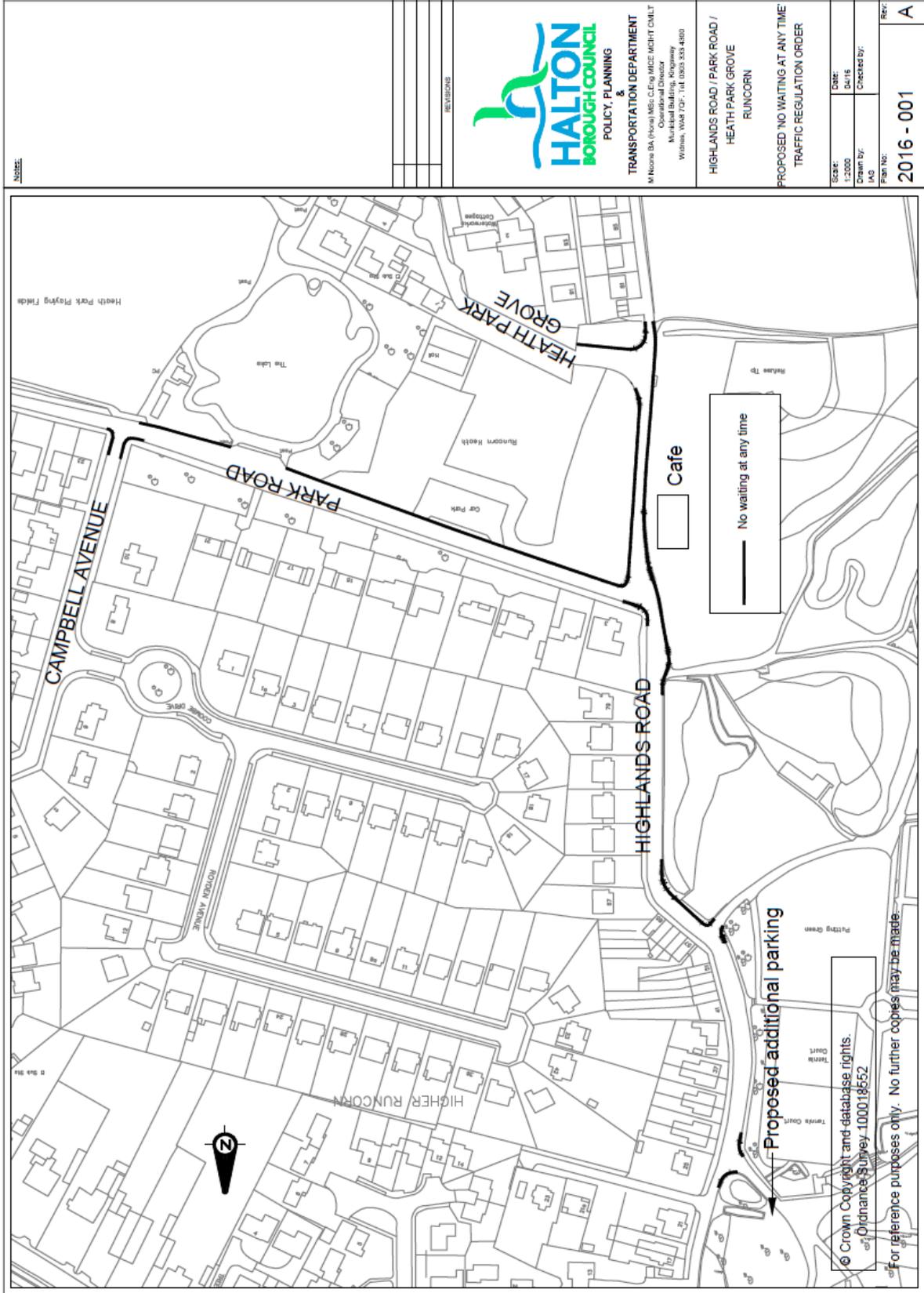
10.1 None.

APPENDIX A



NOTE:	REVISIONS	 <p>HALTON BOROUGH COUNCIL POLICY, PLANNING & TRANSPORTATION DEPARTMENT</p> <p>M. Moore BA (Hons) MSc, C. Eng, MICE, MCHM, CMILT Consultant Director Municipal Building, Kingsway Widnes, WARRIOR, Tel: 01503 355 4100</p>	<p>HIGHLANDS ROAD / PARK ROAD / HEATH PARK GROVE RUNCORN</p>	<p>PROPOSED NO WAITING AT ANY TIME TRAFFIC REGULATION ORDER</p>	Scale: 1:1000	Date: 24/11/16
					Drawn by: IAG	Checked by:
					Plan No: 2016 - 001	Rev:

APPENDIX B



NOTES:

REVISIONS



M. NICHOLLS BA (Hons) MSc, C.Eng, MICE, MCHIT, CMILT
Operational Director
Municipal Building, Kingsway
Widnes, Warr. 702. Tel: 01565 355 4300

HIGHLANDS ROAD / PARK ROAD /
HEATH PARK GROVE
RUNCORN

PROPOSED NO WAITING AT ANY TIME
TRAFFIC REGULATION ORDER

Scale: 1:2000
Date: 04/15
Drawn by: IAS
Checked by:

Plan No: 2016 - 001
Rev: A

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Details of Proposed Order:

[a] "At Any Time" Waiting Restrictions.

[b] Details:

Highlands Road

West Side

From a point 261m north of the centreline of the junction with Park Road, for a distance of 26m in a southerly direction.

From a point 155m north of the centreline of the junction with Park Road, for a distance of 47m in a southerly direction.

From a point 42m north of the centreline of the junction with Park Road, for a distance of 160m in a southerly direction.

East Side

From a point 10m north of the centreline of the junction with Park Road, for a distance of 130m in a southerly direction.

Park Road

North Side

From its junction with Highlands Road, for a distance of 10m in an easterly direction.

South Side

From its junction with Highlands Road, for a distance of 155m in an easterly direction and from a point 9m west of the centreline of the junction with Campbell Avenue, for a distance of 35m in a westerly direction.

Heath Park Grove

South Side

From its junction with Highlands Road for a distance of 27m in easterly direction.

Campbell Avenue

Both Sides

From its junction with Park Road for a distance of 10m in a northerly direction.

[c] Plans: Drg. No. 2016-001A (attached in Appendix "B").

[d] Associated revocations: None.

[e] Exemptions: Standard

[f] Date to be advertised: ASAP

[g] Date to be effected: ASAP

[h] Advertising code: 5400 1625 2544

Justification: To prevent obstructive parking and protect sightlines.

APPENDIX D

Objections to Proposed Waiting Restrictions – Runcorn Hill Park

Objection No.	Objector	Objection	Comments
1	Runcorn & District Scale Model Boats (RDSMB)	Objection to reduced availability of parking near the lake. Some members have mobility issues, which restrictions would restrict their access Restrictions will make tenure of existing buildings and use of lake impossible. Also refurbishment of air raid shelter as a workshop may not proceed	Restrictions are only on one side of Park Road and additional parking is being made available off Heath Road South. Also blue badge holders can park on yellow lines for up to 3 hours providing they are not causing an obstruction
2	As Objection 1 but signed by 29 people	As objection 1	As above
3	Hindley Green Runcorn & District Scale Model Boats	Concerned over proposed restrictions, as there is a lack of parking	Additional parking will be made available
4	Runcorn Runcorn & District Scale Model Boats	Objection to reduced availability of parking near the lake. Some members have mobility issues, which restrictions would restrict their access Feels support of RDSMB is not valued	Additional parking will be made available. Work of RDSMB is not a consideration in regards to parking restrictions
5	Woolston Runcorn & District Scale Model Boats	Feels RDSMB could be disbanded due to parking restrictions	Additional parking will be made available
6	Hough Green Runcorn & District Scale Model Boats	Wants area to be reserved for RDSMB members to park near to the lake	This will be passed to Open Spaces for consideration but additional parking is being made available
7	Resident Highlands Road Runcorn	Objects to restrictions on Highlands Road due to a number of houses not having off street parking and some houses having more than one vehicle. Supports restrictions on Park Road Suggests a residents parking scheme	Revised proposal makes available more on-street parking spaces for residents on Highlands Road. Residents parking schemes are not available within the Borough
8	Resident Highlands Road Runcorn	Feels proposal will cause more problems as park users will not use car parks Wants signs for car parks Wants residents parking scheme	Revised proposal makes available more on-street parking spaces for residents on Highlands Road. Additional signs to the car parks have been provided. Residents parking schemes are not available within the Borough

9	Resident Highlands Road Runcorn	Objects due to difficulties in not being able to walk far Wants residents parking scheme	Revised proposal makes available more on-street parking spaces for residents on Highlands Road. Residents parking schemes are not available within the Borough
10	Resident Highlands Road Runcorn	Objects to proposal and feels reasons are not detailed enough Requested additional information that has also been requested through FOI system. Accepts no right to park outside house, but feels a moral and historical right. Feels visitors to park will park outside cottages Feels vehicles avoiding traffic signals will travel faster and increase safety concerns Feels Council has created problem by allowing expansion to detriment of residents	Revised proposal makes available more on-street parking spaces for residents on Highlands Road.
11	Runcorn Runcorn & District Scale Model Boats	As objection 1	As objection 1
12	Resident Highlands Road Runcorn	Feels Council has made park more popular and will make it more difficult for residents with proposal	Additional parking has been provided
13	Resident Highlands Road Runcorn	Objects as they have problems parking at present and often need to park on opposite of Highlands Road. Wants residents parking scheme	Revised proposal makes available more on-street parking spaces for residents on Highlands Road. Residents parking schemes are not available within the Borough
14	Resident Highlands Road Runcorn	Objects as they have problems parking at present and often need to park on opposite of Highlands Road Questions the need for blanket restriction on one side of Highlands Road	Revised proposal makes available more on-street parking spaces for residents on Highlands Road
15	Culcheth Runcorn & District Scale Model Boats	Feels restrictions would affect his ability to sail his boat and meet friends due to his reduced mobility	Restrictions are only on one side of Park Road and additional parking is being made available off Heath Road South. Also blue badge holders can park on yellow lines for up to 3 hours providing they are not causing an obstruction

REPORT TO:	Executive Board
DATE:	16 March 2017
REPORTING OFFICER:	Strategic Director, Enterprise, Community & Resources
PORTFOLIO:	Transportation
SUBJECT:	Highways Asset Management Plan
WARD(S)	Borough-wide

1.0 PURPOSE OF THE REPORT

- 1.1 To seek Executive Board approval of the completed 'Highway Asset Management Plan' (HAMP). This will enable the adoption and publication of this document.
- 1.2 The Plan was considered and endorsed by the Environment and Urban Renewal Policy and Performance Board on 8 February 2017 and it is recommended that it now be approved by the Executive Board.

2.0 **RECOMMENDATION: That the Board approve The Highway Asset Management Plan, following the endorsement by the Environment and Urban Renewal Policy & Performance Board on the 8th February 2017.**

3.0 SUPPORTING INFORMATION

- 3.1 At its meeting of the 7th April 2016, Executive Board gave approval to Part 1, Chapters 1-4, of the Highway Asset Management Plan (HAMP). In that report, the importance of asset management and the maintenance of the highway network were emphasised, as was the need for a Highway Asset Management Plan that has the support of the Council's senior management and Executive Board. They set out the governance/organisational arrangements for highway maintenance as well as the overarching strategy and policies. The remaining chapters of the Plan (Chapters 5 – 14) were to be completed and brought back to the Board for its consideration once the overall strategy and policies set out in Chapters 1-4 had been approved.

Chapters 5-14 and appendices are now complete and have been endorsed by the Environment and Urban Renewal Policy & Performance Board. Approval to these Chapters and to the HAMP as a whole is now sought from the Executive Board.

What is and why do we need Highway Asset Management?

1. Highway asset management is a way of running the '**business**' of operating a highway network. The 780 km highway network (593 km of roads plus 187km of independent footpaths) in Halton, comprises a number of diverse assets and all of these need managing.
2. Highways are by far the most valuable asset the Council has (the WGA Gross Replacement Cost of this asset was estimated as £1.484 billion in 2014-15), and as such, managing the maintenance of this asset is crucial. The highway network is used by, or on behalf of, every single member of the Community, often many times a day. One of the keys to improving value for money in highways maintenance is knowing and understanding when and how to intervene. By applying asset management principles and considering an asset over a whole life cycle, it is possible to select the best time to intervene. This will maintain condition and preserve the asset in an economically viable way.
3. Good asset management is about making best use of available funds. It also provides a clear evidence base to justify the need for investment in highway maintenance. Applying the principles of asset management will help the Council achieve a more structured long term approach to maintaining the network and to resist expensive, short-term actions.
4. Some of the potential benefits of adopting asset management practices are that it:
 - Formalises and documents standards and processes.
 - Helps us provide an informed response to budget pressures.
 - Records what assets we have and what condition they are in.
 - Allows us to understand how much infrastructure has aged and the risk associated with it.
 - Leads to consistency of practices.
 - Provides an audit trail.
 - Assists with managing public expectations.
 - Acknowledges that future spending requirements are not always the same as historical ones.

3.2 **What is a Highway Asset Management Plan (HAMP)?**

A Highway Asset Management Plan identifies the current assets and develops a **framework for asset management** to enhance existing good practices and improve the management of the network. A HAMP is a guidance document used by the Council's Highways service in managing the highway network as an asset and addressing maintenance challenges moving forward. In addition, the HAMP provides information regarding the highway asset base, its implications and identifies the need for funding that could be utilised in addressing maintenance issues. The HAMP also demonstrates to stakeholders how the Council manages highway assets and proposes to face the challenges of managing these assets in the future.

3.3 **Why do we need a Highway Asset Management Plan?**

1. The Highway Asset Management Plan supports an evidence based approach to maintaining the highway network and sets out how it can be maintained strategically and efficiently in order to protect the assets and provide the best possible service with the resources available. Its purpose is to identify and set out the maintenance requirements for the highway network within Halton, in a clear and consistent nationally recognised framework.
2. The All Party Parliamentary Report into Highways published in October 2013, recommended that it should be mandatory for each Local Highway Authority (LHA) to produce a Highway Asset Management Plan in order to receive funding from Central Government. It has now become clear that unless each LHA is actively committed to Asset Management and other Highways Maintenance Efficiency Programme (HMEP) principles then they could expect a cut in future funding of up to 15.5% by 2020/21, through what is known as the 'incentive element funding formula' (see 5.3 below for more information). This demonstrates more clearly than anything how important it is for the Council to develop and sustain its highway asset management capability.

3.4 **Where we are and where we want to be**

1. The Council published its first 'Transport Asset Management Plan' (TAMP) in 2007 at the Central Government's initiative and funding.
2. This revised document has been condensed to include highway assets only (carriageways, footways, structures, street lighting, drainage etc.). The **Transportation** functions such as bus stop infrastructure; bus stations etc. are excluded at this stage and could be added to the Plan at a later date.

3. Part 1, Chapters 1-4 of the HAMP were approved by the Executive Board on 7th April 2016. Part 2 (Chapters 5-14) is now presented for approval by Executive Board following endorsement by the Policy and Performance Board. This will enable the Council to publish the completed document and provide the necessary evidence to demonstrate as part of the Highways Asset Management Self-Assessment Questionnaire (outlined in sections 5.3 and 5.4 below) that Halton is able to demonstrate “leadership and commitment from senior decision makers” to Highways Asset Management and has adopted its own Highways Asset Management Plan, enabling the key questions to be evaluated as achieving Band 2.

The ratification of the HAMP will serve as a foundation for other detailed plans and strategies based on the principles and objectives of the HAMP.

3.5 **Part 2** contains the following Chapters:

5. **Inventory & Condition** - this chapter looks at what highway assets the Council is responsible for and what condition they are in. It describes the processes by which they are categorised into hierarchies of use and how their condition is attained from survey processes.
6. **Valuation and Whole of Government Accounts** - In order to derive a valuation for the highway network a monetary value needs to be placed upon it. This is done by using a process of Whole of Government Accountancy, whose objectives are to promote greater accountability, transparency and improved stewardship of public finances.
7. **Levels of Service** – details how customer research and expectations are used and the legislation and duties of the highway Authority.
8. **Future Network Changes** – the likely changes to the highway are described with the creation of the Liverpool City Region and the completion of the Mersey Gateway.
9. **Maintenance Processes** – looks at how the main highway assets are maintained and the different types of maintenance applied to them.
10. **Risk Management** – introduces the process that make up the various types of risk affecting the highway operations and the Highway Authorities responsibilities.
11. **Life Cycle Planning** – is the long term strategy for managing the assets, with the aim of minimising the whole life costs and providing the required level of service.

12. **Funding** – details some of the changes to highway funding and details the Incentive funding element of the Highway allocation.

13. **Performance Monitoring** – shows the indicators used to report on how the highway authority is performing.

14. **Current situation** - describes Halton's position and the challenges that it faces.

4.0 **POLICY IMPLICATIONS**

4.1 The approval of the HAMP will allow the Council to be compliant with the requirements of government guidance, and answer the first key questions of the self-assessment funding questionnaire.

5.0 **FINANCIAL IMPLICATIONS**

5.1 Halton Borough Council will understand the value and costs of its highway assets and the financial resources required to appropriately sustain these (short and long term). It will seek to make its decisions based on Total Whole Life Cycle costs and appropriate funding strategies that match its business needs and targeted levels of service. Halton Borough Council will link the condition index to customers' expectations, its financial capacity and its levels of service goals; (for example, service levels for the high footfall pedestrianized town centres will have a higher rating than little used rural footpaths).

5.2 Andrew Jones MP, Parliamentary Under Secretary of State for Transport has shown a strong interest in better local roads. This was reflected in his 'Better local roads' speech on 11 June 2015.

5.3 The funding environment for councils has changed and the use of a self-assessment toolkit has now become part of ongoing Capital funding. Central Capital allocations for Highway funding will be divided between Needs, Incentive & Challenge Funds which, in the opinion of DfT, improve the funding mechanism. Incentive Funding is now based around a self-assessment analysis (22 questions which have to be answered and signed off by the Section 151 Officer) which will categorise each Authority into 1 of 3 Bands.

The table below shows how the Incentive element of the total funding available nationally for Highway Maintenance increases from £0m in 2015/16 to £151m by 2018/19, where it is then projected to remain at the same level. If Halton were to be in Band 1, where it was this time last year, over that 5 year period it would stand to lose £1.058m that it could have

acquired if it had attained Band 3. Similarly, it could, in theory, lose up to £0.579m if it stays in Band 2, where it currently is (however, see 5.5 below). The importance of achieving Band 3 is, therefore, clear.

	2015/16		2016/17		2017/18		2018/19		2019/20		2020/21		Totals
Needs Based formula	£901M	£2.228M	£826M	£2.043M	£801M	£1.981M	£725M	£1.793M	£725M	£1.793M	£725M	£1.793M	£11.631M
Incentive Formula	£0M	£0.000M	£50M	£0.124M	£75M	£0.185M	£151M	£0.373M	£151M	£0.373M	£151M	£0.373M	£1.429M
Band 1	100%	£0.000M	90%	£0.111M	60%	£0.111M	30%	£0.112M	10%	£0.037M	0%	£0.000M	£1.058M
Band 2	100%	£0.000M	100%	£0.124M	90%	£0.167M	70%	£0.261M	50%	£0.187M	30%	£0.112M	£0.579M
Band 3	100%	£0.000M	100%	£0.124M	100%	£0.185M	100%	£0.373M	100%	£0.373M	100%	£0.373M	£0.000M

- 5.4 DfT state that this self-assessment questionnaire should be shared with the Executive of the Council and made public. If the questionnaire is not completed then DfT will not release any Capital Funds.

Some of the key questions are as follows:-

Q1. Does (Halton) have an Asset Management Policy and Strategy?

Q2. Has (Halton) communicated its approach to Highway Infrastructure Asset Management (HIAM)?

Q5. Is (Halton) undertaking lifecycle planning as part of its HIAM?

Q6. Is (Halton) able to demonstrate leadership and commitment from senior decision makers in taking forward its HIAM approach?

- 5.5 Across the country, all Local Authorities who were signed up as part of a Combined Authority have been awarded a Band 3 status. Consequently, Halton and the other Authorities within Liverpool City Region currently receive funding at a Band 3 level. However, it must be emphasised that this status is dependent on all Authorities within the City Region (CR) continually working to gain Band 3 accreditation in their own right. DfT reserve the right to remove this status and down grade all districts within the CR if one or more districts do not show progress and commitment to improvement. DfT has indicated that authorities can be audited to prove that they are actually working towards achieving Band 3 status and hence it is important that this Council continue its push towards this goal.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children & Young People in Halton

The Highway network is utilised and relied upon by Children and Young people in similar ways to any other demographic of the population.

6.2 Employment, Learning & Skills in Halton

It is recognised that a good transport network is essential for a successful economy and for the efficient and effective movement of people and goods

in and through Halton.

6.3 A Healthy Halton

Provision of safe, reliable and accessible routes to all destinations by walking and cycling is vital to the future of Halton's residents and the quality of its environment.

6.4 A Safer Halton

Our highways provide safe and reliable access to jobs, services, schools, get goods to the shops and allow us to make the most of our free time.

6.5 Halton's Urban Renewal

Highway asset management will help meet the Council's aims and objectives for positively shaping Halton's future.

7.0 RISK ANALYSIS

7.1 As the status of the HAMP is one of the main questions which determine our Banding, without an agreed and published HAMP, we will not be consistent with a Level 3 banding and this may jeopardise the Combined Authority rating and future funding.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are not any equality and diversity issues in relation to this report.

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

Document	Place of Inspection	Contact Officer
All Party Parliamentary Group on Highway Maintenance – Managing a valuable asset: improving local road condition	Municipal Buildings	Ian Jones
Transport Asset Management Plan - 2007	Municipal Buildings	Ian Jones
Self Assessment Questionnaire - DfT	Municipal Buildings	Ian Jones
“Better Local Roads” speech, Andrew Jones MP	Municipal Buildings	Ian Jones
“Going the distance, Achieving better value for money in road maintenance,” Audit Commission, May 2011	Municipal Buildings	Ian Jones
Executive Board Thursday, 7 th April 2016 Transportation Portfolio 147. Highway Asset Management Plan	Halton Borough Council web site.	Ian Jones

Highways Asset Management Plan

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Introduction

What is and why do we need Highway Asset Management?

1. Highway asset management is a way of running the 'business' of operating a highway network. The 780 km highway network (593 km of roads plus 187km of independent footpaths) in Halton comprises a number of diverse assets and all of these need managing (see Chapter 2 P.9 for more details on Halton's assets). An asset management approach will help the Council, as local highway authority, to understand the value of the highway asset and the costs linked with maintaining that asset to avoid further deterioration and therefore further building up of maintenance backlogs.
2. Highways are by far the most valuable asset the Council has (the WGA Gross Replacement Cost of this asset was estimated as £1.484 billion in 2014-15), and as such, managing the maintenance of this asset is crucial. One of the keys to improving value for money in highways maintenance is knowing and understanding when and how to intervene. By applying asset management principles and considering an asset over a whole life cycle, it is possible to select the best time to intervene. This will maintain condition and preserve the asset in an economically viable way.
3. Good asset management is about making best use of available funds. It also provides a clear evidence base to justify the need for investment in highway maintenance. Applying the principles of asset management will help the Council achieve a more structured long term approach to maintaining the network and to resist expensive, short-term actions.
4. Some of the potential benefits of adopting asset management practices are that it:
 - Formalises and documents standards and processes.
 - Helps us provide an informed response to budget pressures.
 - Records what assets we have and what condition it is in
 - Allows us to understand how much infrastructure is aged and the risk associated with it.
 - Leads to consistency of practices.
 - Provides an audit trail.
 - Assists with managing public expectations.
 - Acknowledges that future spending requirements are not always the same as historical ones.

What is a Highway Asset Management Plan (HAMP)?

A Highway Asset Management Plan (HAMP) identifies the current assets and develops a **framework for asset management** to enhance existing good practices and improve the management of the network. A HAMP is a guidance document used by the service in managing the highway network as an asset and addressing maintenance challenges moving forward. In addition, the HAMP provides information regarding the highway asset base, its implications and identifies the need for funding that could be utilised in addressing maintenance issues. The HAMP also demonstrates to stakeholders how the Council manages highway assets and proposes to face the challenges of managing these assets in the future.

Introduction

Why do we need a Highway Asset Management Plan?

1. The Highway Asset Management Plan (HAMP) supports an evidence based approach to maintaining the highway network and sets out how it can be maintained strategically and efficiently in order to protect the assets and provide the best possible service with the resources available. The purpose of the HAMP is to identify and set out the maintenance requirements for the highway network within Halton in a clear and consistent nationally recognised framework.
2. The All Party Parliamentary Report into Highways published in October 2013 recommended that it should be mandatory for each Local Highway Authority to produce a Highway Asset Management Plan in order to receive funding from Central Government. The Department for Transport (DfT) subsequently held roadshows in 2014 outlining how Central Government's **Highway Maintenance Funding** (through the DfT and the DCLG) is likely to be distributed in the future. It has now become clear that unless each LHA is actively committed to Asset Management and other Highways Maintenance Efficiency Programme (HMEP) principles then they could expect a cut in future funding, of up to 15.5% by 2020/21 through what is known as the 'incentive element and funding formula'. This demonstrates more clearly than anything how important it is for the Council to develop and sustain its highway asset management capability.

Where we are and where we want to be

1. The Council published its first 'Transport Asset Management Plan' (TAMP) in 2007 at the Central Government's initiative and funding. This **TAMP** provided an overview of the authority's highway asset inventories, a gap analysis detailing what further data was required and an action plan for moving the authority towards a more asset management based approach to the delivery of highway services. This is now outdated. The decision to review, revise and publish a more up to date **HAMP** reflects the Council's recognition of the importance of a more robust asset management approach and processes that need to be adopted as well as the need to integrate various significant improvements made over the last eight years.
2. This revised document has been condensed to include highway assets only (carriageways, footways, structures, street lighting, drainage etc.). The **Transportation** functions such as bus stop infrastructure, bus stations etc. are excluded at this stage whilst discussions continue as to whether these will be carried out under a joint arrangement within the recently formed Combined Authority (CA) which incorporates all six of the Merseyside Authorities (Liverpool City Region CA). If necessary, the transportation assets can be added to the Plan at a later date. This new HAMP document has been constructed around current "HMEP" guidance on asset management and has evolved from our previous TAMP based on the County Surveyor's Society's (now renamed ADEPT) original framework document for Highway Asset Management on what should be included in a highways asset management plan. It follows recommendations set out in the Audit Commission report (*Going the distance, Achieving better value for money in road maintenance*, May 2011). It also reflects the most current standards set out in the highway codes of practice as well as taking into account local needs.

The Highway Asset Management Framework

The Highway Asset Management Framework is based on BSI PAS 55: 2008 (BSI Publicly Available Specification) and organised in the following way:



Chapter 1 Organisational Strategy

Organisational Strategy

Vision, mission and values, stakeholder requirements and risk management

Halton is a place of ambition and enterprise. Together with our partners, we are successfully restructuring the local economy around a diverse range of sectors including science and research, transport and logistics, creative, media and advanced manufacturing. We see our strong economy and economic prosperity as our key focus, with the local population accessing and retaining employment to provide a clear route out of both poverty and poverty related poor health. Economic success gives our local people improved choice and control in the way they live their lives.

Our Vision:

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

Our mission and our guiding principles:

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

- Community focused - ensuring that residents' concerns are of prime importance in defining how we deliver effective services. We must maintain our open and democratic processes that encourage local people to become involved in decisions that directly affect them and future generations, working within the emerging policy context such as the localism agenda in developing new models of customer engagement,
- Sustainable - improving the quality of life for today's Halton residents without jeopardising that of future generations whilst also enhancing the biodiversity of the area,
- Leaders - the Council's role is to give clear strategic leadership to the Borough and to agree roles, responsibilities and relationships that are fit for purpose and enable people to contribute and to make a difference,
- Fair and inclusive - promoting equal access to opportunities and facilities, and helping to ensure that everyone in the community can access the opportunities and progress being made in Halton,
- Good value – enabling and coordinating the delivery of services and ensuring that the community receives value for money services of high quality that are accessible, affordable and focused on local needs. It makes sense to invest in preventative activity that stops problems occurring rather than paying to fix things that go wrong,
- Collaborative - taking full advantage of the benefits for Halton from the

Chapter 1 Organisational Strategy

community, organisations and groups working constructively in partnership and sharing responsibility whilst also recognising the changing roles of some of our key partners and working with emerging new structures,

- Evidence-based – In making decisions and policy we will ensure that we learn from best practice elsewhere and making good use of research about what works in addressing the Borough's priorities. Halton's Corporate Plan is about focusing on the issues that matter the most and investing in priorities and approaches that are based on evidence.

Our Priorities and Our Goals:

Our Corporate Plan sets out what, within available resources, we plan to achieve over the next five years to improve lives within all the communities of Halton. It will guide the development of more detailed strategy and actions to be undertaken by the Council. Within this plan we explain the steps that need to be taken to deliver on the strategic priorities and key themes that are set out here and within Halton's fifteen year Sustainable Community Strategy 2011 – 2026. These are:

- A Healthy Halton
- Employment, Learning and Skills in Halton
- A Safer Halton
- Halton's Children and Young People
- Environment and Regeneration in Halton
- Corporate Effectiveness & Business Efficiency ⁽¹⁾

Chapter 2 Highway Asset Management Policy

Highway Asset Management Policy

Vision, mission and values, stakeholder requirements and risk management

Halton has a substantial highway and transport network that is constantly undergoing improvement. During the period of LTP1 and 2 (2001/02 to 2010/11) we made substantial progress in delivering integrated and sustainable transport for Halton. This included obtaining legal powers and initial funding for the prestigious Mersey Gateway Project that gained Ministerial approval in December 2010 following the public inquiry in 2009. There was also an announcement in June 2010 that the Government would provide £18.6 million of funding for the Silver Jubilee Bridge Major Maintenance Scheme. This has enabled much needed major maintenance work on the bridge and its complex of structures to be undertaken.

A large measure of our success was due to the support of our many stakeholders and partners. Our collective ability to deliver improvements was acknowledged by the Government through the Department for Transport (DfT), which recognised Halton as 'excellent' in the quality of delivery of transport as well as in our forward planning. We are now seeking to deliver LTP3 to the same high standard. ⁽²⁾

Halton Borough Council has joined with neighbouring Merseyside authorities including Merseytravel, to form a **Combined Authority (CA)**. In doing so, Halton transferred all its local transport authority powers to the CA. This merger of ideas and values was brought about on 1 April 2014. From now on this combine of **Transport Functions** shall be carried out under the name of the new authority; named in the Order presented to Parliament as the "Halton, Knowsley, Liverpool, St Helens, Sefton and Wirral Combined Authority". Earlier on 21 February 2014, it was decided that the authority will use the public name of Liverpool City Region Combined Authority.

The six authorities have combined to deal with strategic policy areas such as economic growth, transport, tourism, culture, housing, and physical infrastructure. The authority creates a **legal entity** officially taking over the role of **Merseytravel** and expanding its area of formal jurisdiction, as well as formalizing the existing informal arrangements between the city region's constituent councils. The region's economic development is supported by the Liverpool City Region Local Enterprise Partnership (LEP), established in 2010 as the private sector led board comprising political and business leaders from around the city region. ⁽³⁾

The remit of the CA does not, at this stage, include responsibility for the highway network or highway maintenance, although consideration is being given to the adoption of a Strategic Highway Network and the carrying out of certain functions on that network. The CA's Transport Protocol also requires that a review of the way both Integrated Transport and Highway Maintenance Block allocations should be distributed in future years, the main emphasis being on deciding whether money should continue to be allocated according to the current formulae basis or whether it should be on prioritised need as determined by the CA. As of June 2015, these reviews are ongoing.

The Liverpool City Region currently has two Local Transport Plans for its area. The 'Merseyside Local Transport Plan 3' and its associated documents came into force on 1 April 2011 and form the transport policy framework for Merseyside. 'Halton' has its own Local Transport Plan 3 which is closely aligned to that of Merseyside.

Chapter 2 Highway Asset Management Policy

Halton's LTP3, which runs from 2011, presents itself in two parts. The first sets out a strategy for Halton until 2026. The second part lies beneath the long term strategy and it is an Implementation Plan, which set out in detail how the strategy was to be delivered in the first four years (2011-2015).

Both LTPs came to the end of these implementation plans in March 2015. However, on 1st April 2015, the Transport Plan for Growth (TPfG) was produced. This sets out a Joint Strategic Transport Framework for the LCR CA, together with a 6 year Investment Plan. This doesn't replace the existing LTPs, which will continue through to 2024 (Merseyside) and 2026 (Halton), but it updates what has happened since the LTPs original preparation in 2010. The TPfG emphasises how important transport is as an enabler of growth and the role it can play in achieving economic growth across the LCR. ⁽⁴⁾

Transport planning cannot be considered in isolation as its purpose is to serve society. LTP3 and the TPfG therefore, have been built upon wider policy documents such as the Sustainable Community Strategy.

We know, despite our extensive successes, there is much more to be done. The circumstances in which we find ourselves are very different to those of even a relatively short while ago. There will be much less public finance available, but we must ensure that Halton and the Liverpool City Region's aspirations for regeneration and growth continue to be supported by a high quality, low carbon and efficient transport network.

In January 2011, the Government's Transport White Paper 'Creating Growth, Cutting Carbon – Making Sustainable Local Transport Happen' was published. The White Paper States:

'The Government will be targeting investment in new projects that can help build the dynamic low carbon economy that is essential for our economic prosperity. The White Paper is about providing the early reduction in carbon emissions that local action is best placed to deliver, whilst facilitating the access to local jobs that will boost economic growth.'

Halton recognises the Government's main transport objectives of creating economic growth and reducing carbon emissions. In addition to these, Halton set out its own transport goals in LTP3. These were:

- Ensure transport network resilience with particular regard to enhancing cross Mersey linkages, by the implementation of the Mersey Gateway project and the Mersey Gateway Sustainable Transport Strategy,
- Ensure the transport system supports the priorities of the Halton's Local Strategic Partnership (LSP), the Local Enterprise Partnership (LEP) and Liverpool City Region (LCR),
- Provide and promote a clean and low carbon transport system,
- Ensure the transport system promotes and enables improved health and wellbeing,
- Ensure the transport system allows people to connect easily with employment, services and social activities,
- Ensure the transport network supports the economic success of Halton and the LCR by the efficient movement of people and goods.
- Maintain our transport and highway assets to a high standard. ⁽²⁾

Chapter 2 Highway Asset Management Policy

Policy: Highway Asset Management

1. Purpose: Why do we have a highway asset management policy?

A highway asset management policy guides how the Council:-

- develops and maintains its highway infrastructure
- selects maintenance options to achieve the most efficient and cost effective treatments in relation to whole life costing
- uses existing available resources in an efficient, cost effective way
- selects partnering options to support the delivery of the maintenance service
- seeks to minimise the impact on the environment of maintenance activities.

In managing our assets well, we provide accountability to the Elected Members for the use of both departmental capital and revenue funding.

2. Scope

This policy applies to all highway inventory assets purchased, constructed/installed and maintained on the adopted highway network within the authority's boundaries.

(As at June 2015)

Carriageways:	593 Km
Footways, Footpaths, Cycleways & Rear Alleys:	784 Km
Structures:	339
Street Lighting:	20,060
Illuminated Road Signs & Lit Bollards:	1,850
Traffic Signals:	
• 59 traffic signal controlled junctions	
• 20 Puffin Pedestrian Crossings	
• 5 Toucan (Pedestrian and Cycle) Crossings	
• 18 Zebra crossings	
Variable Message Signs	13
Automatic Number Plate Recognition	6
CCTV	9
Speed Activated Signs	47

Chapter 2 Highway Asset Management Policy

3. Policy statement: Our commitment

Halton Borough Council – Policy for Highway Asset Management

Halton Borough Council considers effective asset management to be one of the key factors to enable the delivery of the corporate priorities namely:

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

It is recognised that a good transport network is essential for a successful economy and for the efficient and effective movement of people and goods in and through Halton. Our roads provide safe and reliable access to jobs, services, schools, get goods to the shops and allow us to make the most of our free time. **The highway network is the Council's biggest single asset by far and is used by or on behalf of every single member of the community, often many times a day.**

Provision of safe, reliable and accessible routes to all destinations by walking, cycling, road vehicles and public transport is vital to the future of Halton's economy and the quality of its environment. Highway asset management will help meet the Council's aims and objectives for shaping Halton's future.

Our aim is to retain and develop a safe, reliable, attractive, well-managed and maintained transportation network that is easy to use by all users and which:

- 1. is maintained in the most efficient and effective manner,**
- 2. reaches a steady state of maintenance in terms of overall condition that meets the expectations and aspirations of the users,**
- 3. has residents and users satisfied,**
- 4. Is achievable with available resources.**

Our priorities will be to:

Provide a safe, well managed, maintained and more resilient highway network for all that use it. We will make every effort to understand current and future requirements for the highway infrastructure. In order to deliver this we will continue to understand our stakeholders' needs, promote their desirable levels of service that can be expected and the maintenance priorities for our highways.

Fully recognise the vital role that transport has to play in Halton's economic vitality and we will endeavour to maintain access to education, employment and services, as well as widen travel choice through public and community transport, supported by reliable and safe journeys on our highway network.

Chapter 2 Highway Asset Management Policy

How do we aim to achieve this?

Our adoption of an asset management strategy will take a long term view in making informed maintenance and investment decisions.

Halton Borough Council will manage Halton's highway network stock in accordance with the 'Highway Asset Management Framework' set out in the Introduction, which includes a 'Highway Asset Management Plan'. This strategic plan has been developed to provide the framework to ensure that Council's Highway assets are operated, maintained, renewed, upgraded, acquired and disposed of to ensure that the Levels of Service are achieved in the most cost effective and sustainable way. The Highway Asset Management Plan details some specific corporate objectives relating to the highway, a number of the key objectives are listed below:-

1. demonstrate responsible and sustainable stewardship of the Council's Highway asset.
2. define how the Council's Highways assets are and will be managed to achieve the defined Levels of Service.
3. assist the management of the environmental, financial and public risks related to the highway assets.
4. provide the basis for forward works programmes.
5. provide the basis for optimising whole-of-life costs.
6. support long term financial planning based on whole life costing.
7. ensure that all highway management practices comply with current applicable legislation.

Halton Borough Council is committed to the responsible management of its highway network asset and to being accountable for;

- The standards of maintenance of that asset.
- The way that maintenance works are identified and prioritised.
 - Using an asset management/ whole life costing approach to all highway maintenance activities.
- The commissioning of maintenance works by internal or external agencies.
- Identifying and using sustainable solutions to minimise waste and landfill wherever possible, for highway maintenance works.
- Maintaining the highway network to standards which will significantly reduce the number and costs of third party accident claims.
 - Implementing highway inspection regimes to support the Council's position.

4. Procedures

This policy will be reviewed in conjunction with the review of the Highway Asset Management Strategy and Highway Asset Management Plan.

- **Highway Asset Register:** Halton Borough Council will know the asset it owns or that it has legal responsibility for and will maintain an accurate computerised register developed around an asset hierarchy that supports advanced asset management functions,

Chapter 2 Highway Asset Management Policy

- **Condition Assessment:** Halton Borough Council will gather, record, store and analyse condition data using user friendly computerised systems, and design these systems to support high confidence level asset related decision making and to create a comprehensive condition index,
- **Highway Maintenance:** Halton Borough Council will retain a detailed highway maintenance strategy, and operate a user friendly, accurate and comprehensive enterprise asset management system (that includes a Computerised Maintenance Management System) to ensure that the assets, facilities, and systems perform to their design criteria and meet their design lives,
- **Information Technologies and Analysis and Evaluation:** Halton Borough Council will store and analyse its data and knowledge in integrated or interconnected, user friendly, efficient, and effective computerised business information systems that support total organization and asset management responsibilities, vision, and goals,
- **Levels of Service (LoS):** Halton Borough Council will thoroughly understand and record its current levels of service, including customer service demands and will report its performance in meeting these in its asset management plans. These plans will include service level options and costs and likely future LoS requirements necessary for sustained performance,
- **Highway Asset Risk Management:** Halton Borough Council will monitor, understand and manage the risks involved in its business activities and ensure that its policies, processes and practices reflect these commitments;
- **Financial Planning:** Halton Borough Council will understand the value and costs of its highway assets and the financial resources required to appropriately sustain these (short and long term). It will seek to make its decisions based on Total Whole Life Cycle costs and appropriate funding strategies that match its business needs and targeted levels of service. Halton Borough Council will link the condition index to customers' expectations, its financial capacity and its levels of service goals; (for example service levels for the high footfall pedestrianized town centres will have a higher rating than little used rural footpaths)

Preparation of budget estimates

- Highway Asset details will be used to prepare budget estimates for cyclic maintenance activities (gully cleaning, grass cutting, watercourse maintenance etc.)
- Condition data will be used to prepare priority lists and budget estimates in terms of
 - Carriageway/footway patching
 - Kerb repairs
 - Scheme works
 - Structural Maintenance
 - Street Lighting, Traffic Management and other Highway Electrical Assets

Chapter 2 Highway Asset Management Policy

- **Capital Improvement Plan and Budget Funding Processes and Procedures:** Halton Borough Council will have uniform processes for the evaluation of investments in highway capital projects, maintenance and operations. These processes will include all costs and benefits, impacts on levels of service, and asset management decision making quality confidence levels. Halton Borough Council will make its decisions about individual projects when the impact of all proposed capital projects on levels of service, assets and service sustainability are known. Halton Borough Council will link its organisational goals to its investments and ultimate action plans;
- **Capital Improvement Planning:** Halton Borough Council Highways will approve capital investment for new assets or services with an understanding and commitment to the recurrent Operations and Maintenance funding necessary to sustain those. Halton Borough Council will plan its infrastructure and investments to meet current and forecast demands within the expected life of the assets subject to funding availability;
- **Highway Asset Management Reporting:** Halton Borough Council Highways will report its overall performance in financial, social, environmental and technical terms in reports to relevant Government bodies (DEFRA, DfT, EA) and via internal asset management reports;
- **Highway Asset Management Programme Management:** Halton Borough Council agrees that to undertake life cycle asset management efficiently and effectively, it needs to apply Best Appropriate Life Cycle Processes and Practices to its valuable community assets, acquire and maintain the necessary data and knowledge needed for these processes, store this data and knowledge in the most appropriate Highway Asset Management Information System and prepare Highway Asset Management Plans that are consistent with asset management strategies that meet stakeholders requirements;
- **Highway Asset Management Appropriate Practices and continual improvement:** Halton Borough Council believe that only when it can confidently claim that all the above facets of asset management are in use, will Best Appropriate Practices in asset management have been achieved for the benefit of its customers and stakeholders,
- **Communication of the Highway Asset Management Policy:** The Policy is part of the Highway Asset Management Framework which is embedded within the Council's practices. The Highways Asset Management Plan is a key corporate strategy and will be regularly reviewed and reported to the Council's Executive. ⁽⁵⁾

Chapter 3 Highway Asset Management Strategy

Highway Asset Management Strategy

Long term optimised and sustainable direction for the management of the highway assets, to assist in the organisational strategic plan and apply the highway asset management policy

Definition:

Strategy is a plan of action designed to achieve a particular long term aim. In terms of highways, the highway asset management plan provides detailed strategies to be used to achieve our aims outlined in the Policy, set out in Chapter 2 i.e. ***to retain and develop our safe, reliable, attractive, well-managed and maintained transportation network that is safe and easy to use by all.***

To achieve this, the highway network must be maintained and managed through a 'whole life cost' approach in terms of condition rating, treatment options (to address condition rating), treatment selection and timing of the works involved. This in turn supports the corporate aims and objectives outlined in Chapter 1.

When considering Highway Asset Management; the maintenance strategies detailed in the highway asset management plan use the pyramid shown below as the basic platform to achieve well managed overall lifecycle costs for the Council's highway assets.

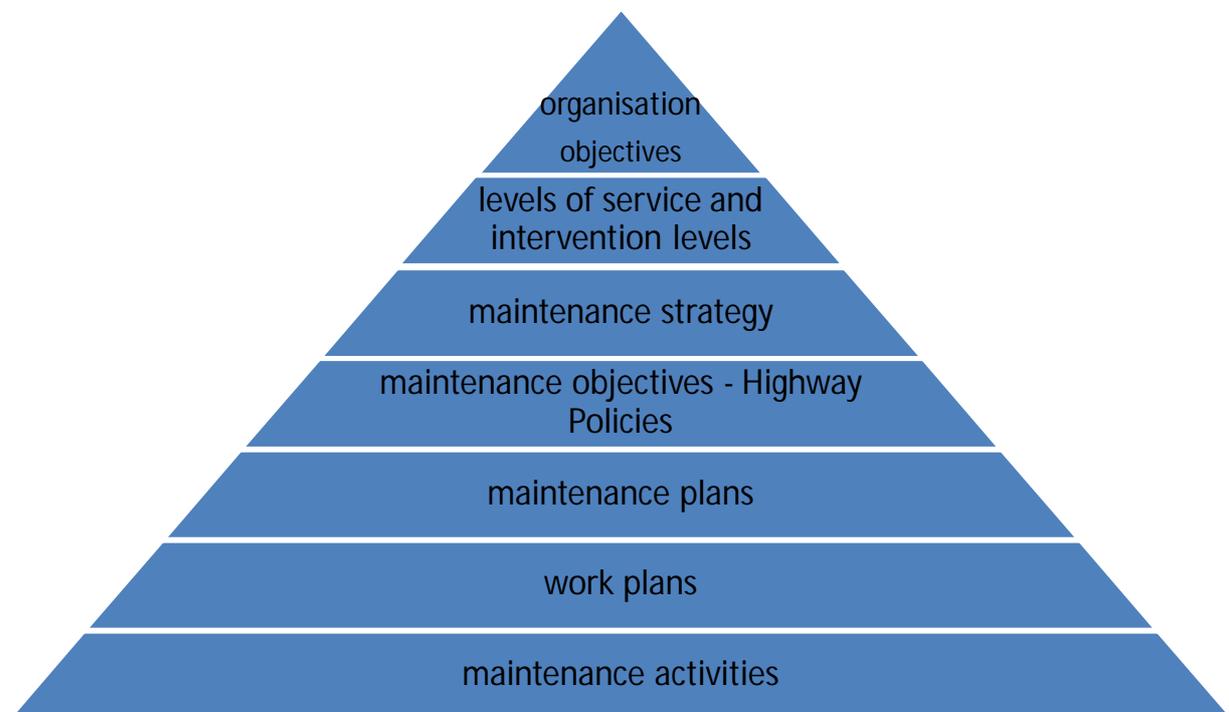


Fig.1. Maintenance pyramid (*)

Outline of strategies contained within the highway asset management plan:

Chapter 3 Highway Asset Management Strategy

Highway condition – to plan and undertake regular highway inspections and condition surveys and upload the data.

Treatment options – these are assessed through linking known existing construction data to condition assessment/rating, traffic loading and age of asset.

Treatment selection – this is assessed through condition rating, age of asset, traffic loading, type and age of last treatment to achieve the asset lifecycle.

Treatment timing – looked at to achieve the overall benefit to the asset lifecycle approach to minimise long term costs.

Highway construction – gather, record and update existing construction data along with traffic loading/count data. This information is required for designing and selecting treatment options, which are in turn linked to deterioration modelling.

Highway maintenance – establish links between types of maintenance i.e. reactive, routine (including cyclic activities e.g. gully cleaning) and programmed.

All highway assets when constructed/installed have a design life. To achieve this design life and the level of service allowed for at the time of construction, various maintenance activities will need to be undertaken during the design life.

Maintenance is defined as ‘all actions necessary for retaining an asset as near as practicable to its original condition, but excluding renewal.’

The right maintenance options carried out at the right time in the asset’s lifecycle will slow down the deterioration and delays when renewal becomes necessary, thus achieving optimum whole lifecycle costs. The above strategies contained in the highway asset management plan support this.

There are a number of strategies contained within the highway asset management plan. To enable these strategies to be implemented, managed and linked it is essential to have in place a software programme which would enable various data streams to be obtained, held, updated and linked. This data is then processed in differing formats to enable condition ratings, treatment options, treatment estimates, timing of treatments, budget forecasts etc. to be obtained and used. This approach will enable the highway network to be managed/maintained with an asset lifecycle approach, which has the objective of achieving the lowest long-term cost (as opposed to short term saving) when making treatment choices and timings. The same system will be used to generate all the regulatory standard reports required by government bodies including the whole of government account. ⁽⁵⁾

Chapter 4 Highway Asset Management Objectives

Highway Asset Management Objectives

Specific and measurable outcomes required of highway assets, highway asset systems and the highway asset management system

In terms of highway asset management, the objective is to achieve a highway network that is fit for purpose, safe for all users and maintained using an asset management whole life cost approach.

To achieve this, there are number of functions that must be carried out. An example would be to undertake highway safety inspections, which has the aim of maintaining the highway network in a safe condition for users and to reduce the risk of accidents occurring.

The full range of functions is as follows;

1. Gather, record and update all highway inventories – **objective** - to know and be able to value the Council's highway asset. This objective is the essential foundation element i.e. you need to know what you have. This objective is also fundamental in the preparation of budget estimates for a number of routine (cyclic) maintenance activities e.g. gully cleaning, verge grass cutting etc.
2. Gather, record and update existing carriageway construction information – **objective** - to enable maintenance options to be analysed/designed, considered and selected
3. Gather, record and update traffic count data – **objective** – to support the design of treatment options for programmed maintenance schemes
4. Inspect the highway – **objective** - to identify defects that need to be repaired within defined timescales to keep the network safe for users and give outline support for 'condition surveys'
5. Undertake separate condition surveys of identified network lengths – **objective** – to identify road lengths that are requiring some form of maintenance treatment, enabling the type and timing of treatment options to be identified, designed, selected and programmed to support the whole life costing approach to highway maintenance

Chapter 4 Highway Asset Management Objectives

The 5 functions or objectives listed above contribute and support the preparation of cost estimates for reactive, routine and programmed maintenance, for all highway assets. This is essential when preparing annual budget estimate requirements.

It should be noted that the budget costs are the minimum funding required for statutory provision of these activities. ⁽⁵⁾

Operational Plan and Procedures

Chapter 5 Inventory and Condition

Highway Asset Management Operation Plan

Actions, responsibilities, resources and timescales intended to implement the highway asset management strategy and deliver the objectives

This chapter looks at what highway assets the council is responsible for and what condition they are in. It describes the processes, by which they are categorised into hierarchies of use and how their condition is attained from survey processes.

Inventory and Data

The highway inventory is the register of the assets that form the whole highway. These assets form the starting point from which the asset management process is derived; only with this information can a consistent management approach be achieved.

Data management is fundamental to the overall asset management process. In order to apply an asset management approach, there are mainly three types of data that are required:

- Inventory – details of the number, location, size and age for each asset.
- Condition – what state the asset is presently in.
- Use – details of how the assets are used.

These records will enable Halton to:

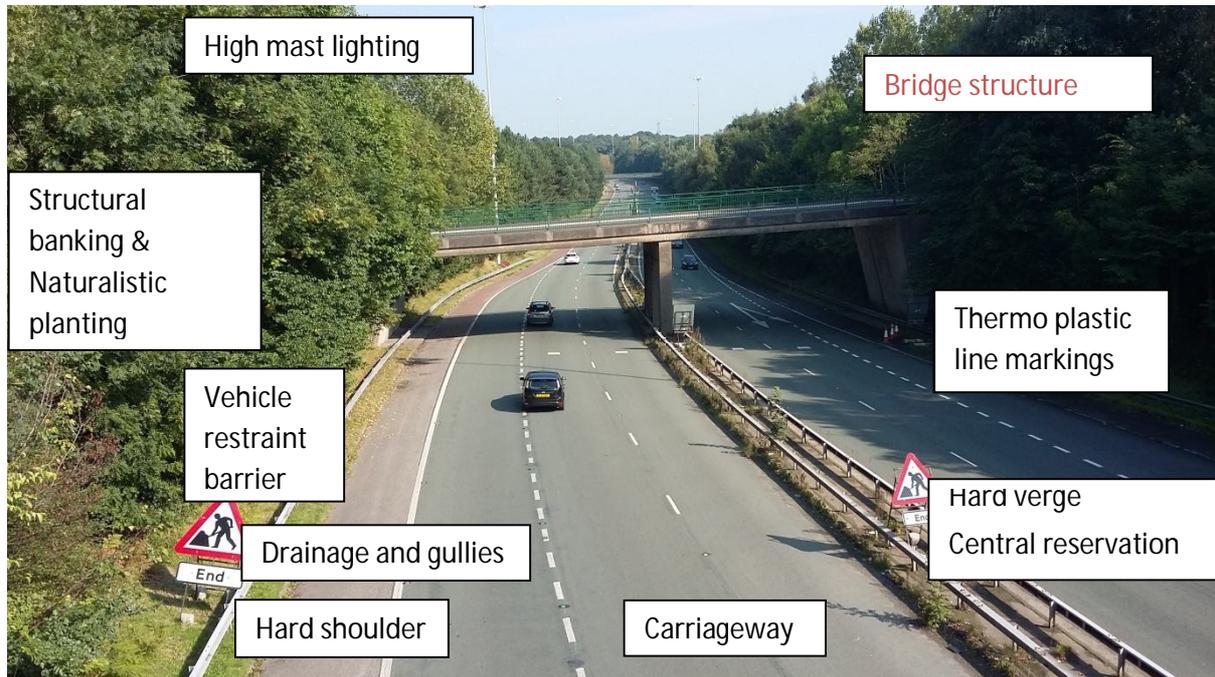
- Monitor and report on the condition of the highway network.
- Assess the expected life of assets or their components.
- Assess current levels of service and develop future levels of service.
- Assess current and future performance indicators.
- Model future maintenance options and identify future investment strategies.
- Develop long-term forward work programmes and associated budget requirements.
- Carry out valuation assessments of each of the assets and calculate depreciation.

Effective asset management is not just about the assets to be managed, it is about the systems and business processes used to manage those assets. As such, there is a need to regularly review processes, storage and usage of the data.

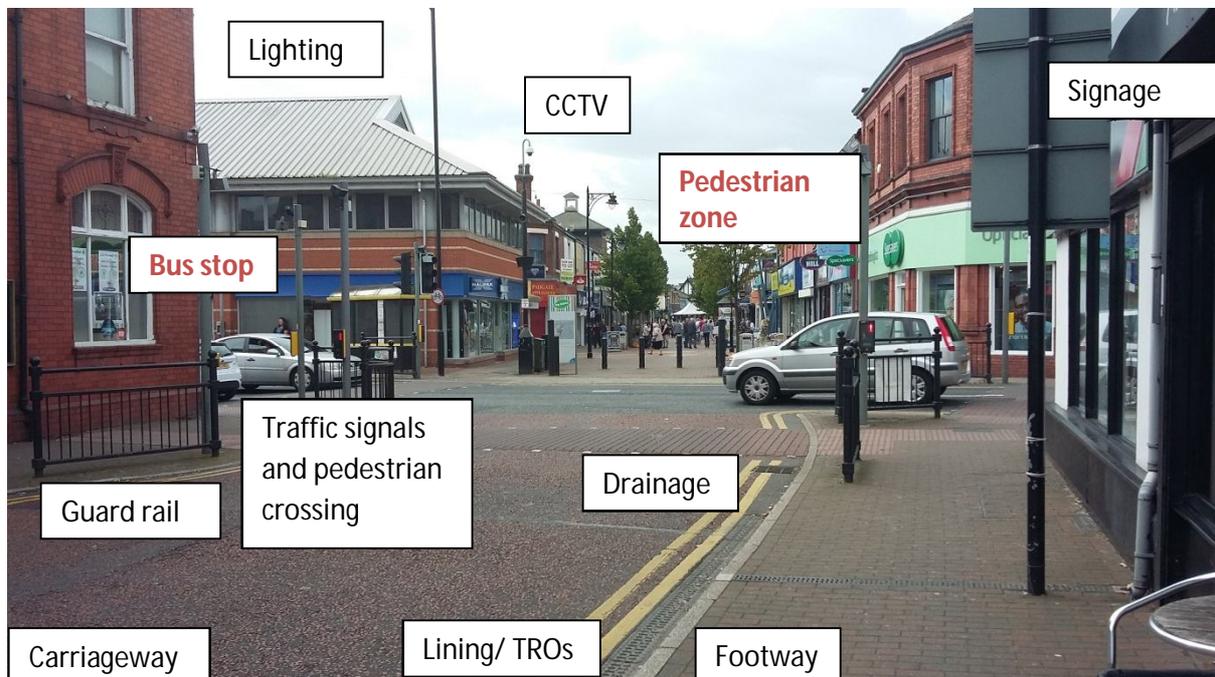
Table 2 in Chapter 2 page 9 shows Halton Borough Councils highway authority's assets. These are grouped in to general categories. The photographs below show how a typical stretch of highway is made up of many different assets, these may be grouped to form the categories reported on.

Chapter 5 Inventory and Condition

Typical Highway asset diagrams-showing the many different asset groups required to form a stretch of highway



Typically a **Bridge Structure** –includes, waterproofing, deck, retaining wall, bearings, expansion joints, parapets,



In the **Pedestrian zone** there is a range of street furniture to be maintained including map boards, litter bins, cycle parking, bollards and street trees.

A typical **Bus stop** consists of raised kerbing, a shelter, real time information, timetable and a flag.

Chapter 5 Inventory and Condition

Network Hierarchy

The concept of a road maintenance hierarchy is the foundation of a coherent, consistent and auditable maintenance strategy. This hierarchy should reflect the needs, priorities and actual use of each road in the network and will be used as the main tool in determining policy priorities. Maintenance standards, targets and performance objectives will link to the hierarchy. It is also crucial to asset management in establishing levels of service and to the new statutory network management role for developing coordination and regulating occupation.

The Council has developed a process for defining the hierarchy for Carriageways, Footways and Cycleways in accordance with the Code of Practice in "Well-managed Highway Infrastructure" produced by the UK Roads Liaison Group. This has initially been based upon traffic flows for roads and defined priorities for footways and cycleways. In addition, a further assessment has been undertaken to consider the type of road, the role of the route in a local context, and a consideration of functional factors that may influence how the road is maintained.

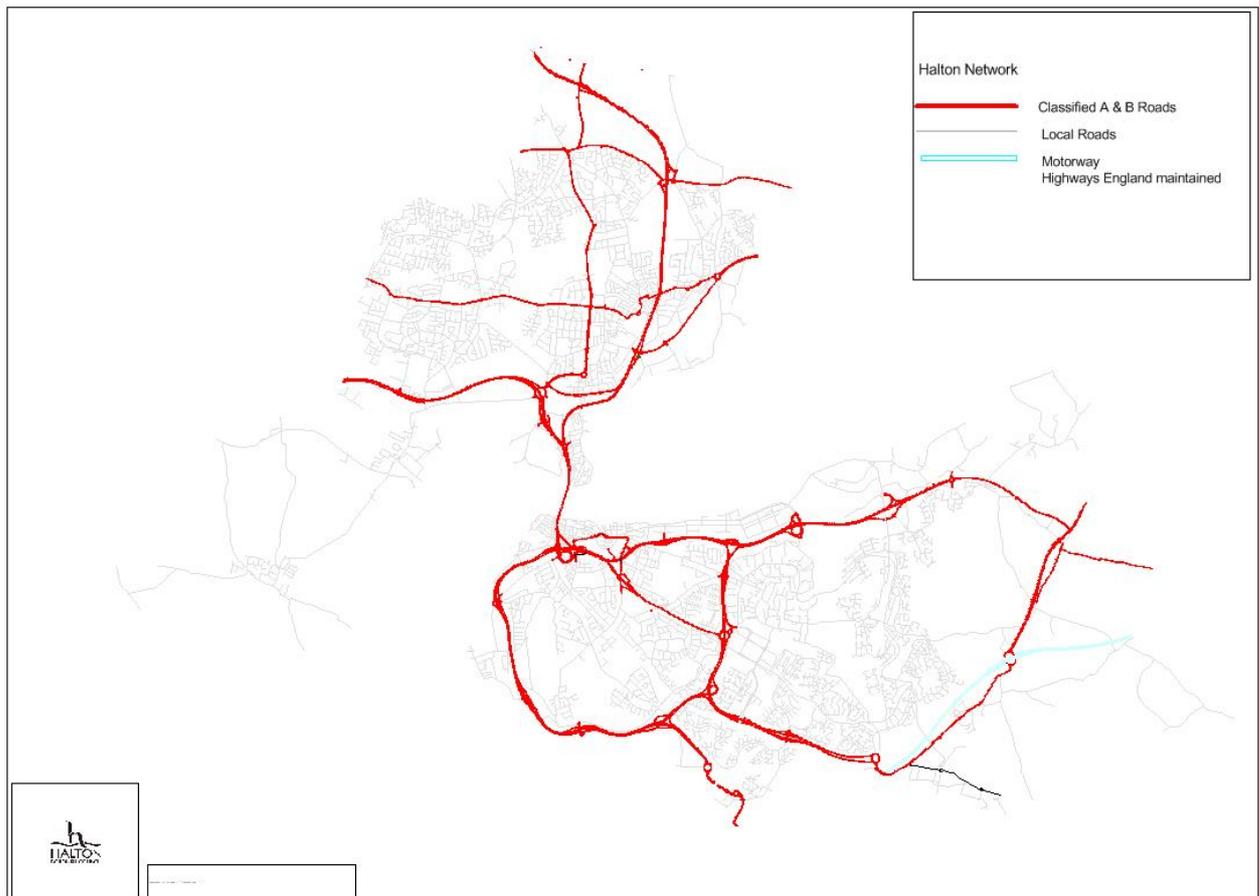
Carriageway

Carriageway Hierarchy				
Category	Hierarchy	Type of Road	Description	Example
1	Motorway	Limited access, motorway regulations apply	Routes for fast moving long distance traffic. Fully grade separated and restrictions on use. Managed by Highways England	M56 M62
2	Primary Route	Principal 'A' roads between Primary Destinations	Routes for fast moving long distance traffic with little frontage access or pedestrian traffic. Speed limits are usually in excess of 40 mph and there are few junctions. Pedestrian crossings are either segregated or controlled and parked vehicles are generally prohibited.	Runcorn Expressways Watkinson Way
3a	Main Distributor,	Major Urban Network and Inter-Primary Route, Links. Short - medium distance traffic	Routes between Primary Routes and linking urban centres to the strategic network with limited frontage access. In urban areas, speed limits are usually 40 mph or less, parking is restricted at peak times and there are positive measures for pedestrian safety.	Kingsway
3b	Secondary Distributor	B and C class roads and some unclassified urban routes carrying bus, HGV and local traffic with frontage access and frequent junctions	In residential and other built up areas these roads have 20 or 30 mph speed limits and very high levels of pedestrian activity with some crossing facilities including zebra crossings. On-street parking is generally unrestricted except for safety reasons. In rural areas these roads link the larger villages, bus routes and HGV generators to the Strategic and Main Distributor Network	Liverpool Road Runcorn Road
4a	Link Road	Roads linking the Main and	In urban areas, they are residential or industrial	Lowerhouse Lane Halton Road

Chapter 5 Inventory and Condition

		Secondary Distributor Networks and which have frontage access and frequent junctions	interconnecting roads with 20 or 30 mph speed limits, random pedestrian movements and uncontrolled parking. In rural areas, these roads link the smaller villages to the distributor roads. They are of varying width and not always capable of carrying two way traffic.	
4b	Local Access Road	Roads serving limited numbers of properties carrying only access traffic	In rural areas, these roads serve small settlements and provide access to individual properties and land. They are often only single lane width and unsuitable for HGVs. In urban areas, they are often residential loop roads or cul-de-sacs.	Terrace Road Lindfield Close

The Plan below shows, in a more simplified form, the more major roads in the Borough.



Chapter 5 Inventory and Condition

Carriageway Inventory

The carriageway asset makes up the largest proportion of the highway asset overall. It comprises all the elements that make up the “fabric” of the road from the foundation to the surface construction. The table below summarises the length of carriageways in Halton. The construction of carriageways varies considerably and relatively little is known about the original construction of many parts of the older network.

ASSET TYPE: CARRIAGEWAY (KM)			
ASSET GROUP	Surface length	Kerb length	Road Marking
Principal Urban	33	1128	To be estimated
Principal Rural	79		To be estimated
Classified Urban	65		To be estimated
Classified Rural	15		To be estimated
Unclassified Urban	379		To be estimated
Unclassified Rural	22		To be estimated
Total	593		

Condition

Maintaining the condition of the carriageway network is a continuous activity – the asset does not remain “new” for long once the road becomes subject to traffic, weather and other factors. A clear understanding of the condition of the carriageway network (and the amount of residual life it has) can help to direct maintenance programmes so as to ensure that best use is made of resources.

The condition of the principal and non-principal classified network is assessed through annual SCANNER (Surface Condition Assessment of the National NEtwork of Roads) surveys, which are mandatory for all Highway Authorities in England. These surveys are carried out using independently accredited/calibrated vehicles; that measure a range of road condition parameters. These measurements are then processed in the Pavement Management System (PMS) which is a computer software programme that creates a Road Condition Indicator (RCI) score for every 10 metre sub-section of this network. These are displayed on a base map as Red, Amber or Green, these signify as:

- Red being of the worst condition - Failure of the asset in part or full, with little or no residual life. Major maintenance works required of a high cost
- Amber being of average condition - The asset is in a transitional state, possibly showing signs of distress and degradation. Some form of maintenance works required to avoid continuing detrition ultimately to a Red state.
- Green being a near new status - The asset has a good residual life, is structurally sound.

This allows for comparisons to be carried out between all highway Authorities in England. The whole of Halton’s classified network is surveyed through a 2 year alternating direction cycle; with 100% coverage in one direction each year.

The condition of the unclassified network is assessed through annual CVI (Coarse Visual Inspections) surveys. These visual surveys are carried out in accordance with the current

Chapter 5 Inventory and Condition

UKPMS visual inspection survey manual. Data is collected from a slow moving vehicle and the identified carriageway defects are manually recorded onto a Data Collection Device (DCD). The data is exported from the DCD into the PMS for processing. The entire unclassified network is covered through a 3 year rolling programme with approximately a 1/3rd of the network being surveyed each year.

Data Systems /Use

To assist with the planning of future maintenance, it is essential to be able to use historical maintenance data in conjunction with the condition data from surveys. HBC records the majority of its maintenance work within:

- “Mayrise Highway Management Module”
- “Horizons GIS Platform & MARCHpms System”
- computer drawings
- geographic information system,
- Mapping drawings.

It also has historical records held over a number of systems and formats These can be interrogated to find dates of past maintenance interventions, including treatments, dates and costs (this data is limited to approximately the last 10 yrs.).

Data Gaps

There is a significant amount of work to be done to improve the information held about the type of construction of the network. In addition, the condition surveys carried out annually only provide information about the surface condition of the network and little about the structural condition of the network. Furthermore, it is also equally important to bring all of this information centrally and in consistent, future-proof formats.

Footway, Footpath, Cycleway, Alleyways and Public Rights of Way Inventory

The term ‘footway’ is used in this document as a generic term and to cover the following:

- Footways, are paths adjacent to the carriageway.
- Footpaths are the paths which are located away from the carriageway and are separated from it by way of a verge or are completely independent of a carriageway.
- Cycleways in most cases are wide shared footways or footpaths that have been designated to allow for use by cyclists
- Alleyways are usually adjacent to terrace properties around the town centres
- Public Rights of Way covers a number of different types of paths and for the purpose of the HAMP are not considered separately, as many, especially in the urban areas, have metalled surfaces and are included in the above categories. A separate document ‘Halton’s Public Rights of Way improvement Plan’ is currently being re-written in combination with the Liverpool City Region Authorities.

Footway Hierarchy

Footways are considered separately from carriageways and a programme of reconstruction and resurfacing has been implemented to improve the overall condition of footways. There is a need for continued improvement and our footway hierarchy, as locally modified from the

Chapter 5 Inventory and Condition

Code of Practice for “Well-managed Highway Infrastructure” in order add additional categories is as follows.

Footway Hierarchy		
Category	Category Name	Description
1(a)	Prestige Walking Areas	Very busy areas of town centres with high levels of public space and streetscene contribution.
1	Primary Walking Routes	Busy urban shopping and business areas and main pedestrian routes.
2	Secondary Walking Routes	Medium usage routes through local areas feeding into primary routes, local shopping centres etc.
3	Link Footways	Linking local access footways through urban areas and busy rural footways.
4	Local Access Footways	Footways associated with low usage, short estate roads to the main routes and cul-de-sacs.
	Cycleways	Cycleways are usually either provided as part of a shared footway or provided as a cycle lane within the carriageway.
	Alleys	These are usually between terrace houses, many of which are now gated
	Public Rights of Way	There are many types and classifications of these. See Appendix 2 (glossary of terms) for more detail

Footway Inventory

The footway, footpath, cycleway and rear alley assets are categorised in line with “Well Maintained Highways” and HBC holds detailed and accurate information about footways, footpaths and cycleways. However, data for alleys are limited to location and length only at present.

The table below summarises the length of these assets in Halton. The construction and surface type of footways and footpaths vary considerably. However, accurate details of the surface types are record, which in turn leads to reasonably accurate estimates of the likely type of construction. This asset group is estimated to be on average 1.8 m wide based on Footway Network Surveys and measurements from Ordnance Survey Master Maps, with cycleways being minimum of 3m and Prestige areas in the Town Centres being upto 12m.

ASSET TYPE: FOOTWAY, FOOTPATH, CYCLEWAY & REAR ALLEY (KM)	
ASSET GROUP (URBAN + RURAL)	
1a – Prestige Walking Areas	3
1 – Primary Walking Routes	33
2 – Secondary Walking Routes	50
3 – Link Footway and Footpath	223
4 – Local Access Footway & Footpath	440
Segregated Cycleway	16
Alleys	19
PRoW	74
Total	784

*This the figure reported in the Halton Public Rights of Way improvement Plan, and includes some PRoWs which are double counted as they appear in urban areas and are included in other categories.

Chapter 5 Inventory and Condition

In the network outlined above, there are also footways & footpaths which were owned by the former Council Housing department. These paths were thought to form part of its asset portfolio, and transferred to the new Housing Association. However, as these paths were constructed by the highway authority and perform a highway function of linking paths and fronts of properties, they are now deemed to be adopted highway and maintainable at public expense, under the case law of Gulliksen. These paths have been comprehensively surveyed and similar accurate data is held for this sub-group.

Condition

Maintaining the condition of the footway, footpath, cycleway and rear alley network is a continuous activity although their life generally tends to be longer than that of carriageways because these are not subject to the same traffic loading. Nevertheless, a clear understanding of the condition of the network (and the amount of residual life it has) can help to direct maintenance programmes so as to ensure that best use is made of limited resources.

The condition of these asset items is assessed through the nationally accredited/promoted FNS (Footway Network Survey). These surveys are carried out in accordance with UKPMS guidelines. These are walked inspections by independent accredited surveyors who record, as a minimum, defect types and their extent, and accurately record them against the network. HBC has as part of the initially FNS carried out a more detailed level of this survey; this has also captured length, width and surface types. This data is loaded into the PMS for processing, allowing for network comparisons and maintenance strategies to be formulated.

A single cycle of the detailed FNS has been conducted along approximately 95% of this asset group during the last 5 years and HBC holds an accurate record of the condition of this asset. However, there is no FNS recorded and verified condition data available for the remaining 5% in this category at present. This small section of paths, is covered using data from routine safety inspections. The FNS also confirms and validates actual lengths & widths of these asset items. It is further intended to continue the basic Footway Network Survey on the whole of the network on a 5 year rolling cycle depending upon available funding. The details from the detailed surveys are not expected to change except by authorised highway works, such as improvements, resurfacing or new developments.

The condition of the network is assessed by trained Council highway inspectors through the Highway Section 58 inspections which are carried out on an annual, quarterly or monthly basis depending on the position of the route in the hierarchy. The main purpose is to identify safety defects on the network. They also provide a useful informed view about the general condition of the network which. This extra information can also be used as to feed into life cycle planning for future schemes and maintenance process.

New Highway sections

The network continues to expand as new developments and links are built. There is a formal process by which these new sections of highway are adopted. This involves a development entering into an agreement with the Council to build the carriageways and footways to the agreed standard. During this time, the Council will inspect the construction and materials being used as well as a subsequent maintenance period, before taking responsibility to maintain at public expense.

Chapter 6 Valuation and Whole of Government Accounts

The highway network managed by Halton Borough Council is the single largest monetary and physical asset in the Council's ownership. It is also the most visible and used asset relied upon by all of the community.

As with any asset, it is necessary to understand its value. In order to derive a valuation for the highway network a monetary value needs to be placed upon it, this is done by using a process of Whole of Government Accountancy (WGA). Adopting a valuation regime for highway assets is also another tool to maximise the positive effects of forward maintenance and planning and funding applications.

Whole of Government Accounts (WGA) financial report

The Government's Whole of Government Accounts (WGA) initiative was introduced to align UK Government funding with International Financial Reporting Standards (IFRS). This required all Local Authorities in the United Kingdom to include the adopted highway in the Council's Financial Statements as a fixed asset on the balance sheet.

The objectives of the WGA are to promote greater accountability, transparency and improved stewardship of public finances. WGA objectives and procedures align closely with those of asset management.

The condition of assets with a finite economic life will reduce year on year due to the ageing and use of the asset. The deterioration of assets such as carriageways and footways may be accelerated where episodes of severe weather are greater than average, whether that is hot, cold or wet weather, where there is prolonged use of traffic routing on roads for which they are not designed and constructed to take and which may be as a result of problems or roadworks on the network.

The asset is included within the financial statement as Depreciated Replacement Cost (DRC). DRC is a method of valuation that provides the current cost of replacing an asset with its modern equivalent asset (Gross Replacement Cost GRC), less deductions for all physical deterioration and impairment (Accumulated Depreciation).

The Gross Replacement Cost (GRC) also forms part of this statement. This is the total amount it would cost to build the asset from new. This places a valuation on each of the assets. As most assets do not have specific market value, through from acquisition to disposal, a unit figure is provided by central government, in the form of Highways Asset Management Finance Information Group (HAMFIG), for the various asset groups.

The difference between the GRC and DRC is the cost of restoring the asset from its present condition to 'as new'.

Annual depreciation is calculated by identifying all the capital treatments needed to maintain assets or key components over their life cycles and then spreading the total cost evenly over the number of years in the life cycle. Calculated in this way, annual depreciation not only represents the annual consumption of economic benefits embodied in the asset but also

Chapter 6 Valuation and Whole of Government Accounts

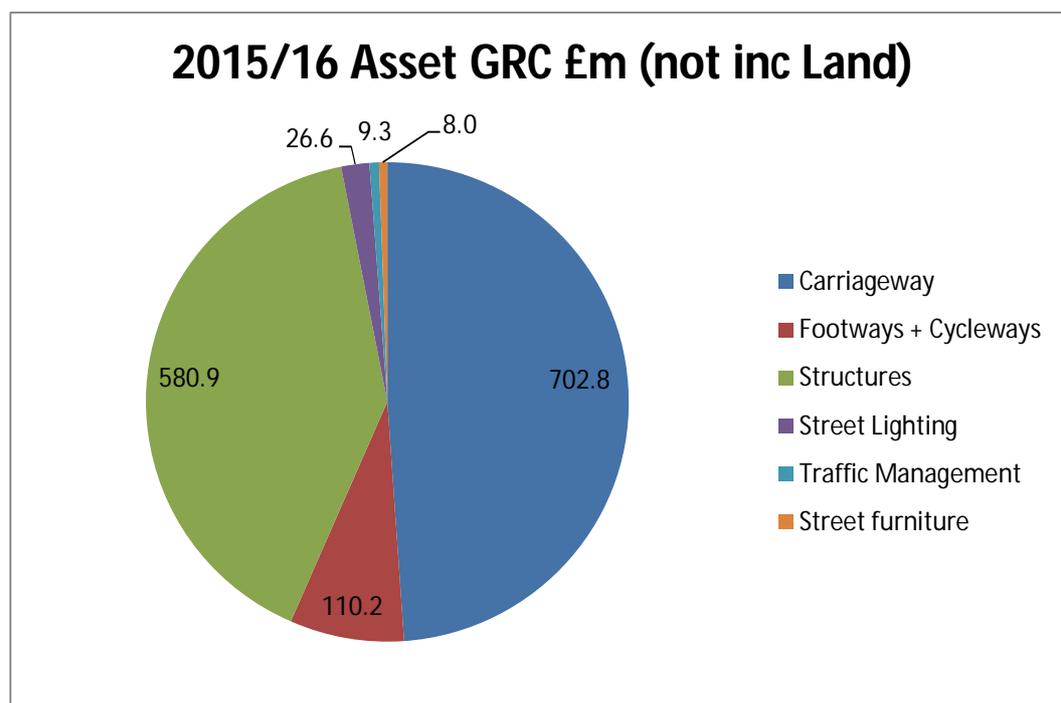
provides a measure of what, on average, needs to be spent year-on-year on programmed maintenance to maintain the assets in a steady state.

The following data is taken from the Halton 2015-16 year return and is based on surveys carried out in Halton during 2014-15 and works carried out during that year. The report uses the only full year's data available which is from the previous year's surveys and spends.

2015/16

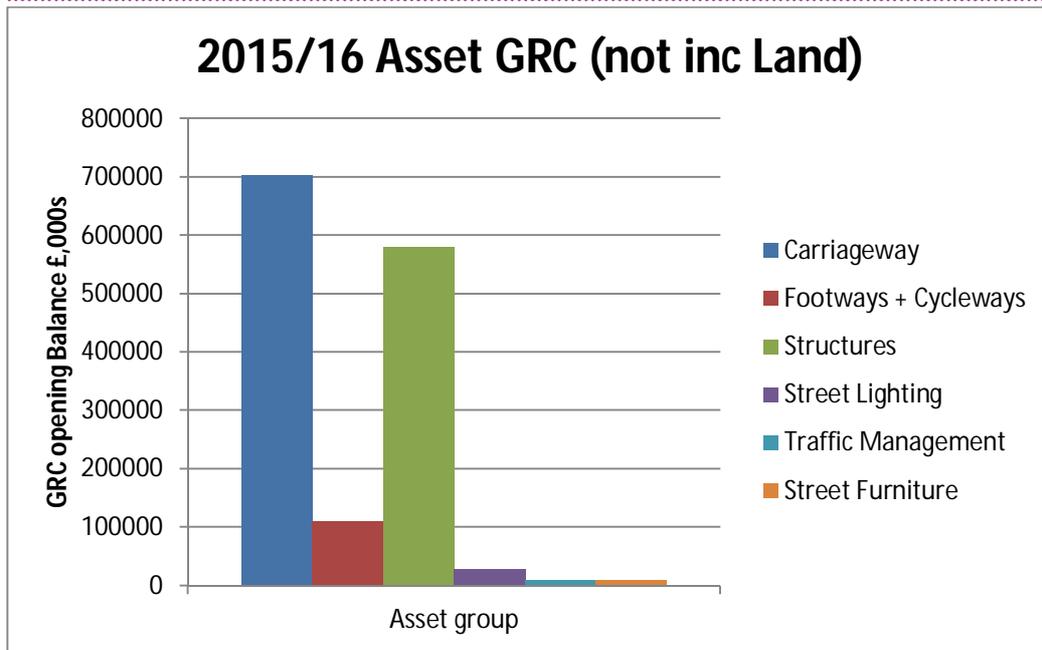
	Carriageway £,000s	Footways + Cycleways £,000s	Structures £,000s	Street Lighting £,000s	Traffic Management £,000s	Street furniture £,000s	Total £,billion
GRC	702816	110220	580900	26636	9326	8023	1.44

The following graphs demonstrate the proportions of the assets reported in the WGA for 2015-16, a regional factor is also applied automatically as part of the submission. The value of land has been excluded as the rates have varied over the years.



Asset	GRC in £,000s
Carriageway	702816
Footways + Cycleways	110220
Structures	580900
Street Lighting	26636
Traffic Management	9326
Street furniture	8023
Total	1.44 billion

Chapter 6 Valuation and Whole of Government Accounts



Chapter 7 Levels of Service

In terms of highway asset management, the objective is to achieve a highway network that is fit for purpose, safe for all users and maintained using an asset management whole life cost approach.(Chapter 4 page 16). To do this, the Council will look to the following areas:

- Customer research/expectations (what customers want, this being anybody who uses or relies on others who use the network)
- Desired level of service (what our customers would like)
- Legislative requirements (what we have to do)
- Current levels of service (what we provide now).

Public Satisfaction National Highways & Transport Survey (NHT)

Halton Borough Council is one of 106 Local Authorities to take part in a standardised survey that asks members of the public exactly the same questions, whether they live in Halton, Hull or Hampshire.

The NHT Public Satisfaction Survey is managed by performance management specialists, measure2improve, the NHT Network administrators. The survey is carried out on behalf of the participating Local Authorities by market research specialist, Ipsos MORI.

Residents are asked for their views on Halton's highways and transport services – in the following themes

- Accessibility
- Public Transport
- Walking & Cycling
- Tackling congestion
- Road Safety
- Highway Maintenance

The questionnaire is sent to a random sample of 3300 of Halton's residents. Their answers are then compared with the views of other members of the public across England and Scotland. It offers Local Authorities the opportunity to compare results, share in best practice and identify further opportunities to work together in the future.

The 2016 survey demonstrated that the public perception of the Council's highway services was favourable with no major deficiencies. Halton ranked first in the Northwest for Highway maintenance (top 25% nationally) and walking & Cycling, and was average with all others with the exception of Tackling congestion which given the ongoing Mersey Gateway crossing works was not unexpected.

These results enable the Council to use the residents' perception of these important services and provide one of several ways in which it can assess its performance and benchmark itself

Chapter 7 Levels of Service

against both national and local authorities. One of the questions in the self-assessment questionnaire requires the Council to confirm that it undertakes benchmarking. The responses to this questionnaire determine to some extent the level of funding the Council receives and is detailed in chapter 12. It also provides the public with an opportunity to say which services they think the Council should prioritise and improve.

Legislation

There are a number of specific pieces of legislation that provide the basis for powers and duties of a Highway Authority with the main duties and responsibilities being set out in **The Highways Act 1980**, particularly Section 41. This imposes a mandatory duty to maintain all the highways classified as maintainable at public expense on the highway authorities in England and Wales. The following is a list of legislation, though not exhaustive, that also places a duty on the Highway Authority

- The Highways Act 1980 – Section 58 - states that a statutory defence against claims is provided where the Highway Authority can establish that reasonable care has been taken to secure that part of the highway to which the action relates to a level commensurate with the volume of ordinary traffic such that it “was not dangerous to traffic”
- The Environment Protection Act 1990 – need to be compliant with the management of highway waste
- Disability Discrimination Act 1995 – consideration be given to the movement of people who have mobility problems
- The Transport Act 2000 – creation of quiet lanes or home zones and therefore the requirement to maintain
- The Traffic Management Act 2004 – the programming and co-ordination of all works affecting the highway which could affect the movement of traffic (both vehicular and pedestrian)
- The Noxious Weeds Act 1959 – imposes a duty on the highway authority to disrupt the growth and spread of noxious weeds within the highway
- The wildlife and Countryside Act 1981 – compliance placed upon highway maintenance operations
- The Traffic Signs Regulations and General Directions 2002 and subsequent amendments
- Road Traffic Regulation Act 1984
- The Wildlife and Countryside Act 1981
- The Countryside and Rights of Way Act 2000 places a duty on the authority to prepare Rights of Way Improvement Plans
- Electricity at Work Regulations 1989
- The Highways (Road Humps) Regulations 1999.
- The Zebra, Pelican and Puffin Pedestrian Crossings Regulations and General Directions 1997

Chapter 7 Levels of Service

Other feedback

When setting levels of service, consideration must be given to available funding as well as customer desires. If expectations are set at a higher level than delivery permits, this will result in poor customer satisfaction

In addition, when setting and determining service levels, the local authority must also consider its statutory obligations as the Highway Authority. Measuring risk and liability as well as the application of national standards at a local level should be taken into consideration when determining a set of baseline standards.

The following set of fundamental Service Standards summarises the Council's aims to deliver a road network which is as safe, reliable and as fit for purpose as possible within current funding and resource constraints. These service standards represent a baseline. Where possible and when funds allow, the Council will always attempt to strive to achieve a higher level of service.

Service Standards

For roads and footways we will:

- Routinely inspect highways at set frequencies
- Respond to any reported highway defects in line with the Highway Safety Inspection Policy.
- Continue to review our maintenance hierarchy to ensure that the standards of maintenance are fit for purpose with the usage and type of road.
- Use preventative maintenance techniques, as part of life cycle planning techniques where possible. These have lower costs and therefore make the best use of funding by intervening early to avoid costly deterioration of the network and further build-up of backlogs.
- Where cost effective, adopt practices that minimise the disposal of waste materials to landfill.

To contribute to network safety and co-ordination of works on the highway, we will:

- Respond within 2 hours to any occurrence or incident so serious as to render the highway unusable or pose an immediate risk
- Plan street works to minimise disruption where possible, this is included within the permit scheme.
- Manage streetworks and abnormal loads across our network.

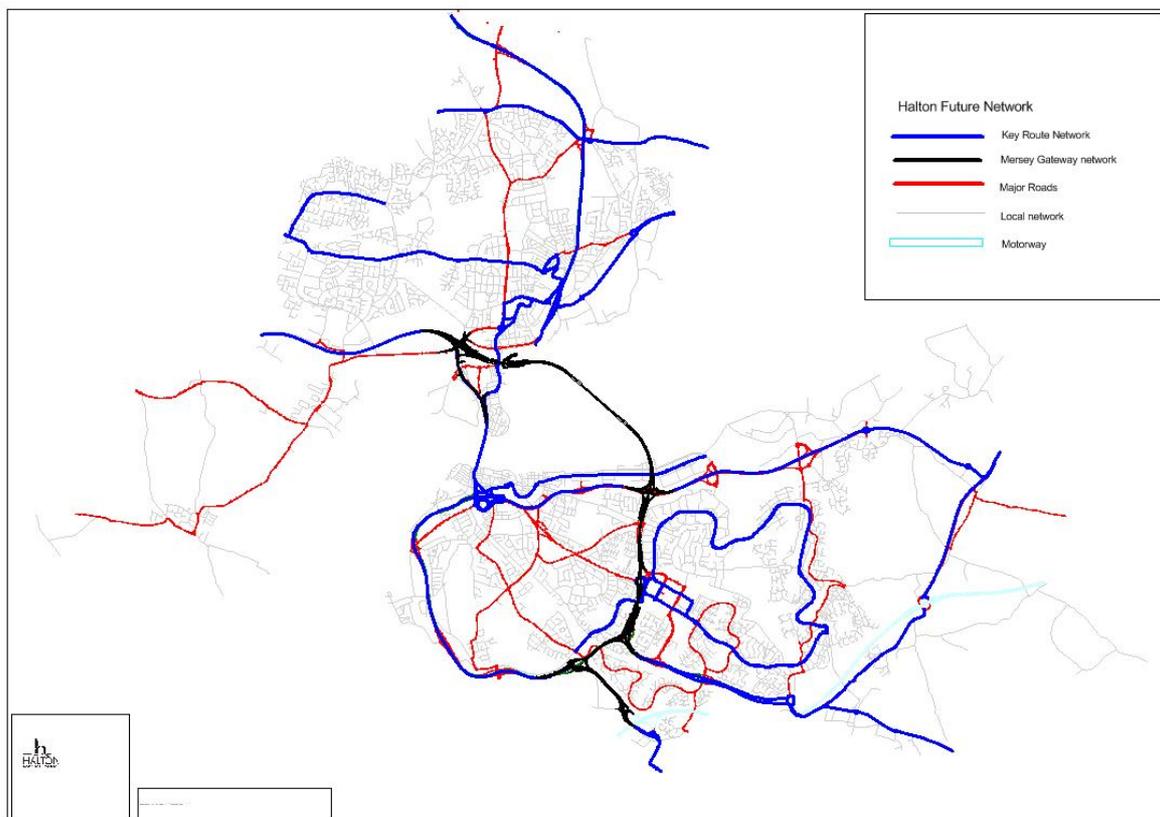
For winter maintenance we will:

- Maintain salt stock levels in line with our Winter maintenance plan
- Adopt salt spreading rates in accordance with national guidance and recommendations.
- Operate a winter service of precautionary salting and snow clearance on strategic roads and, when possible, on secondary routes as laid out in our Winter plan.

Chapter 8 Future Network Changes

The highway network discussed in the previous chapters is the current position. However, it likely there will be changes in responsibility for the management and maintenance of certain parts of this network. These will result from the construction of the Mersey Gateway and its approaches and from the devolution of highway, traffic and street authority powers to the Mayoral Combined Authority (MCA) and the associated designation of a Key Route Network (KRN). The responsibility for asset management and Whole of Government Accounts (WGA) for these changes are still in the process of being finalised and will be reported on when completed.

The plan below illustrates these changes



Key Route Network (KRN) for the Liverpool City Region Combined Authority

The creation of the Combined Authority in April 2014 brought strategic transport powers within the remit of a single body. This was intended to better co-ordinate transport across the city region, by bringing together the separate transport planning regimes covering Merseyside and Halton.

The KRN is a network of strategically important highway routes within the City Region, for which the Combined Authority would have a range of defined highway and traffic powers and responsibilities as Highway Authority

These powers are to be devolved back to the respective Councils in the immediate term whilst the CA evolves and develops. The KRN is based on the **Primary Route Network**

Chapter 8 Future Network Changes

(PRN) and defined freight, public transport and key distributor networks in the statutory Merseyside and Halton Local Transport Plans from 2011.

The KRN does not include the Mersey Gateway, and its approach roads, (however these are shown on the above plan to show the completeness of the network) which are excluded from the CA's remit under the provisions of the establishing Order.

Mersey Gateway



The second road crossing over the Mersey has been a long held aspiration of Halton Borough Council and its neighbouring local authorities. In 2006, the Mersey Gateway Project, a major scheme to build a new toll bridge over the River Mersey between the towns of Runcorn and Widnes, was agreed. The new bridge will relieve the congested and ageing Silver Jubilee Bridge.

Wider Mersey Gateway project benefits include:

- plans to develop and integrate public transport, cycle and pedestrian links across Halton
- plans to kick start a major 20-year regeneration programme for Halton
- improving regional transport links to encourage new and inward investment.

Merseylink, the consortium constructing the new crossing, has the formal responsibility for the design, build, finance, operation and maintenance of the new bridge and associated road infrastructure over a thirty year period from 2014-2044.

Merseylink is contractually obliged to provide asset management strategies, asset records, annual reviews, forward maintenance plans and plans for dealing with routine, cyclic, ad hoc and winter maintenance.

Merseylink's performance, as regards satisfying these contractual obligations and maintaining the condition of the project infrastructure above prescribed limits, will be monitored, audited and assessed (by the Mersey Gateway Crossings Board on behalf of the Council) continually over the course of the concession. Should Merseylink's performance in this respect fail to meet required standards, it will be subject to a range of contractual

Chapter 8 Future Network Changes

remedies. In the first instance, this would be viewed as a Service Failure leading to financial deductions from Contract payments to Merseylink.

Chapter 9 Maintenance Processes

Introduction

The Highway Asset Maintenance Processes set out in this chapter, document in summary form, Halton Borough Council's method of dealing with the Highways Asset Management Objectives set out in Chapter 4 (a Highway network that is fit for purpose, safe for all users and maintained using an asset management whole life cost approach). These processes are formulated around the recommendations and guidance contained in the following national codes of practice;

- Well-maintained Highways – Code of Practice for Highway Maintenance (Management: July 2005 (updated September 2013) 16 **(Superseded)**).
- Management of Highway Structures – A Code of Practice: September 2005 (updated August 2013) **(Superseded)**
- Well-lit Highways – Code of Practice for Highway Lighting Management: November 2004 (updated August 2013), **(Superseded)**
- Installation of Traffic Signals and Associated Equipment (LTN 1/98)
- Code of Practice for Traffic Control & Information Systems for all-purpose roads (TA 84/06)
- **Well-Managed Highway Infrastructure** – UK Roads Liaison Group October 2016.

Well-Managed Highway Infrastructure brings together the guidance from the above superseded codes into a single document. The principles have been maintained with new emphasis placed on a risk based approach to maintenance across all asset groups.

Section 7.5 of Well-maintained Highways identifies the various elements of legislation, “which provide the basis for powers and duties relating to highway maintenance”, placed upon a highway authority. The core element of legislation is the Highways Act 1980, Section 41, which imposes on a highway authority a duty to maintain highways maintainable at public expense.

The maintenance of all assets can be categorised as follows: Structural Maintenance, Programmed Maintenance, Reactive Maintenance, Routine Maintenance, Cyclic Maintenance, Resilience Planning.

1. **Structural Maintenance** is the work required to reconstruct an asset back to an ‘as new’ state.
2. **Programmed Maintenance** is repair work, identified through a maintenance management system, undertaken to rectify defects identified during visual condition assessments and is primarily resurfacing and reconditioning,
3. **Reactive Maintenance** is unplanned repair work carried out in response to service requests, inspections and management/supervisory directions.
4. **Routine Maintenance** is work undertaken to a regular consistent schedule, for example patching.
5. **Cyclic Maintenance** is the replacement and maintenance of components/sub-components of assets that is undertaken on a regular cycle e.g. gully cleansing

Chapter 9 Maintenance Processes

6. **Resilience Planning** – in cases of severe weather, a detailed resilience plan is in operation. This includes emergency maintenance strategies, for flooding and cold/severe weather.

The Council will be working towards the guidelines set out in Well-Managed Highway Infrastructure.

In order to explain the maintenance processes, it is necessary to group the highway assets that have similar properties. The following groups are those that are common in their properties and maintenance processes. The groups are a concentration of those assets in Chapter 4 and reported in the WGA Chapter 6:

1. Carriageways, Footways, Footpaths, Cycleways and Public Rights of Way (PRoW)
2. Structures
3. Electrical Equipment
4. Street Furniture
5. Horticultural Assets.

Chapter 9 Maintenance Processes

Structural Maintenance – Carriageways, Footways, Footpaths, Cycleways and Public Rights of Way (PRoW)

General

Carriageways form the main part of the highway network within Halton. They have been surfaced over the years using macadam, asphalt or concrete materials to provide an even, paved finished surface for vehicular traffic to use. The majority of roads within Halton have a footway on one or both sides of the carriageway. In addition to these footways, Halton has a substantial network of 'independent footpaths' and cycleways. These footways, footpaths and cycleways have been surfaced using a variety of modular, asphalt and concrete type materials, to provide a paved finished surface for pedestrians and cyclists to use. Halton also has a network of Public Rights of Way (PRoW), which can be constructed using a variety of materials or they may simply be rights of way paths across fields etc.

Reactive Maintenance

Carriageway defects identified through inspection or reports on all roads are treated as requiring "reactive maintenance", with works being carried out to rectify the defect. The works will be carried out based on the category/priority given and linked with available resources and budget.

Reactive maintenance activities include:

- Patching (permanent fix or making safe) isolated carriageway areas which meet or exceed defined intervention levels.
- Making safe (through fixing or isolating from the public using Traffic Management) carriageway areas, which meet or exceed defined intervention levels.
- Patching isolated footway and footpath areas which meet or exceed intervention levels.
- Making safe footway and footpath areas, which meet or exceed intervention levels.
- Street Furniture repairs.

All reactive maintenance works are carried out in accordance with 'Highway Maintenance – A Strategy for Halton'

Chapter 9 Maintenance Processes

Programmed/Planned

Major Maintenance

Programmed/Planned maintenance schemes are work schemes identified through reports of a number of significant defects, the nature or number of which cannot be rectified by routine or reactive maintenance works. This “needs led” approach is based on engineering judgement and is a fundamental step towards complete asset management and ensures that limited resources are targeted towards restoring the life of the sections of the network with the greatest requirement.

In general, every major maintenance scheme will aim to provide:

- A residual life of at least 15 years;
- A surface free from visible defects;
- A skidding resistance appropriate to the road and traffic at the site in question;
- An appropriate transverse and longitudinal profile;
- A surface free of standing water
- Appropriate lining and signing.

Carriageways

Annual programmes of surfacing schemes for structural maintenance and patching of carriageways will be prepared. The list of schemes for any one year will be based on the following:-

- The results of various highway condition surveys carried out on the network
- Feedback from safety inspections, especially in relation to programmed patching works
- The priority given to each scheme based on factors such as economic value, future housing and business developments
- The Council’s focus on minimising the whole life costs for each individual scheme in accordance with its Highway Asset Management Plan
- Identified traffic safety improvement works or other highway schemes to be undertaken in the same area. This could affect the priority rating given to a scheme, improve efficiency of the construction works and deliver cost savings in terms of construction.

Footways

Annual programmes of resurfacing / reconstruction schemes for structural maintenance of all footways and footpaths will be prepared. The list of schemes for will be based on the following:

- The latest results of Footway Network Survey (FNS) carried out on the network
- Visual condition established through “Safety Inspections”
- Treatment surveys updated by the in-house highways inspection team

Chapter 9 Maintenance Processes

- The Council's focus on minimising the whole life costs for each individual scheme in accordance with its Highway Asset Management Plan
- Accident claim data
- Classification hierarchy of the footway and footpath.

Structural footway maintenance is generally comprised of more extensive and, therefore, expensive treatments to restore the condition and value of the asset. As such, they are planned and programmed separately and individually.

Routine/Cyclical

Routine/Cyclical maintenance relates to activities undertaken to ensure the serviceability and efficient operation of the highway. Activities such as gully emptying, street cleaning, weed spraying and grass cutting have a preventative effect on the carriageways and footways. Even though these activities are not designed to directly improve the condition of the asset, they ensure that damage to the asset via vegetation and water is prevented, thus protecting the lifespan of the asset. These activities also have a significant effect on stakeholder opinion in regards to the level of service Halton Borough Council provides.

Winter Maintenance

Winter maintenance operations are undertaken on a 'Planned Reactive' basis. Halton Borough Council is committed to providing a winter and emergency service that plans for precautionary salting, snow clearance and reasonable response times for other emergencies. Halton Borough Council keeps an updated and extensive "Winter Services Operational Plan" (WSOP). This plan explains fully the Winter Service delivery including salting routes, decision making charts, snow clearance policy, maintenance of salt bins and response times. The WSOP will be looked at and updated on a regular basis. There is also a footway winter maintenance programme that targets key areas such as the town centres.

Chapter 9 Maintenance Processes

Highway - Structures

General

The maintenance process for highway structures is identified under the three maintenance headings of Routine, Programmed and Reactive in line with Section 5.5 of the 'Management of Highway Structures – A Code of Practice: September 2005 (updated August 2013)'.

Apart from the statutory obligations, the Code of Practice for the 'Management of Highway Structures' (published by the UK Roads Board) provides guidance for councils setting out their responsibilities for managing the bridges and structures assets.

The above code was published in 2005 as part of a suite of documents on the management of highway assets. This initiative was led by the UK Roads Liaison Group with its Bridges Board being responsible for the Highway Structures Code of Practice.

The Structures Code sets out three implementation milestones that can be summarised as follows:

- That structures should be safe to use, inspected and maintained;
- That structures should be fit for purpose;
- That structures should be managed against specific service levels and whole life costing principles.

Reactive Maintenance

The following are regarded as Reactive maintenance activities:

- Emergency works which seek to reduce a high risk situation such as maybe caused by accidental bridge strikes
- Structural repair works which have to be carried because a structure is considered to be or about to be structurally inadequate or unsafe.

Structures and Bridge defects that are identified through safety inspections or reports/complaints are treated as "reactive maintenance", with works being carried out to rectify the defect that has been identified. The works will be carried out based on the category/priority given to the defect identified in accordance with 'Management of Highway Structures', and linked with available resources and budget.

Routine/Cyclical Maintenance

The following are regarded as Routine maintenance activities:

- Removal of vegetation, cleaning of expansion joints, cleaning of structural drainage systems etc.

Chapter 9 Maintenance Processes

- Structural review, assessment and inspection programme which will be used to inform the Programmed maintenance scheme list.

Common Structures and Bridge defects that are likely to require treatment annually are treated as “routine maintenance”. The works will be carried out based on the category/priority given to the defect identified in accordance with ‘Management of Highway Structures’ and linked with available resources and budget.

Programmed Maintenance

Major Maintenance

This is the annual programme of bridge and structural schemes for structural maintenance to either repair or arrest deterioration. It may also include upgrading or improvement works of bridges and structures. The list of schemes for any one year will be based on the following:-

- The results of various structural surveys carried out i.e. General, Principal and Special. General surveys are carried out every 2 years at road level by eye, without the need for intrusion on to the structure. Principal surveys are carried out every 8 years; these are more involved and require the inspector to be within touching distance of all parts sometimes requiring specialist equipment. Special surveys are carried out where issues are raised by the other surveys as and when required.
- National Deterioration models
- The priority given to each scheme based on engineering judgement and expertise
- The Council’s focus on minimising the whole life costs for each individual structure by adopting a whole life cycle approach to structural maintenance.

Structures and Bridge defects that are identified through General, Principal or Special inspection or reports are treated as “programmed maintenance”, with works being carried out to rectify the defect that has been identified. The works will be carried out based on the category/priority given to the defect identified in accordance with ‘Management of Highway Structures’ and linked with available resources and budget. Wherever possible, all materials to be removed / excavated will be sent for re-cycling and re-used, wherever possible, within Halton.

Chapter 9 Maintenance Processes

Highway – Electrical Equipment

General

Highway electrical equipment is to be managed in such a way that it does not pose an unacceptable risk to public safety and that it remains available for use. Halton Borough Council will maintain electrical equipment in accordance with the HBC Street Lighting – Strategy and Policy.

Reactive Maintenance

The following are regarded as Reactive maintenance activities

- Replacement of lamps that have prematurely failed
- Repair/replacement of lanterns that have failed
- Replacement of photo-electric cells that have failed
- Replacement of damaged/faulty supply cables
- Replacement of damaged/worn out signs
- Traffic Signal Controller/detector faults
- Repairs to damaged equipment (cables, poles, signal heads, etc.)
- Re-cutting loop detectors
- Faults on street equipment (e.g. loss of communications, loss of display, etc.)
- Damage to equipment
- Repairs to damaged equipment
- Repairs to communications systems.

Street lighting faults and traffic signal faults identified through night time inspections, the Traffic Signal Remote Monitoring System (RMS) or reports from the public, etc., are treated as 'reactive maintenance' with works being carried out to rectify the fault identified. The works will be carried out based on the category/priority given to the type of defect. When all signal lights are out, for example they have a higher priority than signals with a single lamp out. Replacing loop detectors will be dependent upon the likely impact and availability of traffic management, and available time periods at certain junctions.

Routine/Cyclical Maintenance

The following are regarded as Routine maintenance activities

- Replace street lamps (on a cyclical basis)
- Inspection and testing of electrical safety (on a cyclical basis)
- Structural testing of columns and signposts at a frequency as determined by the last test
- Replacement of Traffic Signal lamps (red & green lamps every 6 months; amber lamps every 12 months) for sites with tungsten halogen lamps
- Cleaning signal head aspects
- For sites with LED aspects, an annual clean is required and replacement when necessary

Chapter 9 Maintenance Processes

- An annual inspection will be carried out on all Intelligent Transport System (ITS) related equipment and any works identified from the inspection, will form part of the programmed maintenance work for inclusion in future upgrades unless it is deemed as safety critical
- Equipment checked and cleaned twice a year
- Inspection and testing of electrical safety on a cyclic basis (max 6 years).

Any works identified from the inspections, will form part of the future programmed maintenance work unless it is identified as urgent.

Any works identified from the annual inspection (sites not on remote monitoring) will have an additional interim inspection covering specific safety related items, such as lamps out, detection issues and visibility of signal heads.

Programmed Maintenance

The following items are regarded as Programmed maintenance work

- Replacement of lamps and replacement with LEDs
- Replacement of life expired columns, signposts and lanterns
- Upgrade equipment to Extra Low Voltage (ELV)
- Replacement of life expired equipment (including cameras and communications equipment)
-

Work will be funded through the combined capital/revenue budget for the year in question and if there is insufficient funding, they will be prioritised on the basis of safety implications.

Major Maintenance

The following items are regarded as Major maintenance work

- Replacement of life expired columns, signposts and lanterns
- Conversion of traffic signal heads (tungsten halogen to LED)
- Replacement of controllers
- Upgrade equipment to Extra Low Voltage (ELV)
- Upgrade to include Microprocessor Optimised Vehicle Activation (MOVA) control at junctions to maximise capacity at junctions
- Replacement of life expired equipment (including cameras and communications equipment).

Work will be funded through the capital programme, when available, to improve highway electrical assets in order to reduce further maintenance costs in the long term. For example, capital was allocated to replace a large selection of traditional street lighting with more cost effective and energy efficient LED systems.

Chapter 9 Maintenance Processes

Highway - Street Furniture

General

The maintenance process for street furniture is identified under the maintenance heading of 'Reactive' in line with Section 8.12 of the 'Well-maintained Highways – Code of Practice for Highway Maintenance Management: July 2005 (updated September 2013)'.

Reactive Maintenance

The following are regarded as Reactive maintenance activities;

- Repairs and replacement of damaged bollards
- Repairs and replacement of damaged sign plates
- Cleaning of street name plates
- Repairs to posts and lengths of barrier following accidents/damage
- Re-tensioning of lengths of tensioned guard rail following damage repairs.

Non-illuminated traffic sign problems that are identified through inspection or reports are treated as 'reactive maintenance' with works being carried out to rectify the defect. The works will be carried out based on the category/priority given to the defect identified in accordance with 'Highway Maintenance – A Strategy for Halton' and linked with available resources and budget. Both sides of traffic signs are to be power washed as and when required to maintain legibility and to reduce corrosion, thus supporting the achievement of design life and whole life costs.

Routine/Cyclical Maintenance

The following are regarded as Routine maintenance activities

- Tensioned bolts of tensioned safety fences will be checked and reset to the correct torque on a routine basis.
- Inspection and testing of safety barriers with regard to mounting height and integrity/condition every 5 years.
- Litter Bins and benches that are on highway will be replaced as and when they need to be, such as when they are no longer able to function as required or they are hit during a road traffic collision.

Programmed Maintenance

Major Maintenance

When, through safety inspections and / or condition surveys, a "significant problem" has been identified, which will require works to be undertaken, then this work will be included within the listings of programmed maintenance requirements put forward for consideration unless it is to be rectified at an earlier due to a safety issue. The inclusion of the work for the

Chapter 9 Maintenance Processes

agreed programme will be based on the priority given linked to the likelihood and consequences of asset failure or danger to the public. Any works identified from the 5 yearly routine inspections above, will form part of the programmed maintenance work for that year.

Chapter 9 Maintenance Processes

Highway - Road Markings Maintenance

General

The maintenance process for road markings is identified under the maintenance heading of 'Reactive' in line with Section 8.12 of the 'Well-maintained Highways – Code of Practice for Highway Maintenance Management: July 2005 (updated September 2013)'.

Reactive Maintenance

The following are regarded as Reactive maintenance activities:

- Renewing existing white thermoplastic road markings
- Renewing existing yellow thermoplastic road markings
- Renewing paint applied existing road markings on the face of kerbs.

Halton Borough Council will consider for renewal, road markings when large sections of them become ineffective, as a consequence of them being worn away, where loss of reflectivity at night-time or during adverse weather conditions is evident. The locations to be treated will be identified through inspection and reports on the categories below.

- Strategic Routes Category 2
- Main Distributor Category 3a
- Secondary Distributor Category 3b
- Link Road Category 4a
- Local Access Road Category 4b
- Unclassified Roads
- Known collision hotspot areas.

(The above route categories are as defined in Section 8.8 of the 'Well-maintained Highways – Code of Practice for Highway Maintenance Management: July 2005 and 'Highway Maintenance – A Strategy for Halton') descriptions of the categories mentioned above are given in Chapter 5 of this document.

Chapter 9 Maintenance Processes

Highway – Horticultural Maintenance

General

The 'soft' landscaping of the Highway provides a habitat for flora and fauna, as well as providing a visual attraction and creates areas for drainage. These areas are managed by the Council's Open Space Services Division.

Reactive Maintenance

The following are regarded as Reactive maintenance activities

- Reinstatement of damaged/sunken verge areas to maintain the verge profile for grass cutting.
- Additional cutting of hedges where these are overhanging footways, carriageways and bridleways with potential to cause an obstruction.
- Pruning or removal of damaged, diseased, dead or fallen highway trees.

Matters relating to the above activities that are identified through inspection or reports/complaints are treated as "reactive maintenance" with works being carried out to rectify the defect/problem that has been identified. The works will be carried out based on the category/priority given to the defect/problem by the Open Space Services Division in consultation with Highways officers, and linked with available resources and budget.

Routine/Cyclical Maintenance

The following are regarded as Routine maintenance activities:

1. Grass cutting in urban (residential) areas

Highway grass verges in urban (residential) areas shall be cut on a routine, cyclical basis between March and October (including areas under planted with a range of naturalised flowering bulbs). The grass will be cut as per HBC grass cutting specification based on optimised efficiency.

2. Grass cutting in rural areas.

Grass in these areas will be cut to maintain visibility sight-lines. A variety of cutting regimes will be applied dependent upon the area. As a minimum, grass will be cut once per year by side arm flail but in other areas cutting will match that of the urban areas. On the major roads/expressways, grass will be cut on a cyclical basis between March and October based on optimised efficiency.

3. Maintenance of hedges and planted areas.

Pruning of hedges, shrub beds and planted areas form part of a continual maintenance cycle, based on the application of a range of coppice and renewal techniques, appropriate to

Chapter 9 Maintenance Processes

species and environment. From time to time, issues occur that require urgent attention and will be remedied as Reactive Maintenance.

4. Street Cleansing

Litter picking and street sweeping are undertaken on a routine cyclical basis, according to the road hierarchy and in compliance with the Environmental Protection Act 1990. Litter or other detritus that may be a danger to highway users, clog drainage or be unsightly will be removed.

Programmed Maintenance

Halton Borough Council undertakes management of trees and shrubs within the highway boundary on a programmed basis. In addition to this, there are other activities associated with landscaping and open spaces that are required to maintain the highway.

1. Tree and Woodland Strategy

A Tree and Woodland Policy underpins the inspection and works required to provide a healthy and aesthetical mix of trees and woodlands.

2. Specialist Hedge Maintenance

Works to long term maintenance of hedging will be carried out on a planned basis as opportunities and resources facilitate.

3. Landscaping and planting of Roundabouts and Highway Verges

Works to enhance roundabouts and verges are carried out on a planned basis as required where opportunities arise and resources facilitate.

4. Weed Control

Control of vegetation within non landscaped areas will be undertaken on a programmed basis at the optimised time.

Chapter 10 Risk Management

“Authorities should adopt a risk-based approach and a risk management regime for all aspects of highway maintenance policy. This will include investment, setting levels of service, operations, including safety and condition inspections, and determining repair priorities and replacement programmes. It should be undertaken against a clear and comprehensive understanding and assessment of the likelihood of asset failure and the consequences involved.” Well-maintained Highway Infrastructure: A Code of Practice (UK Roads Liaison Group, 2016)

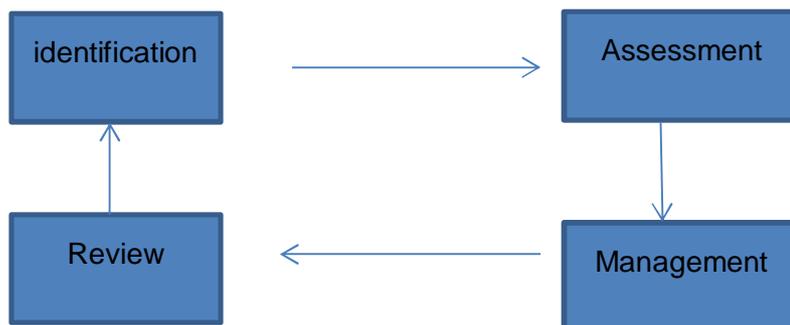
The Management of risk is an integral part of managing the highway assets. All activities, from the management, identification and prioritization of works to the establishment of budgets, have risks associated with them. The purpose of this section is to emphasize the need for processes to manage these risks in a holistic manner. Ideally, risks should be identified at each level of the management hierarchy (strategic, tactical and operational) then, using appropriate tools and procedures, they should then be managed effectively with:

- Strategic risks being managed at a corporate senior manager level
- Tactical risks being managed at an asset management/ network management level
- Operational risks being managed at a service delivery/ operations level.

Risk Management Processes

Risk management should be used for the delivery of all services and applied at the strategic, tactical and operational levels in an organisation. It may also be applied to specific projects to assist in decision making or to manage specific risk areas. People will view (evaluate) the same risk differently; there are four main steps of a risk management process:

- Risk identification - identify key risk exposure
- Risk profile (Assessment/evaluation) - probability and severity level
- Risk Control and Management - manage and control risk exposure
- Risk Reporting and Review - monitor, review and report on progress.



It will never be possible to remove all risks; some may be reduced and/or mitigated but there will be a cost aspect that must be considered as part of the decision making process.

The Application of Risk Management

The assessment of comparative risk is a key asset management tool. It can be used for option appraisal and selection by assisting with the assessment of:

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- The comparative risks of providing differing levels of service, e.g. is it acceptable to fund only a minimum level of service for certain asset groups i.e. a 'repair if broken' approach.
- The comparative risk of funding works on different assets, e.g. is it better to fund works on streetlights as opposed to footways?
- The comparative risk of funding improvements to the network as opposed to maintenance works, e.g. is it better to provide additional speed control facilities or to increase response time to certain defects?

Risk management is an integral part of good management practice; benefits that include:

- Fewer surprises, a reduction, control or transfer of risk;
- Provision of a better quality of services;
- ;
- Improved planning, performance and effectiveness
- Increased ability to manage change;
- Contingency planning;
- Exploitation of opportunities and innovation
- Delivery of best value;
-
- Improved information for decision making;
- Improved accountability, assurance and governance;
- Improved economy and efficiency;
- Awareness of limitations;
- Improved stakeholder relationshipsEnhanced reputation;
- Personal wellbeing;

The Opportunity to design out risks.

Key Risk: Future Demand

The future demands on the network by all users, is one of the main risk management areas for a highway network. The carriageway and other network assets should enable the "free passage of vehicles". With any network this is not always satisfied; this could be due to accidents or other incidents and necessary maintenance. In addition, network failures may also be responsible for impairing traffic. The network could also have insufficient capacity. There is a need to plan and develop the network for future growth, needs and demands; this will necessitate consideration of a number of factors including the following:

- The network having sufficient capacity to minimize delay and congestion ;
- Providing a network that is safe and reliable for all vehicles, including public transport and goods vehicles;
- Providing access to all users, including people with disabilities;
- Providing a network that will support urban renewal and provide benefits to the community by attracting new business;
- Providing a network that will enhance the community by providing routes for employment, education, shopping, leisure, recreation and emergency access requirements;
- Provide a network with low environmental impact;

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- Ensuring that network design and performance is suitable for usage and designed to provide an effective whole life cost; and
- Provision of both on and off-street parking suitable for user needs.

Key Risk: Climate Change

Climate change is likely to figure on the highway maintenance agenda for the foreseeable future. Its impact is uncertain but it is a key risk management area which needs to be considered. Climate change impacts show that the UK can expect warmer, wetter winters and hotter, drier summers with more extreme rainfall events, accelerating increased sea level rise, possible stronger wind speeds; possible impacts include:

- Hot weather can cause melting of roads, embankment subsidence, deterioration of concrete, problems with expansion joints, increase in dust levels and a reduction in skid resistance.
- Flooding can occur from the overwhelming of impervious pavements such as roads, due to drainage capacity constraints, and from ingress by rivers and the sea. At particular risk are routes located adjacent to rivers and floodplains, although flash flooding can affect most places.
- Cold weather and snow are expected to decline in the future with the consequential reduction in the salting of roads, the occasional cold-snap could causing problems if systems are unavailable or vehicle drivers become unfamiliar with such conditions.

The long lifespan of transport assets means that adaptation measures require implementation sooner rather than later. Many adaptation measures require the co-operation of third parties and it is important for local authorities, government bodies and transport providers to work together with the Environment Agency, water companies and other planning authorities to identify critical impacts and solutions and incorporate climate change into routine risk management procedures to help prepare for future adverse events.

The costs of adapting to climate change can be minimised if adaptation is built in:

- at the planning stage for new developments;
- when infrastructure is upgraded;
- when plans come up naturally for review;
- before organisations are forced to act by a sudden extreme climatic event(s) or mounting maintenance costs.

Decision-makers should ensure climate risk management measures are sufficiently flexible and schemes can be adapted (if necessary) to manage uncertainty in future impacts. Where possible, decision-makers should avoid actions that will make it more difficult and costly to cope with future climate impacts, e.g. new infrastructure projects (such as storm drainage) should include a reasonable allowance for climate change risks where the costs of subsequent upgrading would be prohibitive or very difficult to engineer.

Key Risk: Network Resilience

Halton, guidance is working towards producing a network resilience plan, which will identify areas susceptible to adverse climatic conditions, civil emergencies, structural or utilities failure or road traffic incidents. This network plan will identify key receptors that will be vulnerable. This will involve stakeholder engagement.

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Our asset management principles encourage risk management to take into account risk from condition of assets and increase the potential for investment based on business risk. A better understanding of asset deterioration and failure rates, provides an evidence base to support risk-based decision making. For example, where a footway or carriageway has the potential for high costs resulting from liability claims, investment to reduce the risk of these claims may be a cost effective option. Conversely, SCANNER condition surveys may indicate where a carriageway has failed but no liability claims may have ensued. This may indicate that resources could be better focused on other roads at a particular time.

Categorisation of Risks

Some general risks are shown in the following table:

Risk Group	Risk	Summary Description
Political/Governance	Political/Governance	<ul style="list-style-type: none"> Changes in political power and policies, legal changes and unsupportive policies Decisions that do not define expectations, grant power, or verify performance
	Governance	
Financial/Economic	Economic	<ul style="list-style-type: none"> Changes in budget provision Availability of financing Delays due to competition, tendering from multiple companies Inappropriate operation, higher operation and maintenance costs; faulty construction, cost escalation and delays Financial forecasts exceed budgeted provision
	Financial	
	Competitive	
	Partnership/ Contractual/ Supplier	
	Budgets	
Reputational Risk	Social	<ul style="list-style-type: none"> Major disruption No customer gain, expectations not being met Adverse environmental impacts and hazards Expectations not met or accepted leading to loss of image Unforeseen difficulties
	Customer/ Citizen	
	Environmental	
	Reputational	
	Physical	
Legal/Legislation	Legislative & Regulatory	<ul style="list-style-type: none"> Changes in legislation Policy decisions inappropriate; inability to appoint staff due to no appropriate skills in the workplace Delays associated with the procuring and award of Contracts Not meeting our duty of care under various legislations.
	Managerial & Professional	
	Legal	
	Legal/Liability	
Technology/Information	Information/ Knowledge	<ul style="list-style-type: none"> Information needed to develop decisions not available/incorrect Due to engineering or design failure
	Technological	
Safety	Safety	<ul style="list-style-type: none"> Poor maintenance decisions

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“For every £1 spent on preventative maintenance, up to £4 could be saved on future re-surfacing works”-‘Going the distance achieving better value for money in Road Maintenance’, Audit Commission 2011

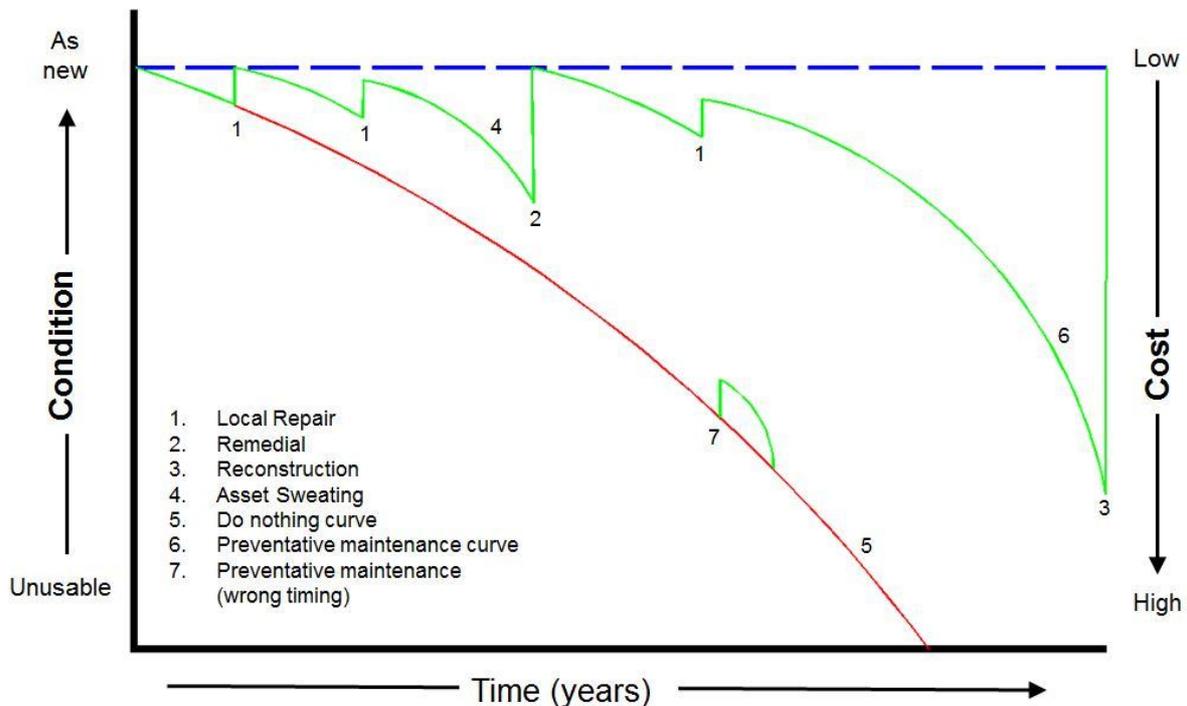
Lifecycle Planning

Lifecycle plans are a core component of the Asset Management process. A lifecycle plan is a long-term Strategy for managing an asset or a group of similar assets, with the aim of minimising the whole life costs and providing the required Level of Service.

The ‘Going the Distance’ report published by the Audit Commission in May 2011 advocates a whole life cost option over ‘worst first’ prioritisation. It says that by considering an asset over a whole lifecycle it is possible to select the best time to intervene, which is before the asset deteriorates to a very poor condition.

Halton Borough Council has adopted this philosophy over a number of years and it is paying dividends, as reflected in its performance indicators for the quality of its carriageways and footways.

The diagram below shows how, with the correctly timed interventions, the whole life of the asset can be prolonged and done in the most cost effective financial manner. This modelling can be applied to any asset, from structures to carriageways. An easy example would be to consider the maintenance of a wooden fence. This would require regular painting to waterproof, minor repairs of slats, or concrete posts. Eventually all panels and or posts are replaced.



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A lifecycle plan starts to optimise the cycles of activities that the assets will experience throughout their life including (where necessary);

- planning, design, creation/ acquisition, construction;
- operation, maintenance, rehabilitation/reconstruction; and
- disposal and decommissioning.

Lifecycle plans for each asset group or sub-group need to take into account the expected deterioration mechanisms and rates of deterioration for the material types concerned, component service lives, the required levels of service, maintenance techniques, influence of maintenance on future deterioration rates, maintenance unit costs and risks to safety and service loss. This requires a sound understanding of asset behaviour. The future usage and demands that could become influential include:

- Traffic growth;
- Climate change;
- Population growth in the area;
- Legislation.
- Road Traffic Reduction Act
- Changes in technology;

A number of alternative maintenance strategies should be developed for each asset group or sub-group and compared in terms of whole life costs to identify the optimal Strategy.

The following are the core principles of lifecycle plan development:

- Audit trail - document all assumptions, data sources, analytical techniques and engineering judgements in order to provide a clear audit trail.
- Knowledge transfer – the Council's engineers have a wealth of history, expert and practitioner knowledge of the highway network that needs to be retained and passed on to other and future staff.

Carriageway and Footway Network Level Lifecycle Analysis

A significant prioritisation factor for the highway network is carriageway condition. However, the treatment that would be required for sections and when these are undertaken can also play a significant part in the management of the network. For prioritisation based on highest proportion of those identified by surveys as being red condition, (worst case) most schemes chosen are likely to require full depth reconstruction. However, this type of treatment is not the best value for money when considering the network over lifecycle periods. As full depth reconstruction is expensive, only relatively short lengths of the network can be treated. In the mean-time, the rest of the network is deteriorating and each year a proportion of amber sections will deteriorate to red.

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The alternative method is for sections that require resurfacing to be treated before they deteriorate to the point where they would require full reconstruction. This method would allow much longer lengths to be treated with more cost effective resurfacing treatment and enable further deterioration of the network to be contained by treating amber lengths with less expensive treatments before they deteriorate to red condition, where structural maintenance would be required. The red sections that already require reconstruction will remain red and the treatment requirements would remain the same. Where possible, roads with a high proportion of red condition should be held in a safe condition with reactive maintenance budgets whilst a long term appropriate scheme is devised

The following tables give a hypothetical, illustrative example of how the use of correctly timed interventions can reduce the whole life costs for carriageways. This does not include for footways, structures and all the other highway elements, which will have their own lifecycle costs and plans. It also does not take into account inflation or increases in material and labour costs. The tables show that, with optimally timed interventions and treatments, £520,000 per km of carriageway would required over a 100 year period to maintain the carriageway in a 'steady state' condition. This compares with a cost of £1,000,000 per km if interventions are carried out on a worst case based approach of only carrying out reconstructions when required. The use of a partial asset management approach gives a £800,000 cost per km over 100 years. For Halton's network of 600km, for a full optimum asset management approach, this would mean that £312m/100yr period or £3.12m per year for carriageway surfacing would be required, as opposed to £600m/100yrs or £6m per year if only reconstructions where carried out when required.

Treatment Year	Worst First Only Strategy	Cost per km
20	RC	£200,000
40	RC	£200,000
60	RC	£200,000
80	RC	£200,000
100	RC	£200,000

£1,000,000 per km
 With 600km of network Halton would need:
 £600m over 100 years
 £6m per annum

Treatment Year	Partial Asset Management Strategy	Cost per km
14	RS	£80,000
28	RS	£80,000
42	RC	£200,000
56	RS	£80,000
70	RS	£80,000
84	RC	£200,000
98	RS	£80,000

£800,000 per km
 With 600km of network Halton would need:
 £480m over 100 years
 £4.8m per annum

Treatment Year	Optimum Asset Management Strategy	Cost per km
7	SD	£20,000
17	SD	£20,000
27	RS	£80,000
34	SD	£20,000
44	SD	£20,000
54	RS	£80,000
6	SD	£20,000
71	SD	£20,000
81	RC	£200,000
88	SD	£20,000
98	SD	£20,000

£520,000 per km
 With 600km of network Halton would need:
 £312m over 100 years
 £3.12m per annum

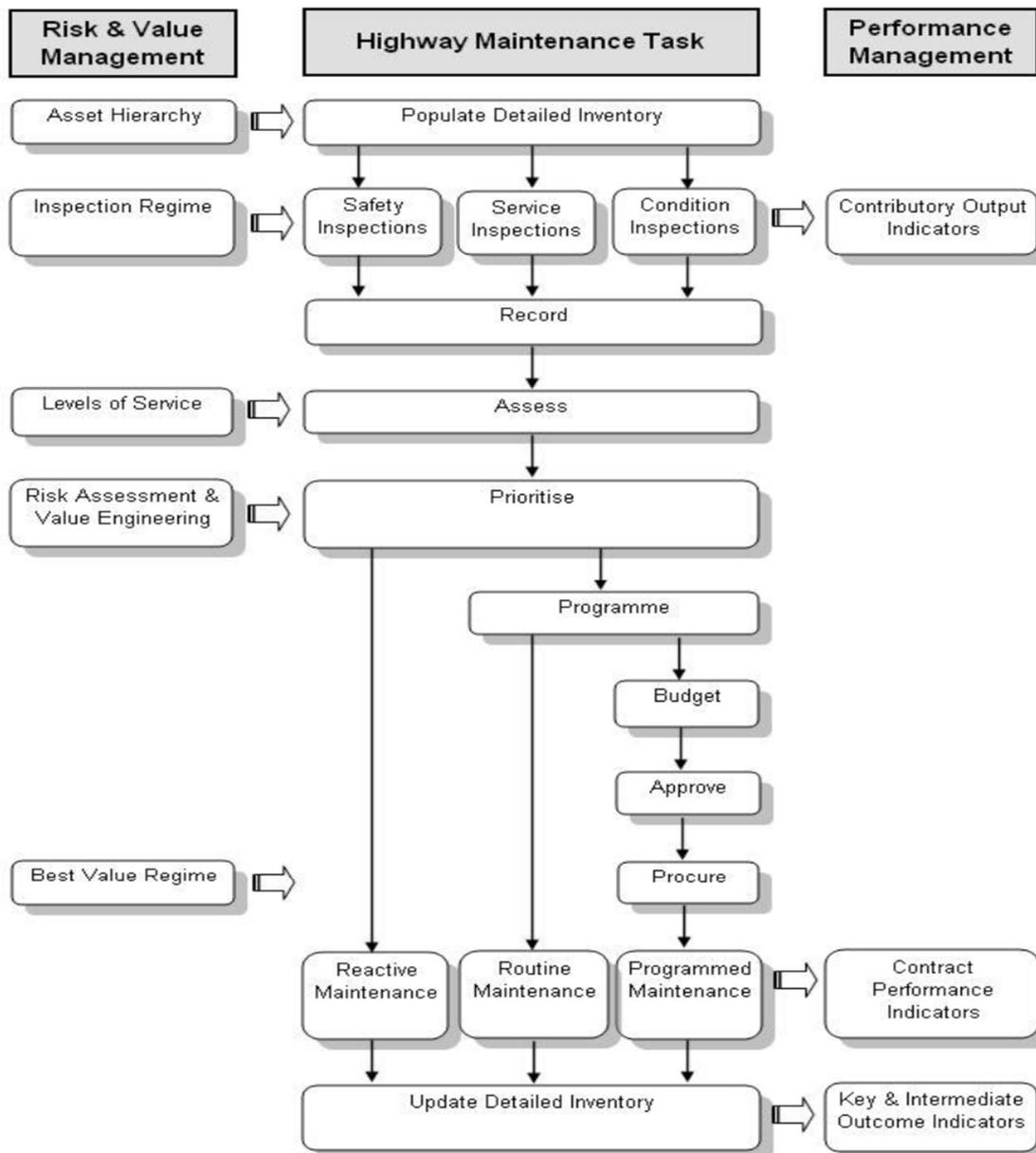
SD - Surface Dressing
 RS - Resurface
 RC - Reconstruction

It can be seen that the use of optimum asset management can demonstrate nearly a halving in the costs of that compared to worst case interventions (i.e where little preventative

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maintenance is carried out and the road is left to deteriorate to a point where full reconstruction is necessary). It is unlikely that this is fully achievable given previous history and interventions. It is worth noting this is an ideal scenario with commencement of strategies at the beginning of an asset's life. The reality is that assets have had various interventions at differing times within their life cycle, including reactive treatments and damage through excavations from utilities (statutory undertakers plant).

It is known that a large percentage of highway network was constructed at the same time as part of the New Town programme of the 1960/70s and will, therefore, potentially start to show signs of deterioration and failure at the same time. It has, therefore, been necessary to carry out a preventative works programme of surface dressings over a number of years, with sites being prioritised based on engineering judgements of wear and traffic volumes. This has been done to avoid the need for a large scale expensive intervention programme of Reconstruction being delivered over a short period of time in confined geographical areas.

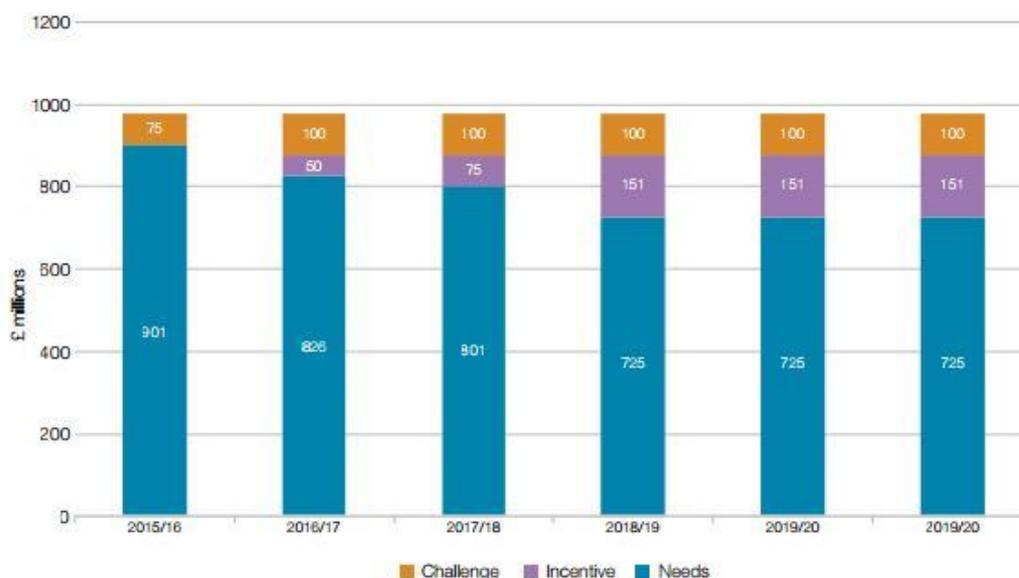


Chapter 12 Funding

The highway funding environment for all councils has changed in recent years. From an allocation directly from central government in the form of single a block allocations for Highway maintenance and an Integrated transport block, to that of a combination of needs formula based on WGA and other survey returns, challenge fund based on specific bidding criteria and an Incentive fund based on Council performance, this is detailed further in this chapter. The table and graphs below taken from DfT documents

Year	Needs formula	Incentive formula	Challenge Fund	Total
2015/16	£901m	£0m	£75m	£976m
%	92.3%	0.0%	7.7%	100.0%
2016/17	£776m	£50m	£150m	£976m
%	79.5%	5.1%	15.4%	100.0%
2017/18	£751m	£75m	£150m	£976m
%	76.9%	7.7%	15.4%	100.0%
2018/19	£725m	£176m	£75m	£976m
%	74.3%	18.0%	7.7%	100.0%
2019/20	£725m	£176m	£75m	£976m
%	74.3%	18.0%	7.7%	100.0%
2020/21	£725m	£176m	£75m	£976m
%	74.3%	18.0%	7.7%	100.0%

Figure 4.2: English Local Highways Maintenance Block Grant 2015/16-2020/21



Chapter 12 Funding

This has further changed for Halton Borough Council on becoming a constituent member of the Liverpool City Region Combined Authority (LCRCA) where all Capital funding is now sent and aggregated into the Single Capital Pot. Due to the infancy of the LCRCA, funding is currently being devolved back to the respective Highway Authorities as per the DfT allocations but this can and will change in the future as the CA matures

Halton Borough Council will use the NHT survey (Chapter 7 level of service) and other customers' feedback and expectations, and its financial capacity to set levels of service goals; (for example, service levels for the high footfall pedestrianized town centres will have a higher rating than little used rural footpaths).

Incentive funding

New Minister, Andrew Jones MP, Parliamentary Under Secretary of State for Transport has shown a strong interest in better local roads. This was reflected in his 'Better local roads' speech given 11 June 2015. The funding environment for councils will be changing and the use of a self-assessment toolkit will become part of ongoing Capital funding.

Incentive Funding is based around a self-assessment analysis (22 questions signed off by the Section 151 Officer) which categorises each Authority into 1 of 3 Bands. The table below shows how the Incentive element of the total funding available nationally for Highway Maintenance will increase from £0m in 2015 to £151m by 2018/19, where it is then projected to remain at the same level. If Halton were in Band 1*, over that 5 year period it would stand to lose £1.058m that it could have acquired if it had attained Band 3. It could lose up to £0.579m if it only achieves Band 2.

* Halton Borough Council as a constituent member of the Liverpool City Combined Authority, has been awarded Band 3, as part of the devolution agreement with Government. However, it has been made clear by the DfT that it is dependent on all 6 authorities that comprise the CA continuing to work towards Band 3 and that, if any Authority does not progress then DfT reserves the right to downgrade all districts within the CA.

	2015/16		2016/17		2017/18		2018/19		2019/20		2020/21		Totals
Needs Based formula	£901M	£2.228M	£826M	£2.043M	£801M	£1.981M	£725M	£1.793M	£725M	£1.793M	£725M	£1.793M	£11.631M
Incentive Formula	£0M	£0.000M	£50M	£0.124M	£75M	£0.185M	£151M	£0.373M	£151M	£0.373M	£151M	£0.373M	£1.429M
Band 1	100%	£0.000M	90%	£0.111M	60%	£0.111M	30%	£0.112M	10%	£0.037M	0%	£0.000M	£1.058M
Band 2	100%	£0.000M	100%	£0.124M	90%	£0.167M	70%	£0.261M	50%	£0.187M	30%	£0.112M	£0.579M
Band 3	100%	£0.000M	100%	£0.124M	100%	£0.185M	100%	£0.373M	100%	£0.373M	100%	£0.373M	£0.000M

DfT states that this self-assessment questionnaire should be shared with the Executive of the Council and made public. If the questionnaire is not completed, then DfT will not release any Capital Funds. Of the 22 questions asked, there are three Key questions that need to be answered positively without which no progression can be made even if all other questions are answered. These are the following questions, a full list of questions is attached in Appendix 3

Q1. Does (Halton) have an Asset Management Policy and Strategy?

Q2. Has (Halton) communicated its approach to Highway Infrastructure Asset Management (HIAM)?

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Q5. Is (Halton) undertaking lifecycle planning as part of its HIAM?

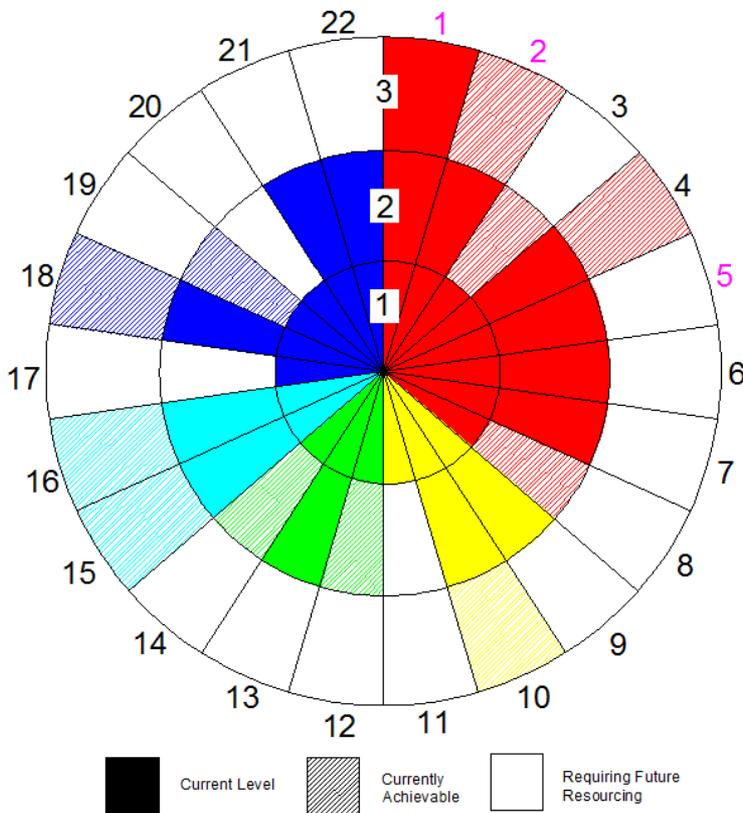
Question 6 is a very critical component on which the self-assessment is judged and seen to be a strong indicator of an Authority's commitment to the asset management process:

Q6. Is (Halton) able to demonstrate leadership and commitment from senior decision makers in taking forward its HIAM approach?

Halton's scores to the 22 questions (as of January 2017) are shown below and show the banding achieved, with the solid colours being the **presently achieved** band and the hatched areas are seen to be the band **achievable** within current resources and timescales. In order to be classified as a Band 2 authority, Halton had to achieve level 2 for questions 1,2,5, and in at least 12 of the other questions. Band 3 would require it to first of all achieve level 2 and then to achieve level 3 in questions 1, 2, 5, and at least 15 of the other questions.

The incremental step from band 2 to band 3 will require significant investment in time and resources. The Council will need to adopt new policies and strategies and ways of working. These will need to be in line with external accreditations such as PAS55/ISO 5500 (competency framework). These will in turn demonstrate lessons learnt and improvements over a period of time and will need to be successfully communicated to stakeholders and these various elements will enable the achievement of band 3.

Self-Assessment Questionnaire 2017



Question Numbers in groupings:

- 1, 2, 5 - Key questions
- Red - Asset management (1-8)
- Yellow - Resilience (9-11)
- Green - Customer (12-14)
- Light blue - Benchmarking & efficiency (15-16)
- Dark blue - Operational efficiency (17-22)

Chapter 13 Performance Monitoring

Performance management is a fundamental component of the best value regime in that there is a requirement for authorities to secure continuous improvement in the way they exercise their functions having regard for economy, efficiency and effectiveness. Halton uses both nationally defined indicators as well as locally set indicators. These are reported internally to the Councils' Environment and Urban Renewal Policy and Performance Board on a quarterly basis using the following indicators with those indicated as being annual reported once.

Former National indicators:

PPT LI 16	% of network where structural maintenance should be considered:
	130-01 principal roads (Previously BVPI 223).
	130-01 non-principal roads (Previously BVPI 224a)
	130-02 unclassified roads (Previously BVPI 224b).

Local indicators:

PPT LI 01	Percentage of third party compensation claims due to alleged highway / footway defects successfully defended. Annual Calculation.
PPT LI 13	Damage to roads and pavements (% above intervention levels) repaired within 24 hours.
PPT LI 14	Average number of days taken to repair street lighting fault: non-DNO (Street lights controlled by the authority). (Previously BVPI 215a).
PPT LI 15	Average number of days taken to repair street lighting fault: DNO (Street lights controlled by the energy provider). (Previously BVPI 215b).
PPT LI 18	% of footpaths and Public Rights of Way (PROW) which are easy to use.

The results of both the national and local indicators are reported in a number of other survey respondents that the highway authority is expected to reply to, these include:

- WGA,
- DfT questionnaires,
- Industry questionnaires including the asphalt industry alliance Alarm survey.

These reports, surveys and questionnaires contribute towards the Council benchmarking itself against previous years and against other authorities. This is part of the continual improvement process referred to in the incentive funding questions of 15 & 16 as outlined in the previous chapter.

Chapter 14 Current situation

Current situation – this describes Halton’s position and the challenges that it faces.

Halton Borough Council, like most other highway authorities, is experiencing major changes and challenges across all aspects of its highway services. With the formation of the Combined Authority, there is likely to be changes in how capital funding will be allocated and prioritised. Whilst the Council, as part of Devolution Agreement for the Liverpool City Region, is currently receiving Band 3 funding from the Incentive fund, it is necessary to obtain this banding on its own merits. Failure of any of the Authorities within the LCR to not be striving to achieve Band 3 could result in all partners losing funding.

Other changes include the construction of the Mersey Gateway and the formation of a Key Route Network which may have their own asset management requirements and resource demands going forward. Whilst this will reduce the lengths of Council maintained highways, it could potentially leave the more local network with significantly reduced funding, but still with very significant use. Control over the Key Route Network can be exercised by both the Council and the Mayoral Combined Authority concurrently, although it is anticipated that the Council will be responsible for its maintenance for the immediately foreseeable future.

The use of highway condition modelling software is being refined to provide confidence in the levels of investment required to maintain a quality highway network that is fit for purpose over its lifetime. Halton has an asset value of nearly £1.5 billion but has a current total annual spend on highway maintenance of less than 0.1% (0.075%) of that. Whilst the Highways Neighbour survey for 2016 did not show any significant dissatisfaction with the current highway services, there was an understanding of the pressures and tolerance by the public of the works being carried out as part of the Mersey Gateway project. Under investment in our highways will result in deterioration of the network which will be reflected in a poorer quality network requiring significantly greater future expenditure to reduce the backlog of works.

New guidance documents and Codes of Practice are resulting in a change of emphasis and priorities. Risk based approaches and resilient networks, based on user hierarchies and survey data information, are to be formulated. The Council will need to respond to these from early 2017 onwards and potentially up to mid – 2018.

As the various changes to the network and assessment approaches are taken into account in the software models, the Council will be able to give more accurate estimates of the long term investments required to adequately maintain its networks.

Appendix 1**Abbreviations**

The following abbreviations are used in this report:

AM: Asset Management

AMP: Asset Management Plan

BVPI: Best Value Performance Indicators

CA: Combined Authority

CSS: The County Surveyors' Society

CVI: Coarse Visual Inspection

DfT: The Department for Transport

GIS: Geographical Information System

HAMP: Highway Asset Management Plan

ITS: Intelligent Transport System

KPI: Key Performance Indicator

KSI: Killed and Seriously Injured

LCR: Liverpool City Region

LoS: Level of Service

LTP: Local Transport Plan

TfL: Transport for London

UKPMS: United Kingdom Pavement Management System

WGA: Whole of Government Accounts

Appendices

APPENDIX 2 Glossary Acronym/ Term Explanations

Annualised Depreciation This is a measure of in-year change in value due to deterioration of the infrastructure. This is taken as the average annual spend required to maintain the asset in a serviceable condition. At its most basic level this is calculated by taking the According to Section 7.4 of the Code of Practice on Transport Infrastructure Assets where it is possible to quantify risks due to extreme events (such as prolonged snow cover). These costs need also to be incorporated in the depreciation cost, although the repairs must be permanent and restore the service potential of the asset. In basic terms, it is calculated as the total cost interventions in the lifecycle plan divided by the number of years in the lifecycle.

Backlog A maintenance backlog is defined here as the total value of accumulated remedial works to assets that are determined to be in an unacceptable condition and beyond the tolerance levels identified in individual asset lifecycle models.

Depreciated Replacement Cost (DRC) The depreciated replacement cost is simply taken as difference between the Gross Replacement Cost and total value of works that would be required to bring the infrastructure in its current state back to 'as new' condition. The DRC method is accepted internationally as the most appropriate for the purposes of valuation of public infrastructure assets that have no equivalent or comparable market value.

Gross Replacement Cost (GRC) The Gross Replacement Cost represents a total value of the asset in a theoretical 'as new' condition. As most transport assets do not have specific market value through acquisition and disposal, it is assumed that their value is embodied in the cost of replacing the full asset (such as reconstruction of a stretch of road), hence the term 'Replacement Cost' is used.

Lifecycle plan A forecast of the maintenance requirements of an asset throughout its entire lifecycle. For some assets the total period of the lifecycle may be the time that elapses before an asset is to be replaced. For many assets such as road pavements this is defined as the time that elapses between major maintenance interventions (such as resurfacing or reconstruction). The lifecycle plan then details the maintenance requirements including the nature, timing and cost of interventions within that time period. These interventions must not include temporary emergency repairs, but must maintain the service potential or extend the life of the asset (such as through preventative maintenance).

Whole Life Cost This is the total cost associated with an asset over the entire period of the lifecycle plan including quantifiable risks associated with the asset and subsequent reactive and emergency maintenance requirements. The average annual spend requirements derived from this total cost is used as a proxy measure of annual depreciation (reduction in asset value).

ALARM Survey Annual Local Authority Road Maintenance Survey. This is carried out by the Asphalt Industry Alliance. The survey can be found at this link:

<http://www.asphaltuk.org/alarm-survey-page/>

Appendices

CVI Coarse Visual Inspection. This is a road condition survey undertaken from a moving vehicle. This was previously required for the production of national road condition indicators for local unclassified roads.

DMRB Design Manual for Roads and Bridges. This suite of documents contains EU and UK standards for design, construction, assessment and maintenance of trunk roads. Many of the standards are equally applicable to local highway authority infrastructure.

Footway This is the formal term to describe pedestrian routes at the side of roads. In this document we use the familiar term 'pavement' although this is used in engineering terminology to describe the physical structure of the road or footway (including lower layers).

NHT National Highways and Transport Public Satisfaction Survey. This is a survey of public satisfaction within individual participating authorities to assist in measuring performance and prioritisation of highways and transportation services and enable benchmarking across highway authorities. In 2016, a total of 106 authorities took part. The TAMS draws evidence from this survey in relation to highway infrastructure management aspects.

Preventative maintenance Maintenance operations undertaken before the onset of significant deterioration in the condition of an asset to extend the useful life before more expensive structural maintenance is required. As such, it is a critical part of a sustainable investment strategy for highways in particular.

SCANNER Surface Condition Assessment for the National Network of Roads.

SCANNER surveys use automated road condition measurements machines to measure a range of road condition parameters including ride quality, rut depth, intensity of cracking, texture depth and edge condition. These were previously required for use in the production of the National Indicators for road condition.

Structural maintenance This refers to major maintenance of a road or footway involving renewal of one or more layers of the road pavement structure.

UKPMS UK Pavement Management System. This is an accreditation system for road and footway condition surveys including SCANNER machine surveys and Course and Detailed Visual Inspections and associated software to process the data. A key function previously was to produce national road and footway condition indicators although it is no longer a requirement to use UKPMS for this purpose.

Public Rights of Way

The main PRoW infrastructure (footpaths, bridleways and restricted byways) presents a problem for valuation purposes. In most cases PRoWS have not been constructed or maintained to any defined standard although Halton as the Highway Authority has a legal duty to maintain them to a standard appropriate for their use. The majority of footpaths are 'naturally' surfaced; grass or earth but some are 'metalled' in urban areas. Bridleways and byways exist mainly on metalled / unmetalled farm tracks or green lanes with a variety of surfacing materials. Collectively as there is no accurate information in respect of the various surfacing types and condition of the asset to make a realistic valuation on maintenance or replacement costs.

Appendices

Appendix 3 Questions in the Self-assessment

Q1. Does your local authority have an asset management policy and strategy for its highway infrastructure?

Q2. Has your local authority communicated its approach to highway infrastructure asset management?

Q3. Does your local authority have a performance management framework and maintenance regime that supports its highway infrastructure asset management strategy and continuous improvement?

Q4. Does your local authority have an effective regime to manage its highway infrastructure asset data?

Q5. Is your local authority undertaking lifecycle planning as part of its highway infrastructure asset management?

Q6. Is your authority able to demonstrate leadership and commitment from senior decision makers in taking forward its highway infrastructure asset management approach?

Q7. Has your local authority identified the appropriate competencies required for highway infrastructure asset management and what training may be required?

Q8. Does your local authority have a comprehensive approach to managing current and future risks associated with the highway infrastructure assets?

9. Has your local authority established a resilient network as recommended by the 2014 Transport Resilience Review?

10. Has your local authority implemented the relevant recommendations of the 2012 HMEP Potholes Review - Prevention and a Better Cure?

11. Has your local authority implemented the relevant recommendations of the 2012 HMEP Guidance on the Management of Highway Drainage Assets?

12. Does your local authority undertake customer satisfaction surveys into the condition of its highway network and if so how does it use this information to help drive service improvement?

Appendices

13. Does your local authority have a mechanism in place to gather customer feedback on its highway maintenance service and if so how does it use this information?
14. How does your local authority ensure that customers are kept informed about their highway maintenance service?
15. Does your local authority undertake benchmarking to drive improvement in its highway maintenance service?
16. Does your local authority have a process in place to measure the ongoing cashable and non-cashable efficiencies that are being delivered in the highway maintenance service?
17. Does your local authority have a mechanism in place to undertake a periodic review of its operational service delivery arrangements for the highway maintenance service?
18. Is your authority working in collaboration with your operational service provider and their supply chain in delivering the highway maintenance service or any component of it?
19. Has your local authority undertaken a Lean or equivalent transformational change management review of its highway maintenance service or any aspect of it?
20. Has your local authority produced a long term forward programme of capital maintenance works for all its highway infrastructure assets?
21. Is your local authority or your operational service provider working in collaboration in delivering the highway maintenance service or any component of it?
22. Is your local authority adopting a good practice approach in the way it procures external highway maintenance services?

REPORT TO: Executive Board

DATE: 16 March 2017

REPORTING OFFICER: Strategic Director - Enterprise, Community and Resources

PORTFOLIO: Transportation

SUBJECT: Authorisation to proceed with maintenance works on the Silver Jubilee Bridge in 2017/18 using the SCAPE framework

WARDS: Borough-wide

1.0 PURPOSE OF THE REPORT

- 1.1 The purpose of the report is to seek approval to proceed to Project Order stage using the SCAPE framework for schemes of major maintenance works to the Silver Jubilee Bridge (SJB) that have been initiated and developed under SCAPE for commencement during 2017/18.

2.0 RECOMMENDATION: That

- 1) Executive Board approve the issue of an order under the SCAPE framework for Balvac to undertake the steel arch superstructure painting scheme for SJB; and**
- 2) Executive Board approve the issue of an order under the SCAPE framework for Balvac to undertake a painting scheme for the steelwork between the Runcorn Trestle and 'node Y5'.**

3.0 SUPPORTING INFORMATION

- 3.1 SCAPE is a public sector-owned built environment specialist which has a suite of OJEU compliant frameworks for multiple areas of works. Each of these frameworks has been competitively tendered and awarded to a single winning tenderer respectively. One of the frameworks is entitled 'Civil Engineering & Infrastructure' and was awarded in January 2015 to Balfour Beatty, which is the parent company of Balvac.
- 3.2 The Council has an Access Agreement to the SCAPE framework and this has been utilised successfully for the procurement of Bridge and Structures Maintenance works. In June 2016, the Executive Board noted the Chief Executive's authorisation for the entering into of a contract with Balvac, through the SCAPE Civil Engineering & Infrastructure framework, for the procurement of the LCR SJB Complex Major Maintenance programme.

- 3.3 The SJB spans the River Mersey between Widnes and Runcorn. It was given Grade 2 listed status in 1988 and is the largest Local Authority maintained structure in the country. Due to the age of the SJB, and the historical under-investment prior to the formation of Halton Borough Council as a Unitary Authority, the SJB complex requires a continual programme of works to maintain it in a steady state condition, and hence be fully available for use.
- 3.4 Major works for re-painting the SJB's steel arch superstructure and for re-configuring the carriageway to integrate SJB into the new highway layout for the Mersey Gateway scheme have been planned for implementation during a closure of SJB that will come into effect once 'Permit to Use' (PTU) has been granted for the new Mersey Gateway infrastructure. PTU is currently anticipated for September 2017.
- 3.5 PTU was originally planned for May 2017. As a consequence of the revised PTU date and the seasonal sensitivity of the work, the arch re-painting scheme will be prolonged and the period for the closure of SJB potentially increased to 12 months.
- 3.6 Technical development and planning for the arch painting scheme has been undertaken with Balvac and a high level cost estimate produced. The cost estimate for the arch superstructure re-painting scheme (some 18,000 square metres) is £9.16m. The budget for the scheme, which was secured via a deferment agreement with DfT in 2014, is £4.88m. This was a deferred payment from an original £18.639m Regional Funding Allocation payment announced in March 2010 for the years 2011/12 to 2015-16.
- 3.7 Balvac have carried out a further costing exercise which has determined that a reduced scope equating to approximately 9300 square metres of steelwork re-painting could be completed at an estimated cost of £4.88m. It is proposed to progress the scheme on the basis of this reduced scope, while simultaneously seeking additional funding sources within the pre-construction phase in order to maximise the extent of the scheme and the cost efficiency of the site works.
- 3.8 In accordance with the Constitution, Executive Board approval is now required to formalise a contract with Balvac.
- 3.9 The structural steelwork on the section of SJB between the Runcorn Trestle and Node Y5 were last painted in 2003 and requires re-painting every 12 years to ensure its condition remains good. A scheme for painting this steelwork section has been agreed for implementation in Year 2 (2017-18) of the LCR SJB Complex Major Maintenance Programme. Following the initial scheme development exercise, a cost estimate has been produced by Balvac. This amounts to £633k.
- 3.10 The work is programmed for commencement in April 2017 and expected to be 28 weeks in duration. This programme will facilitate an efficient transition to the various post-PTU works to be undertaken on SJB.

- 3.11 Executive Board approval is now required to formalise a contract with Balvac.

4.0 POLICY IMPLICATIONS

- 4.1 None

5.0 FINANCIAL IMPLICATIONS

- 5.1 Procuring the specialist works that make up the proposed schemes through the SCAPE framework will ensure operational efficiency and cost effectiveness.
- 5.2 DfT funding of £4.88m is available for the SJB arch re-painting. This falls well short of the current estimated cost of completing the scheme as originally anticipated, with the result that less work is likely to be done. The potential impacts of this are still being evaluated and additional funding sources are currently being explored.
- 5.3 Funding for the SJB Complex Major Maintenance programme (including the scheme for steelwork painting between the Runcorn Trestle and Node Y5) is from the LCR Local Growth Fund.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

The highway network is utilised and relied upon by Children and Young People in similar ways to any other demographic of the population.

6.2 Employment, Learning and Skills in Halton

It is recognised that a good transport network is essential for a successful economy and for the efficient and effective movement of people and goods through Halton.

6.3 A Healthy Halton

Provision of safe, reliable and accessible routes to all destinations by walking and cycling is vital to the future of Halton's residents and the quality of its environment.

6.4 A Safer Halton

Our highways provide safe and reliable access to jobs, services, businesses and schools.

6.5 Halton's Urban Renewal

Not applicable.

7.0 RISK ANALYSIS

7.1 The SCAPE Framework is a public sector owned and competitively tendered process. Pursuing alternative procurement options would prolong scheme development and implementation.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 Not applicable.

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

Document	Place of Inspection	Contact Officer
Executive Board Report 20/10/16 48. Authorisation for use of the SCAPE framework for procurement of schemes for the maintenance and adaptation of highway structures.	HBC website	Ian Jones

REPORT TO: Executive Board

DATE: 16 March 2017

REPORTING OFFICER: Strategic Director – Enterprise, Community and Resources

SUBJECT: Fixed Penalty Notices for Fly-Tipping Offences

PORTFOLIO: Environmental Services

WARDS: Borough-wide

1.0 PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide Members with details of the new powers which enable Council's to issue Fixed Penalty Notices for fly-tipping offences and asks Members to endorse proposals in respect of the suggested approach to the use of these new powers in Halton.

2.0 RECOMMENDATION: That

- 1) Members endorse the Council's approach to dealing with fly-tipping as set out in the report; and**
- 2) Executive Board approve that the Council's Fixed Penalty Notice level for fly-tipping offences be set at £400 and reduced to £300 if paid within 10 days.**

3.0 BACKGROUND

- 3.1 Local environmental quality is important as it impacts on the whole community and is consistently rated as one of the most important issues for local people. An integral aspect of ensuring that we maintain clean and safe neighbourhoods and public open spaces is the prevention of environmental crime and the enforcement of illegal waste activity, such as fly-tipping.
- 3.2 Fly-tipping offences are committed by householders, businesses and waste operators. Householders who fly-tip waste have a complete disregard for the impact that their actions will have upon their neighbours or their local environment and do so due to laziness and the attitude that 'someone else will clear it up'. Unscrupulous operators that fly-tip waste do so as it provides the opportunity for financial gain from the avoidance of paying waste disposal fees. It also provides the opportunity to undercut legitimate waste businesses that operate within the law.

- 3.3 Nationally, statistics indicate that fly-tipping is on the increase. Table 1 below shows Halton has experienced similar increases over recent years.

Table 1 – Halton Fly-Tipping Incident Statistics

Ward	2013/14	2014/15	2015/16	2016/17 (Apr – Dec)
Farnworth	21	20	22	14
Appleton	112	126	183	162
Halton View	26	42	37	35
Kingsway	31	48	44	27
Riverside	59	75	104	97
Broadheath	19	28	39	25
Ditton	23	22	21	13
Hough Green	36	15	33	25
Hale	12	13	27	15
Mersey	100	108	137	95
Heath	8	25	19	14
Halton Brook	14	22	27	26
Grange	17	20	22	23
Halton Castle	23	37	45	48
Beechwood	9	7	12	6
Halton Lea	23	26	26	19
Norton North	19	19	30	22
Windmill Hill	4	12	15	8
Daresbury	27	14	21	21
Birchfield	9	4	10	6
Norton South	10	41	30	22
Total	602	724	904	723

- 3.4 Using the Government's Waste Data Flow (Formerly FlyCapture) method of calculation, the Council's estimated cost associated with the removal of fly-tipping is set out in Table 2 below;

Table 2 – Cost of Fly-tipping Clearance

Year	2013/14	2014/15	2015/16	2016/17 (Apr – Dec)
Estimated cost of fly-tipping clearance	£34,626	£40,013	£46,295	£38,466

- 3.5 The information in Table 1 above shows that the three Wards suffering the highest number of fly-tipping incidents are Appleton, Riverside and Mersey. This is due to on-going and increasing problems being experienced in 'Terraced Property' areas within those Wards caused by householders fly-tipping in rear entries.

- 3.6 Officer's efforts to reduce incidents of fly-tipping and tackle those responsible include;
- On-going investigations into all reported incidents of fly-tipping;
 - Working closely with Housing Associations and delivering joint initiatives;
 - Targeted campaigns in areas identified as experiencing high levels of fly-tipping and other forms of environmental nuisance;
 - Joint patrols with Police Officers in areas where residents were causing unacceptable levels of nuisance due to fly-tipping rubbish and not complying with the Council's Waste Collection Policy.
- 3.7 At their meeting of 8th February 2017, Members of the Environment & Urban Renewal Policy and Performance Board received a report containing details of new Powers available to Local Authorities for the issuing of Fixed Penalty Notices for fly-tipping offences. Having considered the contents of the report, Members endorsed Officers' proposed approach to dealing with fly-tipping incidents and agreed that a report be presented to the Executive Board containing recommendations in respect of the Council's Fixed Penalty Notice levels for fly-tipping offences. This report sets out details of the new Powers and asks Executive Board to agree the levels to be set for Fixed Penalty Notices for fly-tipping offences in Halton.

4.0 SUPPORTING INFORMATION

Fixed Penalty Notices for Fly-Tipping Offences

- 4.1 The Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016 has amended the provisions of Section 33 of The Environmental Protection Act 1990 to allow for the imposition of FPNs. This has given Local Authorities additional powers to tackle environmental crime by issuing Fixed Penalty Notices (FPNs) for fly-tipping.
- 4.2 Currently, fly-tipping offences are dealt with by prosecution only, which involves the production of a detailed investigation report and may require officers to attend court to give evidence. Securing prosecutions is therefore a relatively costly and resource-intensive method of dealing with offences which may not be proportionate for all fly-tipping incidents.
- 4.3 Although fly-tipping is generally considered to be a serious offence, punishable by a fine of up to £50,000 or 12 months in prison on conviction, there are often differences in the scale or level of offending. The ability to use Fixed Penalty Notices for fly-tipping offences provides the opportunity to deal with incidents in a more efficient, cost-effective and proportionate manner whilst still ensuring that a substantial financial sanction can be imposed upon an individual for their actions. Setting a

high penalty amount will also ensure that FPNs can act as a deterrent to offenders and Councils using them are expected to see a decrease or a slow-down in growth in the number of fly-tipping incidents.

- 4.4 A Fixed Penalty Notice provides an individual the opportunity of discharging any liability to conviction for an offence that they have committed. However, should an individual fail to pay the Penalty Notice issued to them the matter would be referred to the Magistrates Court where the Council would pursue prosecution for the original offence. Therefore, whilst the issuing of an FPN provides a less resource-intensive method of dealing with an offence, the initial evidence gathered must be sufficient to support a prosecution, as any case may ultimately be dealt with in this way in the event of non-payment.
- 4.5 Like most offences for which the Council may issue an FPN, discretion is given under the new regulations to set the level of the FPN between a prescribed upper and lower limit. The Regulations also give Councils discretion to offer a discount for early payment of an FPN. There are prescribed minimum penalty levels that the discounted penalty must not fall below; set out in the 2016 Regulations.
- 4.6 Legislation has set a standard payment period for an FPN of fourteen days and the Council has previously approved the time period for early payment discount as being within ten days. If an FPN has not been paid within fourteen days the Council will pursue a prosecution for the original offence.
- 4.7 The legislation provides that the Council can set the FPN level at an amount between £150 and £400. In addition, the legislation allows for reduction in the FPN amount (of no less than £120) as an incentive for early payment. The Council is allowed to retain the receipts from FPN payments.
- 4.8 Under the legislation, should a Local Authority not set a minimum or maximum FPN level it will be set at £200 (instead of the possible £150 to £400 range). Furthermore, if it doesn't specify a lesser rate for early payment it will not be able to use that provision.
- 4.9 The costs of investigating, bringing prosecutions and ultimately clearance and disposal of fly-tipping are considerable. Where fines are issued as a result of successful prosecutions, they are paid to the Court and prosecuting authorities must seek to recover their costs as a separate process.
- 4.10 Whilst significant penalties exist for offenders found guilty of fly-tipping, and costs incurred by Councils pursuing prosecution can be recovered, the financial burden and resource commitments often outweigh the benefits and do not always provide a sufficient deterrent. The new FPN provision introduces a less costly option to deal with fly-tipping incidents than the conventional route of prosecuting offenders in Courts; although

in the more serious cases or in cases where the recipient of an FPN fails to pay the penalty, prosecution still remains an option.

- 4.11 Not all local authorities have set fly-tipping FPN levels, however, as part of the scrutiny of this matter by the Waste Working Party, information has been gathered from a number of those who have and this is set out in Table 3 below.

Table 3 – Examples of FPN Levels set by other Local Authorities

Local Authority	Fly-tipping FPN amount	Early Payment Discounted Amount
Cambridge	£400	£160
Cannock	£400	No discount
Cheshire East	£400	No discount
Knowsley	Not yet introduced	-
Liverpool	£400	No discount
Sefton	£400	£240
St Helens	£400	No discount
Warrington	Not yet introduced	-
Wirral	Not yet introduced	-

- 4.12 Having considered the options available it is recommended that the Council's Fixed Penalty Notices for fly-tipping offences be set at the maximum level of £400 with a discounted amount of £300 if paid within 10 days.
- 4.13 Setting the FPN level at the highest possible amount allowable under legislation is intended to send out a strong message that fly-tipping in Halton will not be tolerated and that any individual committing such an offence will face the maximum permitted financial sanction.
- 4.14 Whilst some authorities have not applied a discount for early payment, the recommendation for Halton to do so is intended to encourage and incentivise payment of the FPN to avoid the need to pursue prosecution proceedings. £300 is higher than the level set by those authorities who have agreed a discount and will also ensure that the penalty for fly-tipping offences, even at a reduced level, continues to act as an effective deterrent and will cover the costs of clearing the fly-tipped materials and the enforcement costs incurred.

Framework for Dealing with Incidents of Fly-Tipping

- 4.15 In accordance with the underlying principles of the Council's Enforcement Policy, any action taken to deal with a fly-tipping offence will be proportionate and take into account the severity of any incident, the risk to health, safety or the environment and the seriousness of any breach of law. To this end, when deciding upon the best course of action to be taken, the Council will consider each incident on a case by case basis. Therefore, whilst these new powers are seen as a further valuable tool to help deter fly-tipping, the issuing of an FPN will only be considered as an alternative to prosecution where the nature of a particular fly-tipping incident means that this would be the most appropriate course of action. A Framework has been developed which sets out a proposed approach to dealing with fly-tipping incidents. Members are asked to consider and endorse this Framework, which is set out in paragraphs 4.15.1 to 4.15.4 below.

4.15.1 Informal Action

Investigations might reveal that a resident has deposited waste in circumstances that could be deemed to be fly-tipping but may have done so due to a genuine lack of understanding of the Council's Waste Collection Policies or what is considered unacceptable or illegal behaviour. An example of this could be where a householder places bags of waste out in a rear entry as they were unaware that all waste must be contained within wheeled bins and that no additional bagged waste should be stored in the entry or left out for collection. In circumstances of this nature, it is likely that an FPN would not be issued. Instead, the resident would be made aware of the Council's Policies and legal requirements and may be issued a warning in respect of future behaviour.

4.15.2 Littering Fixed Penalty Notice

Guidance issued by the Department for Environment, Food and Rural Affairs (DEFRA) recognises that whilst litter Fixed Penalties should not normally be used to deal with illegal waste deposits, a litter Fixed Penalty may be appropriate for dealing with small-scale fly-tipping incidents, such as illegally disposing of a single plastic sack of rubbish. In accordance with this guidance Officers have issued a number of litter FPNs to residents found to have knowingly committed illegal acts by fly-tipping single bags of rubbish. It is proposed to continue to deal with such small-scale fly-tipping incidents as littering offences.

4.15.3 Fly-Tipping Fixed Penalty Notice

The issuing of fly-tipping FPNs will be determined by the type and volume of waste deposited or its hazardous nature. Examples of waste categories where fly-tipping FPNs would be used include single or multiple household items (such as a fridge, cooker or 3 piece suite), car boot loads or small/medium sized van loads.

4.15.4 Prosecution

Prosecution will generally be initiated in circumstances where there appears to be a blatant disregard for the law by a business, or due to the seriousness and scale of the fly-tipping offence. Circumstances that are likely to warrant prosecution include offences committed by businesses, fly-tipping of hazardous material, large scale deposits of waste or significant multiple loads. Prosecution will also be pursued where an offender has refused to accept an FPN or has failed to pay one issued to them, or to repeat offender who have previously been issued with a Fixed Penalty Notice for a separate fly-tipping offence.

Appeals

- 4.16 Members are advised that there are no formal grounds of appeal against the issuing of a Fixed Penalty Notice and if an individual does not agree that they have committed an offence they can refuse to pay the fixed penalty and the matter will then be dealt with through the Magistrates Court. It is at this stage that an individual would have the opportunity to challenge the Penalty Notice issued to them or offer mitigating circumstances to the Court. It will then be up to the Court to determine whether or not an offence was committed and whether or not a Penalty should be imposed. If the Court finds in favour of the Council the offender may be liable to a higher fine, have costs awarded against them and receive a criminal record.

Education and Awareness Raising

- 4.17 Whilst recognising that enforcement action must be taken where appropriate, the Council has always believed that prevention is better than cure and its approach to dealing with fly-tipping and other forms of environmental crime is that education and awareness raising should always come before any formal actions. The Council acknowledges the importance of ensuring that members of Halton's community know and understand what standards are expected of them, what is deemed unacceptable behaviour and the consequences of failing to comply with the Council's Policies or environmental legislation.
- 4.19 Officers take a proactive approach to preventing environmental crime and deliver both targeted campaigns; in areas where specific or significant problems are identified as being experienced, and borough-wide campaigns; when general information or specific messages on waste matters are required to be provided to residents across the

borough. Pertinent to this report is the need to provide all householders with details of their domestic waste 'Duty of Care' responsibilities; details of which are set out below.

Householder's Responsibility

- 4.20 Any person who transports waste, either in the course of their business or in any other way for profit, must register as a 'Carrier of Controlled Waste' with the Environment Agency. Under the domestic waste 'Duty of Care', householders are responsible for ensuring that if they pass on waste to someone to dispose of (other than the local authority), then they must ensure that their waste is only passed onto an authorised Waste Carrier.
- 4.21 Some people pose as legitimate Waste Carriers and then fly-tip rubbish that they have been paid to dispose of properly. If any fly-tipped waste is traced back to the household from where it came, and the householder has failed to make sufficient checks with the person that they have passed their waste onto, the householder could face a fine of up to £5,000. Most householders will not be aware of their 'Duty of Care' responsibilities and that they could face a fine for not carrying out proper checks. Therefore, in order to safeguard householders who pass on waste in good faith and fail to carry out checks through ignorance rather than wilful neglect, Officers will be undertaking a borough-wide campaign to raise awareness of this matter. It is hoped that this will in turn lead to a reduction in the number of incidents of fly-tipping.

Recommendations

- 4.22 Following recommendations by the Environment and Urban Renewal Policy and Performance Board, the Executive Board are asked to endorse the proposed approach for dealing with incidents of fly-tipping in Halton and approve the Fixed Penalty Notice levels as set out in this report.

5.0 FINANCIAL AND RESOURCE IMPLICATIONS

- 5.1 There can be considerable costs involved in prosecuting individuals. Whilst the Council would still instigate criminal proceedings in certain cases, there are many actions of individuals, which do not warrant prosecution but do nonetheless warrant some other sanction. The use of FPNs provides the Council with a viable and effective alternative to prosecution in such circumstances and will help reduce the staff and financial resources required to undertake court proceedings.

6.0 POLICY IMPLICATIONS

- 6.1 There are no new policy implications as a result of this report as the issuing of a Fixed Penalty Notice a means of dealing with an offence is in accordance with the Council's adopted Enforcement Policy.

7.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

7.1 Children and Young People in Halton

No direct impact.

7.2 Employment, Learning and Skills in Halton

No direct impact.

7.3 A Healthy Halton

By enhancing its ability to deter and prevent fly-tipping, the Council will be making a positive contribution towards improving the local environment and the appearance of the borough, which shall in turn have an overall beneficial effect on health and wellbeing as it will encourage more residents of all ages to make use of the Council's parks and public open spaces.

7.4 A Safer Halton

Making use of the new powers under the Unauthorised Deposit of Waste (Fixed Penalties) Regulations 2016 will demonstrate that the Council is committed to dealing with environment crime. It is hoped that the use of FPNs will act as a deterrent and help reduce the number of fly-tipping incidents in the borough, leading to a cleaner safer environment. A cleaner well-used area creates a perception that it is 'cared-for' and safe, and helps discourage anti-social behaviour and serious crime.

7.5 Halton's Urban Renewal

No direct impact, but overall environmental benefits should make the borough a more attractive location for investment. Planning controls will be utilised to ensure adequate receptacles are provided in appropriate circumstances.

8.0 RISK ANALYSIS

- 8.1 The Council has new legislative powers available to deal with environmental crime. Failure to make best use of these powers to improve the local environment may lead to criticism of the Council; thereby damaging its reputation.

9.0 EQUALITY AND DIVERSITY ISSUES

9.1 The Council aims to be consistent and evenhanded in all regards. Taking enforcement action to deal with environmental crime is not intended to have either a positive or negative impact upon equality and diversity or apply differently to any particular group.

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

Document	Place of Inspection	Contact Officer
Environment and Urban Renewal Policy and Performance Board Report 8 th February 2017 - Fixed Penalty Notices for Fly-Tipping Offences	Municipal Building Kingsway	Angela Scott

REPORT TO: Executive Board

DATE: 16 March 2017

REPORTING OFFICER: Strategic Director –
Enterprise, Community and Resources

PORTFOLIO: Economic Development

SUBJECT: Liverpool City Region Employment & Skills
Projects: Apprenticeship Services & Household
Approach to supporting residents into work

WARD(S) Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 To update Members on a recent Skills Funding Agency (SFA) European Social Fund application to deliver Apprenticeship Services in the Liverpool City Region (LCR) and to update on the business case being submitted to Government for the City Region to deliver a household approach to supporting residents into work.

2.0 RECOMMENDATION: That

- 1) Progress is noted on both projects; and**
- 2) Halton Borough Council accepts the SFA contract on behalf of the Liverpool City Region Combined Authority to deliver Apprenticeship Services.**

3.0 SUPPORTING INFORMATION

3.1 SFA ESF application

3.1.1 In June 2016, Management Team received a report asking for approval for Halton to be the lead Local Authority, (on behalf of the Combined Authority), on an SFA ESF application to deliver Apprenticeship Services. The evaluation of the applications was delayed but the SFA have now agreed to offer Halton the contract, subject to terms and conditions.

3.1.2 The funding will be used to deliver on a series of Apprenticeship Hub related activities across the City Region. The value of the contract is approximately £875k and will include:

- Further Apprenticeship promotion capacity funding, with a focus on preparing employers and training providers for

Apprenticeship Reform;

- Skills Show related activity to inspire and engage young people in understanding their future careers opportunities; and
- Labour market intelligence including research and policy work to understand Liverpool City Region's skills supply and demand and improve economic growth by creating a more productive workforce.

3.1.3 If accepted, the contract would commence with immediate effect and end in July 2018. Elements of the activity will be commissioned out to partner organisations. Overall financial management would rest with Halton Borough Council, for which the Council would receive a management fee. Outputs and milestones will be agreed between Halton Borough Council (on behalf of the CA), SFA and LCR LEP in early January 2017.

3.2 **Household Approach to supporting residents into work**

3.2.1 In line with the introduction of Universal Credit, the City Region recognises the importance of working with, and better understanding, household poverty and unemployment. Local insight shows that many residents are trapped in a low pay, no pay cycle and analysis shows that nationally, there are at least 40,000 low income households with children. To address this, there is a need to work with whole households to improve the retention and progression of residents in work, reduce the number of Universal Credit claimants and support private sector economic growth and productivity.

3.2.2 The household approach will focus on households where more than one adult is unemployed, rather than programmes that target individuals. The definition of 'a family' and the linked eligibility associated with this, needs to be undertaken carefully and flexibly. This will be reflected in the city region's definition and eligibility assessments to ensure that this error is avoided.

3.2.3 An integrated model of delivery across city region agencies will not only create efficiencies but will lead to a more effective and streamlined offer for residents and businesses. The model will challenge policies that focus exclusively on a 'claimant' and, in line with Universal Credit, will test whether engaging a whole household will make a difference to the number of residents gaining, and retaining work.

3.2.4 The programme will focus on 4 key principles:

- *Household Focus* - Targeting households where more than one individual over the age of 16 is unemployed, working with them for up to 18 months.
- *Holistic Focus* – we will take a 'whole person' approach to

barriers to work that takes account of social, health and economic circumstances.

- *Employer Focus* – providing an ‘end-to-end’ service for employers that works in parallel with support for households to develop a seamless vacancy support service.
- *Partnership Focus* – we will create an integration group of experts across public services to: underpin delivery; align and prioritise public sector support; data sharing and assess the reduction in public sector costs across households.

3.2.5 Each household will be provided with individually tailored support and assigned an Employment Advocate for the duration of the programme, with engagement to continue for 6 months after gaining employment.

3.2.6 According to the DWP, there are potentially 18,000 eligible households in the city region. Many of these households will include individuals experiencing long-term barriers to work, including poor health. Working with 800 households to increase the number of adults and NEETs moving into work could accrue annual fiscal savings of £3.290m and cumulative net savings of £3.876m to 2020/21. Local arrangements in each of the six Council areas (through direct delivery or through extending existing contracts in place) will ensure that the provision is locally situated and integrated. The number of Halton families to be included is yet to be finalised.

3.2.8 This discrete service will be based around the existing city region ESF Ways to Work delivery and, as such, is low risk and effective to implement. Delivery could start 16 weeks after confirmation of availability of the funding. However, the timescale from a business case being developed to a contract coming to fruition is likely to take until January 2018.

4.0 **POLICY IMPLICATIONS**

4.1 **SFA Opt-in ESF application**

4.1.1 A series of Apprenticeship Reforms will come into play in April 2017 and will include introducing an Apprenticeship Levy on larger employers; a target for public sector bodies to have 2.3% of their workforce as Apprenticeships; and a curriculum change to the way Apprenticeships are delivered. The SFA contract will enable the city region to support employers, providers and residents in preparing and delivering on these.

4.1.2 The city region’s Apprenticeship Hub’s Strategy and Strategic Action Plan for 2015-2020 was launched during National Apprenticeship Week in March 2016 following approval at the city region’s Employment & Skills Board on behalf of the Local Enterprise

Partnership. The principles and aims include:-

- Contributing to the Government's target of 3 million new starts by 2020;
- Promoting Apprenticeships as high quality career development;
- Ensuring Apprenticeships are aligned to meet the current and future needs of the local economy; and
- Raising quality standards and improving success rates, making the Apprenticeship brand stronger and attractive to employers and young people.

4.2 **Household Approach**

4.2.1 The national evaluation of Troubled Families (which will help to inform the Household Approach) noted:

“The understanding of the relationship between the importance of employment in improving the emotional health and wellbeing of individuals also helped the local authority and public health staff work together to address a common purpose. In this way, key workers described how they worked with a Troubled Families Employment Advisor and health staff to address the practical barriers to work (such as having the right clothing for work or dealing with childcare or travel issues), work on the emotional and health barriers, and improve basic skills and literacy levels through training and volunteering opportunities.”

(Section 2.4.7 - National Evaluation of the Troubled Families Programme - Final Synthesis Report)

5.0 **FINANCIAL IMPLICATIONS**

5.1 **SFA Opt-in ESF application**

An allocation of c.£875k is available over a 19 month period. Halton Borough Council will recoup management delivery costs from the overall allocation.

5.2 **Household Approach**

The business case asks Government to allocate £4.42m to the city region to pilot this new approach as a proof of concept: this would be delivered over 30 months from an agreed start date. Halton's proportion of this is yet to be determined; however, the recommendation is that the funding will be awarded to the Employment, Learning & Skills Division as current deliverer of the ESF Ways to Work project.

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

6.1 **Children & Young People in Halton**

6.1.1 Young people across the city region, including Halton, will have access to a range of apprenticeship opportunities supported by the

Apprenticeship Services SFA contract.

6.1.2 Children and young people within eligible families for the Household Approach will benefit from the interventions offered.

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

6.2.1 The Apprenticeship Hub has 3 key priority areas of work which aim to promote the growth and type of apprenticeships in the city region and therefore support employment, learning and skills, namely:

- Employers
- Learners
- Providers

6.2.2 The overall objective for the Household Approach is to support city region residents into employment, through a range of interventions, including skills development.

6.3 **A Healthy Halton**

None

6.4 **A Safer Halton**

None

6.5 **Halton's Urban Renewal**

None

7.0 **RISK ANALYSIS**

7.1 Should Halton Borough Council lead a Combined Authority bid, there is a potential risk that the Council would be responsible for any claw back of funding arising from, for example, ineligible activities, under-performance and/or underspend on the project. To minimise this risk, 'back to back', contracts with providers/delivery agencies will be developed to ensure that this risk is reduced. It is worth noting that Halton Borough Council already has comprehensive processes in place for managing European Funded projects and, therefore, the risk is considered to be low.

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 The Apprenticeship Hub is a city region resource to support young people and their families in all matters relating to apprenticeships. The Hub includes representation from all local authorities, Merseyside Colleges' Association, the Greater Merseyside Learning Providers' Federation, Higher Education and employers and members are there to act on behalf of their respective beneficiaries to ensure equal access to the Hub's resources. The Hub also has its own website www.apprenticeshipwork.org.uk

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

None.

REPORT TO: Executive Board

DATE: 16 March 2017

REPORTING OFFICER: Strategic Director – Enterprise, Community and Resources

PORTFOLIO: Resources

SUBJECT: Annual Review of Constitution 2017

1.0 PURPOSE OF REPORT

1.1 The purpose of the report is to seek the approval of the Council to a number of changes to the Constitution.

2.0 RECOMMENDATION: That Council be recommended to approve the changes to the Constitution including the matters set out in Appendix 1.

3.0 BACKGROUND

3.1 The revised version picks up the changes to the Council's working arrangements that have taken place during the year, as well as other changes which are intended to assist the Council to operate more effectively.

3.2 The proposals for change have been considered by the Chief Executive and the Executive Board Member for Resources in accordance with Article 16.02. Apart from the purely technical changes, the proposed amendments that are considered to be of particular significance are listed in Appendix 1 to this report.

4.0 POLICY, FINANCIAL AND OTHER IMPLICATIONS

4.1 All legislative changes have been considered. However, no further amendments, over and above those already outlined, are required at the present time. Any other required changes during the period 2017/18 will be the subject of further reports when dates and details are available.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton.

5.2 Employment, Learning and Skills in Halton.

5.3 A Healthy Halton.

5.4 A Safer Halton.

5.5 Halton's Urban Renewal.

The changes proposed are designed to support the continued delivery of the Council's priorities.

6.0 RISK ANALYSIS

6.1 The Council needs to ensure that its Constitution is regularly updated so that it continues to support efficient, transparent and accountable decision-making by the authority.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

None under the meaning of the Act.

Proposed Significant Changes to the Constitution

Procurement Standing Orders

Minor updates following a comprehensive update last year, which corrects minor errors found in the operational year.

Finance Standing Orders

Section 6.2 has been updated in line with findings by Internal Audit. This demonstrates the Council's arrangements in regard to internal audit and that they comply with the requirements of the Public Sector Internal Audit Standards.

Other minor updates to reflect changes in operational management delegations.

Standing Orders Relating to Duties of Proper Officers and Delegation to Officers

Some minor updates to reflect changes in legislation; areas affected include Food Safety and Licensing.

Local Code of Corporate Governance

This has been updated to reflect that the work of Housing Benefit Fraud investigation has been taken over by the Department for Work and Pensions.

Whistleblowing Policy

These minor changes are in line with the requirements of Internal Audit.

Director of Children's Services

Following formal confirmation at full Council on 8 March 2017, the Strategic Director, People, will formally be designated as the Director of Children's Services.

REPORT TO:	Executive Board
DATE:	16 March 2017
REPORTING OFFICER:	Strategic Director, Enterprise, Community and Resources
PORTFOLIO:	Resources
SUBJECT:	Pensions Discretions Statement
WARD(S)	Borough-wide

1.0 **PURPOSE OF THE REPORT**

1.1 The Council is required to publish a Pensions Discretion Statement annually, to advise the discretions it intends to exercise under the Local Government Pension Scheme (LPGS).

1.2 This report accompanies the proposed statement for 2017/18.

2.0 **RECOMMENDATION: That the Board approve the Pensions Discretions Statement for 2017/18.**

3.0 **SUPPORTING INFORMATION**

3.1 The Pensions Discretion Statement for 2017/18 is based upon the statement for 2016/17, which was approved by Executive Board in March 2016.

3.2 No new discretions have been added, nor have any discretions been removed.

3.3 There have been no material changes to the Local Government Pension Scheme Regulations 2013 that would result in a change to the statement. Regulation 60 of those regulations sets out what the statement should contain, and the statement is compliant.

3.4 Minor drafting changes have been made to the statement to incorporate revised amounts for Shared Cost Additional Pension Contributions. This amount is increased annually in line with the cost of living.

4.0 **POLICY IMPLICATIONS**

4.1 The Council is required to publish a written policy statement on how it will exercise its discretions provided by the scheme. The policies

adopted seek to achieve the correct balance between cost to the council tax payer, good employee relations and staff recruitment and retention.

5.0 FINANCIAL IMPLICATIONS

5.1 There are financial implications for the Council in considering the application of these discretions. Each case will be different, and a business case will be required when such a discretion is exercised, balancing the interests of the Council with the interests of the individual.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 There are no direct implications to be noted for any of the Council's priorities.

7.0 RISK ANALYSIS

7.1 The statement complies with the Local Government Pension Scheme Regulations 2013, and enables the Council to make balanced decisions taking into account all risks.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 The recommendations will apply equally to all staff who are members of the LGPS. Employees have a right of appeal if they feel they have been treated incorrectly/unfairly.

8.2 In the first instance, appeals are made to the Divisional Manager Policy, People, Performance & Efficiency, who acts in the capacity of the Independent Person for the Independent Disputes and Resolution Procedure.

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

Document	Place of Inspection	Contact Officer
The Local Government Pension Scheme Regulations 2013 (Statutory Instrument 2013 No. 2356)	Municipal Building, Kingsway, Widnes	Richard Rout

PENSIONS DISCRETIONS STATEMENT 2017/18

HALTON BOROUGH COUNCIL

Introduction

This statement is prepared and published in accordance with the requirements of Regulation 60 (1) of the Local Government Pension Scheme Regulations 2013, which states that;

A Scheme employer must prepare a written statement of its policy in relation to the exercise of its functions under regulations –

- (a) 16(2)(e) and 16(4)(d) (funding of additional pension);
- (b) 30(6) (flexible retirement);
- (c) 30(8) (waiving of actuarial reduction); and
- (d) 31 (award of additional pension),

and an administering authority must prepare such a statement in relation to the exercise of its functions under regulation 30(8) in cases where a former employer has ceased to be a Scheme employer. This statement fulfils that requirement.

There are no material changes to the discretions contained within this statement, which covers the financial year 2017/18.

Where relevant, monetary amounts used within the explanations of discretions have been revised as appropriate.

This statement aligns with the Council's Staffing Protocol and the position with regard to discretionary payments for early termination of employment is contained herein.

This document is confirmed as the Council's Pensions Discretions Statement for the financial year 2017/18.

The discretions will be exercised by the appropriate Strategic Director, in consultation with the Portfolio Holder for Resources and Operational Director Finance. (In the case of applications from Strategic Directors or the Chief Executive, the discretions will be exercised by the Chief Executive, in consultation with the Portfolio Holder for Resources and Strategic Director, Enterprise, Community and Resources).

Any questions relating to this statement should be directed to:

Human Resources Section,
Policy, People, Performance & Efficiency Division,
Community & Resources Directorate,
Halton Borough Council,
Municipal, Building,
Kingsway,
Widnes,
WA8 7QF
e-mail: HR@halton.gov.uk

**COMPULSORY POLICY STATEMENTS IN ACCORDANCE WITH LOCAL GOVERNMENT
PENSION SCHEME REGULATIONS 2013**

Regulation 16 (2) (e) & 16 (4) (d)

Ability to contribute to a shared cost additional pension contribution (APC) scheme.

Explanation:

Where an active scheme member wishes to purchase extra annual pension of up to £6,755 (figure as at 1st April 2016) by making an Additional Pension Contribution (APC) the employer may voluntarily contribute towards the cost of purchasing that extra pension via a Shared Cost Additional Pension (SCAPC).

HBC decision:

A SCAPC will only be entered into when the member decides that they wish to make an APC in order to repay the loss of pension which they have suffered from the purchase of unpaid leave relating to the changes to Terms and Conditions.

As long as the member enters into the APC contract by the 31st March of the leave year in which they wish to repay the loss of pension (i.e. 31st March 2017 for the unpaid leave purchased in 2016/17) then the Council will contribute two thirds of the cost of repayment. All other APC contracts will be funded in full by the member.

Regulation 30 (6)

Ability to award Flexible Retirement

Explanation:

A member who is aged 55 or over and with their employers consent reduces their hours/or grade, can then, but only with the agreement of the employer, make an election to the administering authority to receive all or part payment of their accrued benefits without having retired from that employment.

HBC decision:

The Council will adopt this discretion and will assess applications from those employees aged 55 and over who reduce their hours by 25% (not for a grade reduction). Applications will be considered on the basis of future service provision and cost. The decision to release benefits will be taken by the appropriate Strategic Director.

Regulation 30 (8)

Waiving of Actuarial Reduction on Flexible Retirement and early retirement (age 55+)

Explanation:

Employers can elect to waive some or all of the reduction on benefits if a member chooses to take flexible retirement and take their benefits before Normal Pension Age (NPA)

HBC decision:

HBC will only waive actuarial reduction on flexible retirement in exceptional circumstances.

Transitional Protections – Regulation 1 (1) (c) Schedule 2

Power of the Employing Authority to “switch on” the 85 year rule for a member voluntarily drawing benefits on or after age 55 and before age 60.

Explanation:

A member who meets the 85 year rule and elects to draw their pension benefits from age 55 will no longer require their employers consent if they retire after 31st March 2014. However, certain members will lose some 85 year rule protections if they wish to draw their pension between age 55 and 60.

An employer may decide to “switch on” protection to the 85 year rule for a member who voluntarily retires from age 55 but before age 60 and meet any additional cost of the retirement.

HBC decision:

In exceptional circumstances, where this is in the interest of the Council and the costs of allowing such requests are considered against the benefits to the Council, that the Council will pay the additional cost of an unreduced pension.

Regulation 31

Ability to grant additional pension to an active member or within 6 months of ceasing to be an active member by reason of redundancy or business efficiency.

Explanation:

An employer may decide to award a member additional pension up to a limit of £6755 per year (current amount, will increase each April) payable from the same date as their pension is payable.

HBC decision:

The Council will not award additional pension.

NON COMPULSORY DISCRETIONS

**Regulation 9 (3)
Contributions Payable by an Active Member.**

Explanation:

Employers must assess the appropriate rate of contribution band, in a reasonable and consistent manner and review the contribution bands on any material change in pay.

HBC decision:

The Council will review contribution bands annually or at a significant change, unless an employee exercises their right to appeal their band allocation when the review may be conducted earlier.

**Regulation 22 (7) & (8)
Re-employed and Re-joining Deferred Members**

Explanation:

This provision permits an employer the discretion to extend the statutory 12 month window within which a scheme member can elect to aggregate deferred LGPS benefits into their current employment.

HBC decision:

The Council will not normally extend the time limit beyond 12 months.

**Regulation 100 (6)
Inward Transfer of Pension Rights**

Explanation:

This provision allows an employer the discretion to extend the statutory 12 month window within which a scheme member can elect to transfer benefits from another scheme into their current scheme.

HBC decision:

The Council will not normally extend the time limit beyond 12 months.

Regulation 30 (5)

Ability to Waive Actuarial Reduction on Compassionate Grounds

Explanation:

This regulation provides for early payment of retirement benefits, reduced by the amount shown in actuarial guidance issued by the Secretary of State for Local Government, in relation to an employment, for a scheme member who is not an employee in local government service in that employment, and has not attained normal pension age, but is aged over 55 years.

HBC Decision:

The Council will consider, on a case by case basis, exercising its discretion to waive some or all of the reduction. This will be where it is felt to be in the best interests of the Council as well as the employee (deferred member) and the costs of allowing such requests will be considered against the benefits to the Council.

**Discretion under the
Local Government (Early Termination of Employment) (Discretionary Compensation)
(England and Wales) Regulations 2006.**

The Council is required to formulate, publish and keep under review a statement of policy on how it will exercise its discretion under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006. Such a statement is contained in the Councils Staffing Protocol. It is reproduced here for completeness.

By virtue of regulation 7 (1) of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 Scheme employers are required to formulate a Statement of Policy on whether it intends to base a redundancy payment on an employee's actual weeks' pay where this exceeds the statutory weeks' pay limit and whether to make a termination payment (inclusive of any redundancy payment) of up to a maximum of 104 weeks' pay (regulation 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006.

The Council will pay a redundancy payment based on actual weeks' pay where this exceeds the redundancy payment and will enhance payments in line with the multiplier applicable at that time and contained in the Councils Staffing Protocol. The multiplier has been set at 1.4, effective from 1st April 2016.

REPORT TO:	Executive Board
DATE:	16 March 2017
REPORTING OFFICER:	Strategic Director – Enterprise, Community & Resources
PORTFOLIO:	Resources
SUBJECT:	Review of Council wide Fees and Charges
WARDS:	Boroughwide

1.0 PURPOSE OF THE REPORT

- 1.1 In conjunction with the annual budget review, it is proposed to charge the fee rates for services in accordance with the schedules shown in Appendix A, B and C. This report presents the proposed fees and charges for 2017/18 for services provided by both of the Council's Directorates.

2.0 RECOMMENDATION: That the proposed fees and charges for 2017/18 as set out in Appendix A and for 2018/19 as set out in Appendices B and C, be approved.

3.0 SUPPORTING INFORMATION

- 3.1 The review of fees and charges has been carried out as part of the budget preparations for 2017/18. Generally fees and charges have been set to ensure the Council recovers costs incurred as a result of providing the service the fee is payable for. It is proposed that existing fees and charges be increased generally in line with inflation; others have been reviewed with consideration given to the impact of the price change.
- 3.2 For consistency, all fees which are subject to VAT are shown as exclusive of VAT.
- 3.3 As part of the in-year budget monitoring process, actual income from fees and charges will be regularly reviewed against budgeted income.
- 3.4 The schedule in Appendix A includes a number of statutory fees which may increase during the coming financial year and therefore the relevant fees will be increased accordingly. Appendix B to the report covers chargeable rates for The Brindley and Registrars service for financial year 2018/19.

4.0 POLICY IMPLICATIONS

- 4.1 The effects of the proposed changes have been incorporated into budgets for 2017/18. As per the Medium Term Financial Strategy budgeted income for 2017/18 has been increased by 2%, except where additional increases have been proposed as saving items or statutory fee increases apply. Individual fees

and charges have been reviewed and increases proposed by Service Managers which also reflect the particular circumstances of each area.

5.0 FINANCIAL IMPLICATIONS

5.1 The financial implications are as presented in the report and appendices.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

There are no implications for this priority.

6.2 Employment, Learning and Skills in Halton

There are no implications for this priority.

6.3 A Healthy Halton

There are no implications for this priority.

6.4 A Safer Halton

There are no implications for this priority.

6.5 Halton's Urban Renewal

There are no implications for this priority.

7.0 RISK ANALYSIS

7.1 There is a requirement for the fees to be paid and in order to avoid the risk of them not being paid; the fees should be received before the service is provided.

7.2 The Council's budget assumes an increase in fees and charges income in line with those proposed in the Medium Term Financial Strategy. If increases are not approved it may lead to a shortfall in budgeted income targets.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no Equality and Diversity implications arising as a result of the proposed action.

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

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

ENVIRONMENTAL INFORMATION**REQUESTS FOR INFORMATION REGARDING POTENTIALLY CONTAMINATED LAND**

	2016/17	2017/18
Land contamination reports for a given property or site is issued detailing all information held by HBC relating to known or potential contamination including historical, land use, landfill locations and details of site investigations and remediation contamination. The charge varies depending on the size of the site for which information is requested:-		
For premises equivalent to less than 10 hectares in size, (e.g. a Single Domestic Property or a Small Factory Unit)		
(i) The premises site only	73.50	73.50
(ii) Any search of the premises site and the land within 250 metres of the site boundaries	115.50	115.50
(iii) Any search of the premises site and the land within 500 metres of the site boundaries	194.25	194.25
(iv) Any search of the premises site and the land within 1000 metres of the site boundaries	262.50	262.50
For premises equivalent to more than 10 hectares in size, (e.g. a Housing estate or a large factory unit)		
(i) The premises site only	115.50	115.50
(ii) Any search of the premises site and the land within 250 metres of the site boundaries	194.25	194.25
(iii) Any search of the premises site and the land within 500 metres of the site boundaries	262.50	262.50

LICENCE FEES**HACKNEY CARRIAGE & PRIVATE HIRE CHARGES**

	2016/17	2017/18
Single Status Driver		
First Grant (max 3 year licence)	189.00	193.00
First Grant - inc DBS (max 3 year licence)	233.00	237.00
Renewal (max 3 year licence)	172.50	176.00
Renewal - inc DBS (max 3 year licence)	216.50	220.00
Replacement Badges	12.00	12.25
Vehicle Licence		
Grant and Renewals 1 Year – Hackney Carriage ++ ##	222.50	227.00
Grant and Renewals 1 Year – Private Hire ++ ##	224.50	229.00
Temporary Transfer Fees (Licence issued for a maximum of 2 months)	87.50	89.25
Replacement Vehicle Plate (each)	17.50	18.00
Replacement Bracket (each)	17.50	18.00
Replacement Doors Stickers Private Hire (Pair)	23.50	24.00
Replacement Internal plate	12.00	12.25
Change to Personalised Number Plate	52.00	53.00
Private Hire Operator Licence:	270.00	275.50
Private Hire Operator Licence (5 years)	540.00	551.00
Replacement or duplicate paper licence or other document	6.50	6.50
LOWERHOUSE LANE DEPOT FEES:		
Hackney Carriage & Private Hire		
Hackney Carriage and Private Hire - Vehicle Test Fee	58.00	59.00
Hackney Carriage and Private Hire - Vehicle Re-test Fee	23.00	23.50
Hackney Carriage and Private Hire - Vehicle Test Un-notified		
Cancellation Fee	22.00	22.50

NOTES

Hackney Carriage and Private Hire - ++Includes Taximeter Sealing Fee

Owners of Private Hire Vehicles that are not equipped with meters may apply for the meter charge to be discounted from the annual licence fee ## Unless part of a single transaction involving a simultaneous grant in which case £29.00

LICENCE FEES (OTHER THAN HACKNEY CARRIAGE AND PRIVATE HIRE CHARGES)	2016/17	2017/18
(1) Dangerous Wild Animals	69.50	71.00
(2) Pet Shops	69.50	71.00
(3) Animal Boarding Establishments	69.50	71.00
(4) Riding Establishments	69.50	71.00
(5) Breeding of Dogs	69.50	71.00
(6) Street Trading		
First Grant & Renewal	380.25	388.00
Additional Vehicles (Per Vehicle)	189.10	193.00
“Static” First Grant	439.70	448.00
Change of Vehicle	29.25	29.75
Daily Fee for Temporary Extension of Existing Consent (max 5 days per year)	64.60	66.00
Daily Fee for Temporary Consent (max 5 days per year)	98.40	100.00
(7) Hawkers etc. Cheshire County Council Act	230.55	235.00
(8) House to House Collections	Nil	Nil
(9) Street Collections	Nil	Nil
(10) Scrap Metal Dealers	192.20	196.00
(11) Sex Establishments	1418.10	1,446.50
(12) Licensing Act 2003	HBC website	HBC website
(13) Gambling Act 2005	HBC website	HBC website
(14) Hypnotism	Nil	Nil
(15) Performing Animals	Nil	Nil

NOTES

The fee charged for items 1, 2, 3, 4, and 5 will be increased by the cost of any fees paid out for specialist reports required before a Licence is granted plus 15%.

Item 11 The expression “Sex Establishment” includes Sex Entertainment Venues, Sex Cinemas and Sex Shops

LOCAL LAND CHARGES (Search Fees)	2016/17	2017/18
Official Certificate (LLC1)	30.00	30.00
Form CON29R	80.00	80.00
Official Search (LLC1 & CON29)	110.00	110.00
Each additional (LLC1) parcel*	5.00	5.00
Each additional (CON29) parcel*	80.00	80.00
CON29O Optional Enquiries (per person, per parcel)	12.00	12.00
Each Additional Enquiry	26.00	26.00
Personal Search	No Charge	No Charge

*Parcel of land means land (including a building or part of a building) which is separately occupied or separately rated, in separate ownership. For the purposes of this definition an owner is a person who (in his own right or as a trustee for another person) is entitled to receive the rack rent of land, or, where the land is not a rack rent, would be so entitled if it were so let.

ROAD TRAFFIC REGULATION ACT 1984	2016/17	2017/18
	753.75 (min charge)	1,500.00
Temporary Order at request of a third party - *	£1407.00)	
Temporary Order at request of non-commercial organisations – Section 16A plus actual cost of advertising	105.00	£100.00 plus advertising
Permanent Order	At Cost plus 15% Administration Fee	At Cost plus 15% Administration Fee
Temporary Closure Notice (incl emergency) at request of a third party	328.25	£350.00
Diversionary Notice at request of a third party	277.75	£300.00
HIGHWAYS ACT 1980		
Applying to the Magistrates Court for an Order to stop up or divert a highway	606.00	620.00
- Permanent closure (Excluding appeal costs) Also applies to closures/diversions under Town & Country Planning Act 1990	Plus Technical & Advertising Costs	Plus Technical & Advertising Costs
Issuing of Scaffolding/Hoarding permit	65.65 Plus £20.20 per week or part of thereof	£70.00 plus £20.00 per week or part of thereof
Issuing of Skip Permit – Initial Fee (up to 14 days)	21.20	£25.00
Skip Permit – Additional periods (each additional 7 days)	11.10	£15.00
Skip found without a licence (plus current permit fee)	60.60	£65.00
Removal of unauthorised skip (minimum £189.00 plus £15.50 per day storage)	At Cost	At cost plus 15% administration fee
Issuing of permits to erect structures/equipment over or under the highway (Minimum £80)	At Cost	At Cost
Construction of vehicular crossings on footways	As agreed by the Strategic Director – Enterprise, Community & Resources	As agreed by the Strategic Director – Enterprise, Community & Resources
Section 38 Agreements	9% of works cost. Minimum charge £2,512	10% of works cost. Minimum charge £2,562
NOTE: If construction of road foundation commences before agreement is in place, then an additional fee of £2,562.00 will be payable		
PLUS Legal Agreement fee as detailed below		
(a) Basic Agreement	753.75	755.00
(b) Moderately Complex Agreement	1,256.25	1,258.00
(c) Highly Complex Agreement	2,010.00	2,012.00
NOTE: The Council will determine the appropriate agreement		
Section 278 Agreements	As agreed by the Strategic Director – Enterprise, Community & Resources	As agreed by the Strategic Director – Enterprise, Community & Resources
Alfresco Dining Areas Licence		
- First Licence	301.50	310.00
- Renewal of Licence	85.50	90.00
'A' Board Licence – Per Annum	51.25	55.00
Shop Displays Licence – Per Annum	100.50	110.00

	2016/17	2017/18
Other Part VIIa e.g. Promotions & Leisure – Commercial Organisations	141.50 Per licence for up to one week.	150.00 Per licence for up to one week.
(Applications made within 7 working days of the event will incur an additional administration fee of £120.00)		
Other Part VIIa e.g. Promotions & Leisure – Non-Commercial Organisations	As agreed by the Strategic Director – Enterprise, Community & Resources	As agreed by the Strategic Director – Enterprise, Community & Resources
Minor Highways Works Permits NOTE: The refundable cash bond is the value of the works as determined by the Council	1,515.00 plus refundable cash bond	1,515.00 plus refundable cash bond
Clearance of Accident Debris/Unauthorised obstructions on the Highway	At Cost plus 15% Administration Fee	At Cost plus 15% Administration Fee
Structural checking and technical approval of highways structures	As agreed by the Strategic Director – Enterprise, Community & Resources	As agreed by the Strategic Director – Enterprise, Community & Resources
Relocation of lighting column at request of third party		
Commercial Organisations	At Cost plus 15% Administration Fee	At Cost plus 15% Administration Fee
Non-commercial organisations	606.00 contribution towards actual cost	610.00 contribution towards actual cost
HIGHWAY SEARCHES		
Letter and plan showing adopted highway	51.00	52.00
Additional questions	15.50	16.00
SIGNING		
Design and Erection of a Traffic Sign(s) at the request of a third party	At Cost plus 15% Administration Fee	At Cost plus 15% Administration Fee
Initial Assessment of Application for Tourism Signs	105.00	110.00
Provision of H Bar Road Markings	80.00	85.00
Authorisation of Temporary Direction Signs (Normally for Housing Developments and Temporary Events)	135.00	140.00
Provision of Disabled Persons Parking Space (subject to meeting criteria)	No charge subject to meeting criteria	No charge subject to meeting criteria
TRAFFIC SIGNALS		
Supply of Information on Operation of Traffic Signals	185.00	200.00
Switching Off Traffic Signals and Bagging Overhead	385.00	400.00
Bagging over traffic signal head	65.00	70.00
Bagging over pedestrian push button / demand unit	35.00	35.00

	2016/17	2017/18
Temporary Portable Traffic Signals (Multi Phase) (Administration Fee)	135.00	150.00
BUILDING ACT 1984 Section 18		
Legal Charge for supplying and administering agreements (together with design checking and supervision charges as determined by the Strategic Director- Community & Resources)	210.00	210.00
STREET NAMING AND NUMBERING		
Up to 2 Dwellings	31.00	32.00
Between 3 and 10 dwellings	117.00	119.00
Schemes Over 10 dwellings	340.00	347.00
ROAD SAFETY		
Supply of Accident Data (per road/junction for up to 3 years)	130.00	150.00
Road Safety Courses	As agreed by the Strategic Director – Enterprise, Community & Resources	As agreed by the Strategic Director – Enterprise, Community & Resources
Junior Road Safety Officers Support to Each School for One Year	85.00	90.00
TRAFFIC DATA		
Supply of Automatic Traffic Count Data	125.00	130.00
Carry out Automatic Traffic Count (including provision of data in Excel format)	275.00	300.00
CLOSURE OF BUS STOPS FOR ROADWORKS		
Closure of Bus Stop for Roadworks (per stop)	160.00	167.00
Commissioning of Temporary Stop (per stop)	160.00	167.00
Bus Stop Closure Notice and Notice to the Public (per stop)	85.00	89.00
Section 50 - Street Works Income (i) New Apparatus:		
Administration Fee (non returnable)	162.00	170.00
Capitalised Fee in Lieu of Annual Charges	215.00	230.00
Inspection Charges (maximum of 3) (Set Nationally)	155.00	150.00
Section 50 - Street Works Income (ii) Existing Apparatus:		
Administration Fee (non returnable)	162.00	170.00
Inspection Charges (maximum of 3) (Set Nationally)	155.00	150.00
Some New Road and Street Works Charges are Statutory Fees (as indicated above) and are subject to change during 2017/18		
	2016/17	2017/18
Health & Safety Advice to Academies		
Primary and Special Needs Schools	1,260.00	1,290.00
Secondary Schools	1,575.00	1,600.00
All Through Schools	2,310.00	2,500.00
Academy Trusts	As agreed by the Strategic Director – Enterprise, Community & Resources	As agreed by the Strategic Director – Enterprise, Community & Resources

	2016/17	2017/18
Miscellaneous		
Supply Photocopy of the Following:		
Building Regulation Approval or Completion Certificate and planning decision notice (max 4 pages)	29.00	30.00
Any Other Chargeable Documents	39.00	40.00
Assistance from Council Staff to Extract, Interpret or Describe this Material	29.00	30.00
A4 Aerial Photograph	As A4 Doc	As A4 Doc
Copy of tree preservation order	As A4 Doc	As A4 Doc
Copy of Consultant Report	69.00	70.00
Copy of larger format plans	15.00	16.00
Map Production:		
Admin Charge - inclusive of copying of first sheet.	14.50	15.00
A4 –per subsequent sheet.	0.65	0.70
A3 - per subsequent sheet	0.90	1.00
A2 –per subsequent sheet	1.65	1.70
A1 - per subsequent sheet	6.60	6.65
A0 - per subsequent sheet	10.60	10.65
Price per Copy (Colour)		
A4 –per subsequent sheet.	1.60	1.70
A3 - per subsequent sheet	2.10	2.20
A2 –per subsequent sheet	3.60	3.70
A1 - per subsequent sheet	12.60	12.70
A0 - per subsequent sheet	20.60	20.70
Price Per Disc - CD-R	56.00	58.00
Price Per Disc – DVD-R	70.00	72.50
Assistance from Council Staff to Extract, Interpret or Describe Material	100.00	110.00
Flat Rate to be Added for Access to OS Data	16.00	17.00
Weekly List of Planning Applications to Non-Public Authority Applicants for One Year	355.00	355.00
Provision of Non-Statutory Info. – Per Question (Estate Agents etc.)	45.00	47.00
Provision of Non-Statutory Info. – Per Question Reporting Conditions Compliance	70.00	72.00
Section 106, Town & Country Planning Act 1990:		
Charges to Developers for Preparation of Agreements Under Above Legislation Relating to Adoption of Open Space, Together with Supervision		
Legal & Supervision Costs	Appropriate fee agreed As agreed by the Strategic Director – Enterprise, Community & Resources	Appropriate fee agreed As agreed by the Strategic Director – Enterprise, Community & Resources
Other Section 106 Agreements		

BUILDING CONTROL

Plan Charge: New Dwellings 2017/18

Number of House Types (Design)																						
Number of Dwellings		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
	1	240																				
	2	246	336																			
	3	252	342	432																		
	4	258	348	438	528																	
	5	264	354	444	534	624																
	6	270	360	450	540	630	720															
	7	276	366	456	546	636	726	816														
	8	282	372	462	552	642	732	822	912													
	9	288	378	468	558	648	738	828	918	1008												
	10	294	384	474	564	654	744	834	924	1014	1104											
	11	300	390	480	570	660	750	840	930	1020	1100	1200										
	12	306	396	486	576	666	756	846	936	1026	1116	1206	1296									
	13	312	402	492	582	672	762	852	942	1032	1122	1212	1302	1392								
	14	318	408	498	588	678	768	858	948	1038	1128	1218	1308	1398	1488							
	15	324	414	504	594	684	774	864	954	1044	1134	1224	1314	1404	1494	1584						
	16	330	420	510	600	690	780	870	960	1050	1140	1230	1320	1410	1500	1590	1680					
	17	336	426	516	606	696	786	876	966	1056	1146	1236	1326	1416	1506	1596	1686	1776				
	18	342	432	522	612	702	792	882	972	1062	1152	1242	1332	1422	1512	1602	1692	1782	1872			
	19	348	438	528	618	708	798	888	978	1068	1158	1248	1338	1428	1518	1608	1698	1788	1878	1968		
	20	354	444	534	624	714	804	894	984	1074	1164	1254	1344	1434	1524	1614	1704	1794	1884	1974	2064	

Additional dwellings 21 and over – an additional charge of £6 per dwelling is applicable

Site Inspection Charge: New Dwellings

No. of Dwellings	Detached Dwelling Houses		Semi-Detached Dwelling Houses		Terraced/Town Houses or Flats	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
1	390	390	-	-	-	-
2	648	648	540	540	-	-
3	888	888	-	-	750	750
4	1110	1110	906	906	904	904
5	1314	1314	-	-	1040	1040
6	1500	1500	1236	1236	1158	1158
7	1668	1668	-	-	1258	1258
8	1818	1818	1530	1530	1358	1358
9	1950	1950	-	-	1458	1458
10	2064	2064	1788	1788	1558	1558
11	2178	2178	-	-	1658	1658
12	2292	2292	2010	2010	1758	1758
13	2406	2406	-	-	1858	1858
14	2520	2520	2214	2214	1958	1958
15	2634	2634	-	-	2058	2058
16	2748	2748	2418	2418	2158	2158
17	2862	2862	-	-	2258	2258
18	2976	2976	2622	2622	2358	2358
19	3090	3090	-	-	2458	2458
20	3204	3204	2826	2826	2558	2558
21 and over	Additional £114 per Dwelling	Additional £114 per Dwelling	Additional £102 per dwelling	Additional £102 per dwelling	Additional £100 per dwelling	Additional £100 per dwelling

Building Notice Additional Charge: New Dwellings

No. of Dwellings	2016/17	2017/18
1	130	130
2	174	174
3	204	204
4	234	234
5	264	264
6	294	294
7	324	324
8	354	354
9	384	384
10	414	414
11	444	444
12	474	474
13	504	504
14	534	534
15	564	564
16	594	594
17	624	624
18	654	654
19	684	684
20	714	714
21 and over	Additional £30per dwelling	Additional £30per dwelling

Domestic Extensions and Alterations

Category:	Full Plans				Building Notice Charge		Regularisation Charge	
	Plan Charge		Inspection Charge		2016/17	2017/18	2016/17	2017/18
	2016/17	2017/18	2016/17	2017/18				
Extensions to Dwellings: To include: Basements, Ground Floor Single Storey, Two Storey and First Floor								
1. Extension less than 10m ²	150	150	180	180	375	375	510	510
2. Extension between 10m ² and 40m ²	150	150	300	300	495	495	660	660
3. Extension between 40m ² and 100m ²	150	150	450	450	645	645	810	810
Loft Conversions:								
4. Loft conversion no dormer	150	150	270	270	480	480	630	630
5. Loft Conversion with dormer	150	150	300	300	510	510	660	660
Detached / Attached Garages								
6. All garages less than 60m ²	150	150	180	180	360	360	450	450
Garage Conversions								
7. Alterations to garage to form a habitable room	120	120	120	120	255	255	360	360
Detached habitable building: Not a single Dwelling								
8. Detached habitable building up to 100m ²	150	150	425	425	620	620	780	780
Other Domestic Work and Alterations								
9. Structural and internal alterations with a commercial value less than £2000	150*	150*	N/A	N/A	165*	165*	225	225
10. Structural and internal alterations with a commercial value between £2001 and £5000	210*	210*	N/A	N/A	225*	225*	330	330
11. Structural and internal alterations with a commercial value between £5001 and £10000	120	120	135	135	270	270	375	375
12. Structural and internal alterations with a commercial value	135	135	180	180	330	330	450	450

between £10001 and £20000								
13. Replacement windows/doors up to 10 openings	105*	105*	N/A	N/A	105*	105*	135	135
14. Replacement windows/doors 11 or more openings	210*	210*	N/A	N/A	210*	210*	270	270
15. Installation of a heat producing appliance	195*	195*	N/A	N/A	195*	195*	240	240
16. Underpinning of existing foundations with a commercial value of less than £5000	240*	240*	N/A	N/A	240*	240*	300	300
17. Underpinning of existing foundations with a commercial value more than £5000	300*	300*	N/A	N/A	300*	300*	360	360
18. Renovation of a thermal element including existing roof, wall or floor	195*	195*	N/A	N/A	195*	195*	255	255
19. All electrical work carried out by a person not Part P registered	135*	135*	N/A	N/A	135*	135*	165	165
20. All electrical work carried out where no acceptable BS7671 test certificate is given	330*	330*	N/A	N/A	330*	330*	405	405
21. Installation of cavity wall insulation under the Competent Persons Scheme	15*	15*	N/A	N/A	15*	15*	24	24

*This charge is the combined Plan and Inspection charges and payable at time of deposit of the application.

Differential Matrix for Residential Work

When a single application involves work to be undertaken at the same time as an extension/loft conversion to the dwelling then a reduction as per below table can be applied to the estimated cost of alteration work:

	Circumstance attracting a reduction	Reduction in Building Control Charge shown in Schedule 2 when that work is being carried out at the same time that any work shown in Category 1 through to 5 in Schedule 2 is being undertaken
1	Installation or replacement of windows and or doors in a dwelling house (under 10 units)	50% of Full Plans/Building Notice Charge dependent on which application is submitted
2	Where the work comes within the scope of Schedule 2 and the estimated cost of the building work is less than £10000	50% of Full Plans/Building Notice Charge dependent on which application is submitted

Building Work to Non Domestic Buildings

	Plan Charge		Inspection Charge		Regularisation Charge	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
1. Replacement windows up to 10 openings	120	120	N/A	N/A	150	150
2. Replacement windows 11 or more	225	225	N/A	N/A	300	300
3. New/replacement shop front	90	90	165	165	315	315
4. Renovation of a roof, wall or floor with a commercial value of not more than £5,000	210	210	N/A	N/A	300	300
5. Renovation of a roof, wall or floor with a commercial value of between £5,001 to £10,000	120	120	120	120	315	315
6. Structural and internal alterations with a commercial value of less than £2,000	135	135	N/A	N/A	180	180
7. Structural and internal alterations with a commercial value of between £2,001 and £5,000	210	210	N/A	N/A	300	300
8. Structural and internal alterations with a commercial value of between £5,001 and £10,000	120	120	120	120	315	315
9. Structural and internal alterations with a commercial value of between £10,001 and £20,000	135	135	180	180	420	420
10. Any work not described in Items 1 to 9	Charge to be subject to project specific negotiation					

PRE APPLICATION PLANNING FEE SCHEDULE Charges for pre application are applied prior to planning requests being submitted to the Council. Planning application fees are set nationally.

	2016/17	2017/18
Site history requests	35.00	35.00
Advice for officer time regarding trees/listed buildings/conservation areas (per hour)	55.00	55.00
Planning Obligations administration and Management Fee (for monitoring obligations) (Does not include Legal Charge)	550.00	550.00
Discharge of conditions (Per Officer Per Hour)	55.00	55.00
Householder development – Unaccompanied Visit & Formal Response	55.00	55.00
Householder development – Meeting Request	110.00	110.00
Minor Development – Site Visit & Response <ul style="list-style-type: none"> • less than 3 dwellings • all non-residential schemes with a floor space less than 500sqm or sites less than 0.5ha • adverts • change of use of building(s) with a floor space less than 500sqm or sites less than 0.5ha • single wind turbines/telecoms mast with mast height under 17m 	110.00	110.00
Minor Development – Meeting Request	260.00	260.00
Intermediate development – Site Visit & Response <ul style="list-style-type: none"> • 3 to 9 dwellings • All non-residential schemes with a floor space between 500sqm and 1,000sqm or on sites between 0.5ha and 1ha • change of use of building(s) with a floor space between 500sqm and 1,000sqm or sites between 0.5ha and 1ha • other single wind turbines/telecoms mast with mast height over 17m 	210.00	210.00
Intermediate Development – Meeting Request	510.00	510.00
Major Development – Site Visit, Response & Meeting <ul style="list-style-type: none"> • 10 to 49 dwellings • All non-residential schemes with a floor space between 1,000sqm and 2,000sqm or on sites between 1ha and 2ha • change of use of building(s) with a floor space between 1,000sqm and 2,000sqm or sites between 1ha and 2ha • 2 to 9 wind turbines 	760.00	760.00
Significant Development – Site Visit, Response & Meeting <ul style="list-style-type: none"> • More than 50 dwellings • All non-residential schemes with a floor space over 2,000sqm or on sites over 2ha • change of use of building(s) with a floor space over 2,000sqm or sites over 2ha • more than 10 wind turbines • any scheme requiring an Environmental Impact Assessment 	1,100.00	1,100.00
Above meetings include a Planning Officer and a Highways Officer. Charge for additional officers (per hour)	60.00	60.00

ADULT SOCIAL CARE	2016/17	2017/18
Meals in the Community		
Family Placement Breakfast	1.95	2.00
Family Placement Lunch	2.40	2.45
Family Placement Tea	2.25	2.30
Meals - Delivered to People in Their Own Homes	3.40	3.90
Meals - Tea Time Pack Delivered to People in Their Own Homes	2.40	2.75
Maximum Charges for Community Based Care		
	11.90	Full cost recovery as per charge by care provider.
Domiciliary Care (per hour)		Full cost recovery as per charge by care provider.
Residential Care		Full cost recovery as per charge by care provider.
Day Care (per session)	15.95	16.25
Family Placement (per session)	15.95	16.25
Dorset Gardens Support Charge (per week) Contract in place until 30 th June 2017	11.30	11.30
Key Safe (2017/18 charge based on full cost recovery)	34.60	50.50
Night Care Service (per week)	27.75	27.75
Review will take place during 2017		
Transport (per journey)	3.00	3.00
Charges Community Based Services		
Pitch Charges (weekly) - Riverview Gypsy Site - 21 pitches @	55.95	57.95
Pitch Charges (weekly) - Riverview Gypsy Site - 1 pitch @	66.00	67.65
Water & Sewerage (weekly) - Riverview Gypsy Site	13.36	13.12
Pitch Charges (daily) - Travellers Site	12.65	12.95
Charges to Other Local Authorities		
Older People in Residential Intermediate Care (per week)	654.65	675.60
Adults in Supported Accommodation (per week) Bredon	567.85	586.02
Day Care - Older People (per session)	45.80	46.70
Day Care - Adults with Learning Disability (per session)	67.25	68.60
Day Care - Adults with Physical/Sensory Disability (per session)	94.25	96.10
Appointee/Receivership Charges*		
Securing Property	110.00	110.00
Continuous Monitoring of Property (when property holder is unable - cost per hour)	27.50	27.50
Storage of Wills (annual cost)	25.00	25.00
Property Searches, Meter Readings etc (cost per hour)	27.50	27.50
Charging structure for the Appointeeship Service:		
Appointeeship clients (residential) per week	7.00	7.00
Appointeeship clients (community based) per week	10.00	10.00
Deputyship clients	charged in accordance with the fees set by the Office of the Public Guardian	charged in accordance with the fees set by the Office of the Public Guardian
Duchy of Lancaster Referrals (where people have died intestate)	Actual cost	Actual cost
Applications to the Court of Protection	Actual cost	Actual cost
Administration charge following a client leaving the Appointeeship service.	-	250.00
Funeral Arrangements	300.00	300.00
Same day payment of personal allowances	5.00	5.00
*No interest is payable on client funds that are held by the Council		

Community Wardens/Lifeline Charges	2016/17	2017/18
Single Occupancy – per person charge		
Level 1 Call centre monitoring plus community warden reactive response. (Assessment and support plan, review within the first 6 weeks and then 6 monthly, unless further review is indicated.)	6.02	6.14
Level 2 Call centre monitoring plus reactive callout. Community warden visits up to two weekly, according to assessed need and support planning.	7.24	7.38
Level 3 Call centre monitoring plus reactive call out. Community warden daily visits according to assessed need and support planning. Assistive technology is provided according to assessed need.	9.64	9.83
Dual Occupancy – per person charge		
Level 1	4.95	5.05
Level 2	5.76	5.88
Level 3	8.01	8.17
Multiple Occupancy (3 people all receiving service) per person charge		
Level 1	4.64	4.73
Level 2	5.20	5.30
Level 3	6.73	6.86
Multiple Occupancy (4 people all receiving service) per person charge		
Level 1	4.49	4.58
Level 2	4.90	5.00
Level 3	6.02	6.14
CHILDREN'S SOCIAL CARE		
Halton Lodge Children's Centre		
Meeting Room – Voluntary Group Hourly Rate	-	6.50
Meeting Room – Voluntary Group Daily Rate	-	35.50
Meeting Room – Private Group Hourly Rate	-	8.50
Meeting Room – Private Group Daily Rate	-	49.50
Training Room 1&2 – Voluntary Group Hourly Rate	-	6.50
Training Room 1&2– Voluntary Group Daily Rate	-	35.50
Training Room 1&2 – Private Group Hourly Rate	-	8.50
Training Room 1&2 – Private Group Daily Rate	-	49.50
Training Room 1 – Voluntary Group Hourly Rate	-	3.50
Training Room 1– Voluntary Group Daily Rate	-	14.50
Training Room 1 – Private Group Hourly Rate	-	5.50
Training Room 1 – Private Group Daily Rate	-	28.50
Training Room 2 – Voluntary Group Hourly Rate	-	3.50
Training Room 2– Voluntary Group Daily Rate	-	14.50
Training Room 2 – Private Group Hourly Rate	-	5.50
Training Room 2 – Private Group Daily Rate	-	28.50
Community Room – Voluntary Group Hourly Rate	-	4.50
Community Room – Voluntary Group Daily Rate	-	21.50
Community Room – Private Group Hourly Rate	-	7.00
Community Room – Private Group Daily Rate	-	39.50
Quiet Room – Voluntary Group Hourly Rate	-	2.50
Quiet Room – Voluntary Group Daily Rate	-	10.00
Quiet Room – Private Group Hourly Rate	-	5.00
Quiet Room – Private Group Daily Rate	-	25.00
Halton Brook Children's Centre		
Meeting Room – Voluntary Group Hourly Rate	-	6.50
Meeting Room – Voluntary Group Daily Rate	-	35.50
Meeting Room – Private Group Hourly Rate	-	8.50
Meeting Room – Private Group Daily Rate	-	49.50
Windmill Hill Children's Centre		
Play Room – Voluntary Group Hourly Rate	-	8.50
Play Room – Voluntary Group Daily Rate	-	49.50
Play Room – Private Group Hourly Rate	-	10.50

	2016/17	2017/18
Play Room – Private Group Daily Rate	-	63.50
Training Room – Voluntary Group Hourly Rate	-	6.50
Training Room – Voluntary Group Daily Rate	-	35.50
Training Room – Private Group Hourly Rate	-	8.50
Training Room – Private Group Daily Rate	-	49.50
Family Room – Voluntary Group Hourly Rate	-	4.50
Family Room – Voluntary Group Daily Rate	-	21.50
Family Room – Private Group Hourly Rate	-	7.00
Family Room – Private Group Daily Rate	-	39.50
Brookvale Children's Centre		
Woodhatch Room – Voluntary Group Hourly Rate	-	8.50
Woodhatch Room – Voluntary Group Daily Rate	-	49.50
Woodhatch Room – Private Group Hourly Rate	-	10.50
Woodhatch Room – Private Group Daily Rate	-	63.50
Wellbrook Room – Voluntary Group Hourly Rate	-	6.50
Wellbrook Room – Voluntary Group Daily Rate	-	35.50
Wellbrook Room – Private Group Hourly Rate	-	8.50
Wellbrook Room – Private Group Daily Rate	-	49.50
Helston Room – Voluntary Group Hourly Rate	-	5.00
Helston Room – Voluntary Group Daily Rate	-	25.00
Helston Room – Private Group Hourly Rate	-	7.00
Helston Room – Private Group Daily Rate	-	39.50
Kilncroft Room – Voluntary Group Hourly Rate	-	4.00
Kilncroft Room – Voluntary Group Daily Rate	-	18.00
Kilncroft Room – Private Group Hourly Rate	-	6.00
Kilncroft Room – Private Group Daily Rate	-	32.00
Portleven Room – Voluntary Group Hourly Rate	-	4.00
Portleven Room – Voluntary Group Daily Rate	-	18.00
Portleven Room – Private Group Hourly Rate	-	6.00
Portleven Room – Private Group Daily Rate	-	32.00
Clovelly Room – Voluntary Group Hourly Rate	-	4.00
Clovelly Room – Voluntary Group Daily Rate	-	18.00
Clovelly Room – Private Group Hourly Rate	-	6.00
Clovelly Room – Private Group Daily Rate	-	32.00
Hanover Full Room – Voluntary Group Hourly Rate	-	8.50
Hanover Full Room – Voluntary Group Daily Rate	-	49.50
Hanover Full Room – Private Group Hourly Rate	-	10.50
Hanover Full Room – Private Group Daily Rate	-	63.50
Hanover Half Room – Voluntary Group Hourly Rate	-	8.50
Hanover Half Room – Voluntary Group Daily Rate	-	49.50
Hanover Half Room – Private Group Hourly Rate	-	10.50
Hanover Half Room – Private Group Daily Rate	-	63.50
Ditton Library		
Community Room & Kitchen – Voluntary Group Hourly Rate	-	8.50
Community Room & Kitchen – Voluntary Group Daily Rate	-	49.50
Community Room & Kitchen – Private Group Hourly Rate	-	10.50
Community Room & Kitchen – Private Group Daily Rate	-	63.50
Quiet Room – Voluntary Group Hourly Rate	-	3.00
Quiet Room – Voluntary Group Daily Rate	-	11.00
Quiet Room – Private Group Hourly Rate	-	5.00
Quiet Room – Private Group Daily Rate	-	25.00
Play Room – Voluntary Group Hourly Rate	-	5.00
Play Room – Voluntary Group Daily Rate	-	25.00
Play Room – Private Group Hourly Rate	-	7.00
Play Room – Private Group Daily Rate	-	39.00
Ditton Children's Centre		
Conference Room – Voluntary Group Hourly Rate	-	6.50
Conference Room – Voluntary Group Daily Rate	-	35.50
Conference Room – Private Group Hourly Rate	-	8.50
Conference Room – Private Group Daily Rate	-	49.50
Community Room – Voluntary Group Hourly Rate	-	5.00
Community Room – Voluntary Group Daily Rate	-	25.00

	2016/17	2017/18
Community Room – Private Group Hourly Rate	-	7.00
Community Room – Private Group Daily Rate	-	39.00
Quiet Room – Voluntary Group Hourly Rate	-	3.00
Quiet Room – Voluntary Group Daily Rate	-	11.00
Quiet Room – Private Group Hourly Rate	-	5.00
Quiet Room – Private Group Daily Rate	-	25.00
Upton Children's Centre		
Meeting Room – Voluntary Group Hourly Rate	-	5.00
Meeting Room – Voluntary Group Daily Rate	-	25.00
Meeting Room – Private Group Hourly Rate	-	7.00
Meeting Room – Private Group Daily Rate	-	39.00
Play Room – Voluntary Group Hourly Rate	-	6.50
Play Room – Voluntary Group Daily Rate	-	35.50
Play Room – Private Group Hourly Rate	-	8.50
Play Room – Private Group Daily Rate	-	49.50
Warrington Road Children's Centre		
Buttercup Room – Voluntary Group Hourly Rate	-	8.50
Buttercup Room – Voluntary Group Daily Rate	-	49.50
Buttercup Room – Private Group Hourly Rate	-	10.50
Buttercup Room – Private Group Daily Rate	-	63.50
Daisy Room – Voluntary Group Hourly Rate	-	5.00
Daisy Room – Voluntary Group Daily Rate	-	25.00
Daisy Room – Private Group Hourly Rate	-	7.00
Daisy Room – Private Group Daily Rate	-	39.00
Daffodil Room – Voluntary Group Hourly Rate	-	5.00
Daffodil Room – Voluntary Group Daily Rate	-	25.00
Daffodil Room – Private Group Hourly Rate	-	7.00
Daffodil Room – Private Group Daily Rate	-	39.00
Daisy and Daffodil Room – Voluntary Group Hourly Rate	-	8.50
Daisy and Daffodil Room – Voluntary Group Daily Rate	-	49.50
Daisy and Daffodil Room – Private Group Hourly Rate	-	10.50
Daisy and Daffodil Room – Private Group Daily Rate	-	63.50
Kitchen – Voluntary Group Hourly Rate	-	8.50
Kitchen – Voluntary Group Daily Rate	-	49.50
Kitchen – Private Group Hourly Rate	-	10.50
Kitchen – Private Group Daily Rate	-	63.50
Poppy Room – Voluntary Group Hourly Rate	-	3.00
Poppy Room – Voluntary Group Daily Rate	-	11.00
Poppy Room – Private Group Hourly Rate	-	5.00
Poppy Room – Private Group Daily Rate	-	25.00
Kingsway Children's Centre		
Community Room – Voluntary Group Hourly Rate	-	8.50
Community Room – Voluntary Group Daily Rate	-	49.50
Community Room – Private Group Hourly Rate	-	10.50
Community Room – Private Group Daily Rate	-	63.50
Quiet Room – Voluntary Group Hourly Rate	-	3.00
Quiet Room – Voluntary Group Daily Rate	-	11.00
Quiet Room – Private Group Hourly Rate	-	5.00
Quiet Room – Private Group Daily Rate	-	25.00
Meeting Room – Voluntary Group Hourly Rate	-	4.00
Meeting Room – Voluntary Group Daily Rate	-	18.00
Meeting Room – Private Group Hourly Rate	-	6.00
Meeting Room – Private Group Daily Rate	-	32.00
For All Above - Equipment HireTV,OHP,Projector,DVD Player available at an hourly rate of £2.60 each For All Above - 25% discount on all block bookings over 10 sessions		

	2016/17	2017/18
OPEN SPACES		
Allotments		
Allotment Plot	0.44p m ²	0.44p m ²
New Tenant Admin Fee (includes £20 refundable cost of key)	41.00	42.00
Cemeteries and Crematorium Charges		
Purchase of Exclusive Right of Burial (50 year lease):		
Three interments	885.00	905.00
One or two interments	790.00	805.00
Cremated remains grave	470.00	480.00
Extension of lease for further 50 years after initial purchase		
Three Interments	885.00	905.00
One or two interments	790.00	805.00
Cremated remains grave	470.00	480.00
<i>Price includes fee for concrete beam for installation of memorial</i>		
Interment Fees (Mon to Thurs 10am to 3pm and Fri 10am to 2pm):		
1 interment - adult	700.00	705.00
2 interments - adult	820.00	860.00
3 interments - adult	925.00	960.00
1 interment – child (1 year-16 years)	315.00	330.00
2 interments – child (1 year-16 years)	345.00	360.00
3 interments - child (1 year-16 years)	425.00	450.00
Stillborn child or child not exceeding 12 months	Nil	Nil
Burial of cremated remains (Mon-Fri)	177.00	Nil
Burial of two cremated caskets at same time or double cremated remains casket (Mon-Fri)	265.00	190.00
Burial of two cremated remains casket/double casket at the same time – non-resident	530.00	285.00
Additional fee outside of core times (<i>Monday to Thursday 10.00 a.m. – 3.00 pm, Friday – 10.00 a.m. to 2.00 pm</i>).	125.00	550.00
Saturday morning additional fee (full burials)	+50% of interment fee	135.00
Non-resident charge for above	+100%	+50% of interment fee
Late Arriving Funeral – 10 minutes or more	50.00	+100%
	80.00	55.00
Indemnity fee		85.00
Use of Crematorium Chapel for funeral service	105.00	115.00
Transfer of Ownership of Exclusive Right of Burial	80.00	85.00
Replacement Grave Deed	50.00	55.00
Grave search – up to 10 names	35.00	40.00
Memorials:		
New Headstone	177.00	180.00
Additional Inscription	38.00	40.00
Vase/tablet/book – not exceeding 12" x 12" x 12"	48.00	50.00
Vase/tablet/book – up to 18" x 12" x 12"	68.00	70.00
Vase/tablet/book – over 18" up to 30" x 12" x 12"	84.00	85.00
Registration of BRAMM registered masons	Nil	Nil
Inscription to Baby Headstone in Baby Garden	63.00	65.00
Memorial Benches (10 year lease)		
5ft hardwood bench, with engraved plaque	740.00	755.00
Renewal of 10 year lease (new bench/plaque)	604.00	615.00
Renewal of 10 year lease (existing bench)	545.00	560.00

	2016/17	2017/18
Crematorium Charges		
Cremation charge – adult	650.00	700.00
Cremation charge – child (1 year-16 years)	315.00	340.00
Cremation charge – child under 1 year	70.00	75.00
Cremation charge – after anatomical examination	350.00	380.00
*New charge – cremation charge after anatomical Examination – with family service	-	495.00
Saturday morning – additional charge	+50%	+50%
Scattering of remains (cremation at Widnes Crematorium) – Monday to Friday	58.00	65.00
Scattering of remains (no attendance) when cremation has taken place at another crematorium - Monday to Friday	100.00	110.00
Casket – wooden	68.00	73.00
Token box	21.00	22.00
Storage of cremated remains after one calendar month from date of cremation	68.00	75.00
Postage of cremated remains (by secure carrier)	By Request	By Request
Certified Extract from the Cremation Register	47.00	50.00
Miscellaneous Charges		
Civil Funeral Celebrant	200.00	200.00
Reprinting of Invoice Schedule	25.00	27.00
Plaques (10 year lease)		
Bronze plaque	250.00	255.00
Renewal for further 10 years	115.00	120.00
Granite plaque on Planter – Four Seasons/ Runcorn Cemetery Sundial	390.00	410.00
Renewal for further 10 years	160.00	165.00
Book of Remembrance -		
2 line entry	95.00	97.00
3 line entry	122.00	124.00
4 line entry	150.00	153.00
5 line entry	178.00	180.00
6 line entry	207.00	210.00
7 line entry	235.00	238.00
8 line entry	263.00	267.00
Flower designs	82.00	84.00
Other designs	92.00	94.00
Extra line to existing entry	48.00	50.00
Slate Tablets		
Slate Tablets per letter	4.50	4.70
Memorial Cards -		
2 line entry	40.00	42.00
3 line entry	52.00	54.00
4 line entry	64.00	66.00
5 line entry	76.00	78.00
6 line entry	89.00	91.00
7 line entry	101.00	103.00
8 line entry	113.00	115.00
Flower designs	82.00	84.00
Other designs	92.00	94.00
Sanctum Vaults:		
10 year lease (includes wooden casket)	600.00	620.00
Renewal for further 10 years	270.00	280.00
20 year lease (includes wooden casket)	805.00	825.00
Renewal for further 20 years	380.00	400.00
Placing 2nd casket of remains – Monday to Friday only	63.00	65.00
Opening vault on request	30.00	35.00

	2016/17	2017/18
Design and Lettering (prices exclusive of VAT)		
Lettering (per letter)	4.00	4.25
Small design	78.00	80.00
Large design	99.00	105.00
Photo tile (portrait – 1 person)	140.00	145.00
Photo tile (landscape – 2 persons)	182.00	190.00
Outdoor Facility Charges		
Summer Games:		
Adult Bowling Green Card (Annual)	25.00	25.00
Couples Bowling Green Card (Annual) (in same household)	40.00	40.00
Junior Bowling Green Card (Annual)	12.50	12.50
Summer Rugby Adult	540.00	550.00
Summer Rugby Juniors - #	320.00	326.00
Winter Games:		
Adult B/B Pitch Hire (Alternate weeks)	540.00	550.00
Adult Casual Hire	135.00	138.00
Junior B/B Pitch Hire (Alternate weeks)	320.00	326.00
Mini Soccer B/B Hire	240.00	245.00
Junior Casual Hire	67.00	68.00
Adult Baseball Field (Annual)	1600.00	1,632.00
Junior Baseball Field (Annual)	800.00	816.00
Land Hire – Victoria Park		
Non Trading Day (per day)	115.00	120.00
Trading Day	275.00	280.00
Land Hire – Runcorn Town Hall		
Non Trading Day (per day)	185.00	190.00
Trading Day	400.00	410.00
Land Hire – Heath Park		
Non Trading Day (per day)	185.00	190.00
Trading Day	400.00	425.00
Bandstand Hire		
General Hire	200.00	250.00
Halton Constituted Community Groups	POA	POA
Halton Registered Charities	POA	POA
Small Fairground Land Hire - Victoria Park		
Non Trading Day	115.00	120.00
Trading Day	275.00	280.00
Fairground Land Hire Bond (Refundable)	1,500.00	1,500.00
Fairground Land Hire		
Non Trading Day	185.00	190.00
Trading Day	400.00	410.00
Land Hire Bond (Refundable)	1,500.00	1,500.00
Circus Land Hire		
Non Trading Day	185.00	190.00
Trading Day	400.00	425.00
Land Hire Bond (Refundable)	2,500.00	2,500.00
Event Land Hire – Non Commercial		
Halton Constituted Community Groups	POA	POA
Halton Registered Charities	POA	POA
Land Hire Bond (Refundable)	1,000.00	1,000.00
Event Land Hire - Commercial		
Commercial Land Hire	POA	POA
Silver Jubilee Bridge Zip Wire Access Hire		
1 Hire Day Per Year	1,500.00	1,500.00

ENVIRONMENTAL HEALTH SERVICES	2016/17	2017/18
Environmental Information		
Basis for Charging - where information exists in format requested:		
Admin Charge - inclusive of copying of first sheet.	11.26	11.48
A4 –per subsequent sheet.	0.50	0.51
A3 - per subsequent sheet	0.76	0.77
A2 –per subsequent sheet	1.55	1.58
A1 - per subsequent sheet	6.36	6.48
Environmental Protection Act		
List of authorised part “B” Processes	41.62	41.62
List of authorised part “A” Processes	42.66	42.66
Condemned Food Certificates		
Disposal of condemned food following statutory or voluntary process	At cost	At cost
Certification of Food Products for Export		
Certificates requiring signature	62.93	64.20
Other documents requiring stamp	20.81	21.25
Kennelling of Dogs		
Reclaiming of Stray Dogs	On Application*	On Application*
Collection of Dogs from repossessed premises	77.51	79.10
Transportation of non-seized animals i.e. dogs/cats to kennels or other premises	77.51	79.10
*As agreed with Strategic Director People or Director of Public Health		
EPA Authorisation		
Application	Statutory fee	Statutory fee
Renewal	Statutory fee	Statutory fee
Disclosure of Information (plus photocopying charge 50p per sheet)		
Information obtained under the Health and Safety at Work Act 1974 etc.	139.66	142.50
Voluntary Disclosure of Information	117.59	119.95
Acupuncture, Tattooing, Ear Piercing and Electrolysis Establishments		
Registration fee	108.20	110.40
Additional Individual Operator Registration	34.23	34.95
Border Agency Accommodation Inspections	72.25	73.70
Return of Seized Sound Equipment (Noise Act 1996)	127.50	130.05
Licence and renewal for Houses in Multiple Occupation (HMO) up to 5 beds for 3 years (reduced from 5 years)	313.16	425.00
Additional charge for licence for House in Multiple Occupation (HMO) with more than 5 beds up to a maximum of £600 for 3 years (reduced from 5 years)	-	30.00 per unit
Petroleum Consolidation Regulations 2014 Certificate and Licensing	Statutory Fee	Statutory Fee
Pest Control Charges		
Commercial Charge for all pests (per hour, minimum 1 hour)	75.00	75.00

	2016/17	2017/18
School Charge: currently all schools are charged the commercial rate for all pests, the proposed charges are as follows:		
Ants	53.04	54.10
Fleas	53.04	54.10
Wasps	53.04	54.10
Cockroaches	53.04	54.10
Mice	53.04	54.10
Rats	53.04	54.10
Domestic Charges - #:		
Ants	53.04	54.10
Fleas	53.04	54.10
Wasps	47.94	48.90
Bedbugs	30.60	60.45
Cockroaches	30.60	31.20
Mice	30.60	31.20
Rats	Free	Free
Regulatory Enforcement and Sanctions Act		
The first 10 hours of advice in a financial year to all businesses	Free	Free
Hourly rate for additional consultancy to primary authority businesses	55.14	56.25
Trading Standards Services		
Fireworks		
Type of Application		
One year licence to store explosives where, by virtue of regulation 27 of, and schedule 5 to, the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed. Statutory fee.	178.00	185.00
Two year licence to store explosives where, by virtue of regulation 27 of, and schedule 5 to, the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed. Statutory fee.	234.00	243.00
Three year licence to store explosives where, by virtue of regulation 27 of, and schedule 5 to, the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed. Statutory fee.	292.00	304.00
Four year licence to store explosives where, by virtue of regulation 27 of, and schedule 5 to, the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed. Statutory fee.	360.00	374.00
Five year licence to store explosives where, by virtue of regulation 27 of, and schedule 5 to, the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed. Statutory fee.	407.00	423.00
One year renewal of licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed. Statutory fee.	83.00	86.00
Two year renewal of licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed. Statutory fee.	141.00	147.00
Three year renewal of licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed. Statutory fee.	198.00	206.00
Four year renewal of licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed. Statutory fee.	256.00	266.00

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Five year renewal of licence to store explosives where a minimum separation distance of greater than 0 metres is prescribed. Statutory fee.	313.00	326.00
One year licence to store explosives where no minimum separation distance is prescribed. Statutory fee.	105.00	109.00
Two year licence to store explosives where no minimum separation distance is prescribed. Statutory fee.	136.00	141.00
Three year licence to store explosives where no minimum separation distance is prescribed. Statutory fee.	166.00	173.00
Four year licence to store explosives where no minimum separation distance is prescribed. Statutory fee.	198.00	206.00
Five year licence to store explosives where no minimum separation distance is prescribed. Statutory fee.	229.00	239.00
One year renewal of licence to store explosives where no minimum separation distance is prescribed. Statutory fee.	52.00	54.00
Two year renewal of licence to store explosives where no minimum separation distance is prescribed. Statutory fee.	83.00	86.00
Three year renewal of licence to store explosives where no minimum separation distance is prescribed. Statutory fee.	115.00	120.00
Four year renewal of licence to store explosives where no minimum separation distance is prescribed. Statutory fee.	146.00	152.00
Five year renewal of licence to store explosives where no minimum separation distance is prescribed. Statutory fee.	178.00	185.00
Varying the name of licensee or address of site. Statutory fee.	35.00	36.00
Any other kind of variation.	Reasonable cost to the licensing authority of having the work carried out	Reasonable cost to the licensing authority of having the work carried out
Transfer of licence. Statutory fee.	35.00	36.00
Replacement of licence. Statutory fee.	35.00	36.00
Weights and Measures charged per office hour	59.60	60.00
Feeding stuffs – Manufacturing (statutory fee)	451.00	451.00
Feeding stuffs – Placing on the Market (statutory fee)	226.00	226.00
PUBLIC HEALTH		
Health Improvement Team – exercise session charge	2.50	2.50
COMMUNITY CENTRES		
Activities		
Badminton (Juniors)	8.90	9.10
Badminton (Adults)	11.00	11.25
Climbing Wall (Adults – per hourly session)	2.60	2.65
Climbing Wall (Juniors – per hourly session)	1.00	1.05
Climbing Wall (Hire per hour inc. instructor)	35.75	36.50
Community Groups:		
Room Hire – Hall (per hour)	8.40	8.60
Room Hire – Small Room (per hour)	3.30	3.40
Room Hire – Medium Room (per hour)	4.80	4.90
Room Hire – Large Room (per hour)	5.40	5.50
Private Groups:		
Room Hire – Hall (per hour)	10.50	10.70
Room Hire – Small Room (per hour)	4.20	4.30
Room Hire – Medium Room (per hour)	5.80	5.95
Room Hire – Large Room (per hour)	6.50	6.65

	2016/17	2017/18
Commercial Groups:		
Room Hire – Hall (per hour)	12.65	12.90
Room Hire – Small Room (per hour)	5.50	5.65
Room Hire – Medium Room (per hour)	7.20	7.35
Room Hire – Large Room (per hour)	7.70	7.85
Weekend Room Hire	Relevant room hire charge +50%	Relevant room hire charge +50%
Performing Rights (of total charge)	5%	5%
Sportshall at Upton Community Centre (Adults)	32.50	33.15
Sportshall at Upton Community Centre (Juniors)	26.00	26.50
LEISURE SERVICES		
Swimming		
Adult	3.60	3.80
Junior	2.10	2.20
Halton Leisure Card (HLC)	2.20	2.30
Aquababes	3.10	3.20
Private lesson 121	14.90	15.50
Private lesson 221	20.60	21.30
Child Swim Lesson - 30 min membership	19.60	20.20
Child Swim Lesson - 60 min membership	25.79	26.70
Adult Swim Lesson - 30 min membership	19.60	20.20
Private lesson 121 membership	50.46	52.00
Private lesson 221 membership	32.57	33.60
Crash Course - 30 min (5 day)	20.60	21.80
Memberships		
Single membership	30.50	31.50
Joint membership	54.90	55.90
Swim Only membership	22.00	23.50
Gym only membership (BRC/RSP)	15.99	15.99
Gym only membership (KLC)	17.99	17.99
Teen Membership	15.50	15.99
Family membership	61.00	63.00
Swim concession membership	17.50	18.50
Activities		
Bowls	52.00	53.00
Creche	1.80	3.50
Halton Day Services	85.00	87.00
Men's 50+ Badminton	7.70	8.00
Karate Club	22.50	23.00
Jujitsu Club	30.60	31.10
Panters Badminton Club	9.80	10.10
S&S Badminton Club	18.00	18.60
Woodend Badminton Club	29.40	30.00
Trampoline Private Hire	12.60	13.00
Flowskate Roller Company	102.00	105.00
Liverpool Canoe Club	45.90	47.50
Netball Leagues	260.00	265.00
Trampoline Tue	15.00	15.50
Trampoline Mon	13.51	13.86
Gymnastics 60 min	13.64	13.99
Gymnastics 90 min	15.91	16.31
Gymnastics 120 mins	19.47	19.97
Gymnastics drop in 60 mins	3.50	3.60
Gymnastics drop in 90 mins	4.00	4.10
Trampoline drop in 60 mins	3.60	3.70
Back to Netball	3.00	3.10
Five a Side Block Booking KLC	48.00	49.00
Sports Hall Admit Adult	2.20	2.25

	2016/17	2017/18
Sports Hall Admit Junior	1.15	1.20
HLC Admit	1.35	1.40
Squash Adult	3.70	3.80
Squash Junior	1.85	1.90
Casual Gym/Aerobics	4.90	5.20
Junior Fitness	2.50	2.60
Health Suite	6.00	6.10
Table Tennis Adult	2.50	2.60
Table Tennis Junior	1.25	1.35
Spectator Adult	0.50	0.50
Spectator Junior	0.25	0.25
Spectator HLC	0.25	0.25
Half Hall Booking KLC	43.00	44.50
Full Hall Booking KLC	86.00	89.00
Gymnasium KLC	34.00	34.00
Creche	26.80	26.80
Swimming Pool KLC	60.00	63.00
Small Pool	45.00	46.00
Studio 1 & 2	28.00	28.00
Swimming Pool RSP	28.00	29.00
Swimming Pool BRC	55.50	56.50
Five a Side Block Booking BRC	46.00	47.00
Half Hall Booking Adult BRC	37.00	38.00
Full Hall Booking Adult BRC	66.50	68.00
Half Hall Booking Junior BRC	22.00	22.50
Full Hall Booking Junior BRC	38.00	38.75
Gymnasium Adult BRC	31.00	31.00
Gymnasium Junior BRC	21.00	21.00
Astro Casual Adult	39.00	40.00
Astro Casual Junior	19.50	20.00
Astro Block Booking Adult	35.50	36.50
Astro Block Booking Junior	17.75	18.25
Kyujutsu Archery Club	75.00	76.00
Halton Leisure Card	4.00	4.00
LIBRARY SERVICES		
Loan Charges		
Talking Books (3 weeks)	1.30	1.30
Talking Books - Leisure Card Holders (3 weeks)	0.80	0.80
DVDs Children's collection for 1 week	1.40	1.40
Learning for Life Collection – Non book Items (3 weeks)	1.30	1.30
Learning for Life Collection – Non book Items – Leisure Card Holders	Free	Free
Fines on Overdue Items		
Books, Talking Books, CDs, and Learning for Life Collection:		
Adult's Tickets (£2.00 maximum fine) (per day)	0.15	0.15
Children's Tickets	No charge	No charge
Young Person's Tickets	No charge	No charge
Leisure Card Holder (£2.00 maximum fine) (per day)	0.05	0.05
Additional Administrative Charge for Overdue Reminders	0.30	0.30
Reservation Fees		
Items in Stock	Free	Free
Items Bought Into Stock	2.50	2.50
Items Bought Into Stock – Leisure Card Holders	1.50	1.50
Items Obtained From Other Libraries or British Library	10.00	10.00
Items Obtained From Other Libraries or British Library – Leisure Card Holders	7.00	7.00

	2016/17	2017/18
Personal Computer Bookings		
Printing (per page) – Black and White	0.15	0.15
Printing (per page) – Colour	0.25	0.25
Printing (per page) – Black and White – Leisure Card Holders	0.10	0.10
Printing (per page) – Colour – Leisure Card Holders	0.15	0.15
Photocopies		
A4 (per sheet)	0.15	0.15
A3 (per sheet)	0.25	0.25
Fax		
Per Sheet Received	0.50	0.50
To UK – First Sheet	1.00	1.00
To UK – Subsequent Sheets	0.25	0.25
To Europe – First Sheet	2.00	2.00
To Europe – Subsequent Sheets	0.50	0.50
To Outside Europe – First Sheet	3.00	3.00
To Outside Europe – Subsequent Sheets	1.00	1.00
Lost Tickets		
Adults	2.00	2.00
Children and Leisure Card Holders	1.00	1.00
Room Hire		
Community Groups – Meeting Room 2 (per hour)	10.00	12.00
Community Groups – Meeting Room 3 (per hour)	10.00	12.00
Community Groups – Meeting Room 2 & 3 (per hour)	20.00	24.00
Community Groups – Meeting Room 4 (per hour)	6.00	7.00
Community Groups – Meeting Room 5 – ICT Suite (per hour)	10.50	13.50
Community Groups – Meeting Room 6 (per hour)	8.50	10.00
Community Groups – Meeting Room 7 (per hour)	7.00	8.50
Community Groups - Meeting Room - Runcorn (per hour)	8.00	9.50
Standard Rate Meeting Room 2 (per hour)	12.00	14.50
Standard Rate Meeting Room 3 (per hour)	12.00	14.50
Standard Rate Meeting Room 2 & 3 (per hour)	24.00	29.00
Standard Rate Meeting Room 4 (per hour)	7.00	8.50
Standard Rate Meeting Room 5 – ICT Suite (per hour)	12.00	14.50
Standard Rate Meeting Room 6 (per hour)	10.00	12.00
Standard Rate Meeting Room 7 (per hour)	8.00	9.50
Standard Rate Meeting Room - Runcorn (per hour)	10.00	12.00
Kingsway Learning Centre		
Meeting Room 10A – Capacity 15 people (10% disc for 6 meeting or more)	7.70	8.00
Meeting Room 11 – Capacity 15 people (10% disc for 6 meeting or more)	7.70	8.00
Meeting Room 15 – Capacity 15 people (10% disc for 6 meeting or more)	7.70	8.00
Meeting Room 13 – Capacity 30 people (10% disc for 6 meeting or more)	13.80	14.00
Private Groups (in addition to above charges)	+ 25%	+ 25%
Commercial Groups (in addition to above charges)	+ 50%	+ 50%

	2016/17	2017/18
WASTE MANAGEMENT		
Charge for a new or replacement wheeled bin	27.00	27.50
Charge for the collection of bulky household items	22.00	22.50
Charges for the collection of commercial waste	5.70	5.80
Additional items each (maximum of 10 items per collection)		
Charge for collection of garden waste (paid HDL)	30.00	30.00
Charge for collection of garden waste (paid online)	25.00	25.00
Charge for the collection of commercial waste	Increase of 2% on 2015/16 charges	Increase of 2% on 2016/17 charges
STADIUM		
Room Hire		
Bridge Suite	410.00	420.00
Karalius Suite	205.00	220.00
Single Box	55.00	65.00
Double Box	125.00	130.00
Triple Box	180.00	195.00
Pitch Hire		
7-Aside - Peak	75.00	75.00
7-Aside - Off Peak	55.00	55.00
5-Aside - Peak	45.00	45.00
5-Aside - Off Peak	40.00	40.00
PROPERTY SERVICES		
Industrial Estate Service Charges	Based on actual costs for the preceding year with uplift for inflation	Based on actual costs for the preceding year with uplift for inflation
ADULT LEARNING CLASSES		
Maths	Free	Free
English	Free	Free
HEP Employability Skills	Free	Free
Employability Skills	Free	Free
5 Week Courses – Cake Decorating, Calligraphy	30	30
10 Week Courses	60	60
22 Week Courses + £30 registration fee	120	120
33 Week Courses + £30 registration fee	160	160
Any course that does have a fee attached may be subject to fee remission (either 50% or 100%) dependant on which benefits the learner may be claiming	-	

THE BRINDLEY	2017/18	APPENDIX B 2018/19
The Theatre		
Commercial Hirers (1 performance or up to 8 hours):		
Monday to Thursday	1,250.00	1,300.00
Friday and Saturday	1,400.00	1,450.00
Sunday and Bank Holidays	1,450.00	1,500.00
Community Hirers (1 performance or up to 8 hours):		
Monday to Thursday	765.00	790.00
Friday and Saturday	865.00	890.00
Sunday and Bank Holidays	965.00	995.00
Rehearsal Performance per 4 Hours (Monday to Thursday)	370.00	385.00
The Studio		
Per 8 hour performance with technical support:		
Monday to Thursday	370.00	385.00
Friday, Saturday and Sunday	420.00	435.00
Per 4 hour rehearsal with technical support:		
Monday to Thursday	215.00	225.00
Friday, Saturday and Sunday	265.00	275.00
Per 4 hours dressing room facility:		
Monday to Thursday	170.00	175.00
Friday, Saturday and Sunday	170.00	175.00
Per 8 hours dressing room facility:		
Monday to Thursday	270.00	280.00
Friday, Saturday and Sunday	270.00	280.00
Per 12 hour dressing room facility:		
Monday to Thursday	370.00	380.00
Friday, Saturday and Sunday	370.00	380.00
Per 4 hour digital film screening:		
Monday to Thursday	320.00	330.00
Friday, Saturday and Sunday	370.00	380.00
Workshops (room only):		
Monday to Thursday (10am – 5pm) per hour	30.00	30.00
Technical Support	POA	POA
Education Room Hire		
Monday to Saturday (hourly rate)	25.00	25.00
Monday to Saturday (day rate)	80.00	80.00
Technical Support	POA	POA
Additional Charges		
Inclusion within the Brindley season Brochure	160.00	170.00
Inclusion in the Brindley's Monthly Newspaper	80.00	85.00
Brindley to manage ticket sales (per ticket)	0.50	0.60
Programme/Merchandise sales by hire company	50.00	50.00
Programme/Merchandise sales by Brindley staff	20%	100.00
Advert of Gallery Bridge 2 sides (Jan – Sept) pcm	100.00	100.00
Advert right hand entrance glass (Jan – Sept) pcm	150.00	150.00
Venue TV's Slide Show Advertisement (4 weeks)	100.00	100.00
Additional technicians (per hour)	16.00	17.00
Pre rig (sound, lighting or stage) (Monday to Friday)	345.00	355.00
Pre rig (sound, lighting or stage) (Saturday, Sunday or Bank Holidays)	390.00	400.00
Use of the orchestra pit	160.00	170.00
Smoke Machine (day)	23.00	25.00

	2017/18	2018/19
Smoke Machine (week)	70.00	75.00
Haze Machine (day)	23.00	25.00
Haze Machine (week)	70.00	75.00
Strobe Lights (day)	23.00	25.00
Strobe Lights (week)	70.00	75.00
Radio Mics (each)	32.00	35.00
Radio Mics (weekly)	95.00	105.00
Music Stand and Light (day)	5.00	5.00
Music Stand and Light (week)	15.00	15.00
Theatre Projector (day)	125.00	130.00
Theatre Projector (week)	375.00	390.00
Studio Projector and Screen (day)	65.00	70.00
Studio Projector and Screen (week)	195.00	210.00
Media Package – Projector and DVD Player (day)	55.00	60.00
Media Package – Projector and DVD Player (week)	165.00	180.00
Harlequin Dance Floor (day)	70.00	75.00
Harlequin Dance Floor (week)	200.00	225.00
Star Cloth (day)	95.00	100.00
Star Cloth (week)	285.00	300.00
Gauze (day)	45.00	50.00
Gauze (week)	105.00	150.00
Pyrotechnics (day)	POA	POA
Pyrotechnics (week)	POA	POA
Steinway Grand Piano – (Theatre only) (day)	125.00	130.00
Steinway Grand Piano – (Theatre only) (week)	375.00	390.00
Steinway Grand Piano tune (Theatre only) (weekday)	130.00	135
Steinway Grand Piano tune (Theatre only) (weekend)	160.00	170.00
Post show bar (waived if bar sales over £150)	60.00	75.00
Corkage Per Bottle (Wine)	10.00	10.00
Corkage Per Bottle (Champagne)	20.00	20.00
Café Facility Per Hour (outside of normal opening hours – waived if sales exceed £30.00 per hour)	40.00	45.00

	2017/18	Appendix C 2018/19
REGISTRARS		
Boston Suite and Lounge		
Monday to Thursday	200.00	210.00
Friday	230.00	245.00
Saturday	270.00	285.00
Sunday (11am to 1pm)	340.00	360.00
Bank Holiday	440.00	460.00
Civic Suite, Runcorn Town Hall		
Monday to Thursday	300.00	315.00
Friday	310.00	325.00
Saturday	340.00	360.00
Sunday (11am to 1pm)	380.00	400.00
Bank Holiday	480.00	500.00
Leiria or Members Room, Runcorn Town Hall		
Monday to Thursday	270.00	285.00
Friday	280.00	295.00
Saturday	300.00	315.00
Sunday (11am to 1pm)	350.00	370.00
Bank Holiday	450.00	470.00
Council Chamber Runcorn Town Hall and Approved Premises		
Monday to Thursday	370.00	390.00
Friday	390.00	410.00
Saturday	450.00	470.00
Sunday	520.00	550.00
Bank Holidays	620.00	650.00

REPORT TO: Executive Board

DATE: 16 March 2017

REPORTING OFFICER: Strategic Director – Enterprise, Community and Resources

PORTFOLIO: Resources

SUBJECT: Directorate Performance Overview Reports for Quarter 3 2016 - 17

1.0 PURPOSE OF REPORT

1.1 To report the Council's performance for the second quarter period to 31st December 2016. The report details progress against key objectives / milestones and performance targets, and describes factors affecting each of the Directorates.

2.0 RECOMMENDED: That

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

3.0 SUPPORTING INFORMATION

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

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

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

- Appendix 1 - Peoples Directorate (Children and Young People)
- Appendix 2 - People Directorate (Adult Social Care and Public Health)
- Appendix 3 - Enterprise, Community and Resources Directorate

4.0 POLICY IMPLICATIONS

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

5.0 OTHER IMPLICATIONS

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

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

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

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

7.0 RISK ANALYSIS

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

8.0 EQUALITY AND DIVERSITY ISSUES

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

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

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

People Directorate Overview Report (Children and Young People)

Reporting Period: Quarter 3, 01 October 2016 – 31 December 2016

1.0 Introduction

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

2.0 Key Developments

- 2.1 **Hearing Impaired Resource Base at Westfield Community Primary school (AMc)**
On 17th November 2016 a decision was taken by the Executive Board of Halton Borough Council to close the Hearing Impaired Resource Base to new admissions.

This decision was taken after a statutory consultation. The rationale for this decision was a lack of families wishing their children to be educated in the Resource base. The development of new technology for babies and young children through Cochlear implants has meant that deaf children have the ability to hear well enough to be educated in mainstream schools along with their siblings and peers. The current children at the base will continue to be supported until they leave Westfield Primary to enter secondary education.

The totality of the resources previously allocated to the Resource base will be ring fenced and used to provide support children with hearing impaired and sensory issues. Funding will be used to employ an additional centrally based peripatetic teacher of the deaf who will offer vital hearing impaired and language support to children in mainstream schools

- 2.2 **Children & Young People Plan (AMc)**
The current Children and Young People's plan covers the period 2014-2017. To identify the priorities and the development of the plan for 2017/2020 the Children's Trust are holding a dedicated session on 26th January 2017. Key stakeholders will have the opportunity to consider the current profile and key challenges within the borough and determine the key priorities and promises for the Trust for 2017/2020. Consultation will then be undertaken with parents, children and young people and the wider children's workforce and a final plan produced for 1st April 2017.
- 2.3 **Mental Health First Aid Training (AMc)**
The Government announced that the Department of Health will be funding Youth MHFA training in secondary schools.
Please use the link below to access information:
<https://www.gov.uk/government/news/prime-minister-unveils-plans-to-transform-mental-health-support>

2.4 Attainment 8 and Progress 8 (AMc)

Attainment 8 measures a student's average across 8 subjects. These eight subjects fit into three groups:

- English and Maths – these are double weighted
- Ebacc – highest scores in sciences, computer science, geography, history and languages
- Open subjects – any other GCSEs and other approved academic, arts or vocational qualifications.

In 2016 against this measure Halton performed better than the England average by comparison to all schools and state funded schools Halton scored 49.3, All Schools 48.5 and state funded schools 48.9.

Progress 8 assesses a students' progress measured across eight subjects: English; mathematics; three other English Baccalaureate (EBacc) subjects (sciences, computer science, geography, history and languages); and three further subjects, which can be from the range of EBacc subjects, or can be any other approved, high-value arts, academic, or vocational qualification.

In Halton for Progress 8 in 2016 performance across the authority was mixed however with two schools performing in line with or above the national average. The Local Authority have undertaken a detailed review of the performance of each school with the aim of providing schools with information which will allow them to identify and implement the changes required to improve performance in future years.

2.5 Local Authority Commissioned Free School (AMc)

In October 2016 the Department of Education offered Local Authorities the opportunity to bid for special free schools in their area through the Regional Schools Commissioner. As part of Halton's review of Special Needs provision in Halton we have a recognised lack of local provision for Key stage 3/4 pupils with Social Emotional and Mental Health needs. The proposal encouraged Local authorities to link with neighbouring authorities to bid together for a special free school where there was a shared interest

Halton BC has engaged in bids for this funding with 2 regional local authority groups.

- Bid One Halton is the lead authority with Knowsley and St Helens.
The proposal is for a new build in Halton for a co-educational secondary phase special free school for SEMH, initially for 30 pupils.
- Bid Two Liverpool is the lead authority with Halton, Knowsley and Sefton.
This Special Free School is a development of an existing school and will offer 30-40 places for boys.

If Halton is successful we aim to place pupils in these schools at transition and review points. We have had notification from the Regional Schools commissioner that as they have had a large number of expressions of interest, they will not be able to make a decision until they have given due consideration to each bid.

2.6 Review of Specialist Provision for Children and Young People with Special Educational Needs and Disabilities in Halton (AMc)

In May 2016 a Review Group was formed to consider whether the Specialist Provision offer in Halton was reflective of the needs of our SEND population. The Group includes Parents, Schools, Settings and Local Authority Representation. The Review Group are considering

how to manage effectively the demands on the High Needs budget, the demand for specialist placements within borough and out of borough and how to improve the inclusion of our SEND population within our mainstream Schools and Settings.

As a consequence of our work to date, the recognised need for further Social Emotional Mental Health provision has prompted our involvement in the regional bids for specialist provision at Key stage 3 and 4. Halton has also consulted on a new approach and ways forward on the use of Enhanced Provision Funding.

2.7 Children Refusing Education through Social Emotional and Mental Health Issues (AMc)

In Halton we are aware of a cohort of children and young people who are refusing education through Social Emotional and Mental Health (SEMH) issues resulting in anxiety. Individuals in this cohort are some of our most vulnerable children and young people, not only because of educational outcomes but because of safeguarding from abuse, risk of offending and health implications.

In July 2016 a group of concerned agencies formed an action group to consider how we could help this cohort to re-engage. They included High Schools, Educational Psychologists, CAMHS, Education Welfare Officers, School Nurses and Special Educational Needs Service. As a result of this work a pilot project has emerged based upon research by Miller 2008. The Inclusion Division has allocated a .5 member of the Behaviour and Attendance team to drive the project within our participating High Schools.

The Project aims

- To gather data on Pupils already refusing education with SEMH, and those who may be at risk.
- Model the use of a diagnostic tool that helps to identify why an individual has anxiety that affects their attendance.
- Gather case studies of good practice
- Change systems and practice within schools if that is a factor influencing refusal to attend.
- Facilitate multi-agency meetings that ensure young people who are not in school are seen and that actions are happening to promote reengagement.

We intend to report on the pilot projects outcomes in August 2017

2.8 Children Missing Education (AMc)

A number of data sets have now been brought together into one electronic data set, along with an electronic data system which has replaced the previous paper based way of working. This allows the Children missing education (CME) cohort to be managed and updated more easily. CME policies have been updated in line with recent Government Guidance, the multi-agency CME working group has been re-established and a new CME policy and procedure document is being drafted to outline the new CME process in Halton.

2.9 Children and Social Work Bill (TC & AMc)

The Children in Social Work Bill is now before the House of Commons, having started in the House of Lords. It recommends a number of changes including the option for local authorities to apply for exemptions from statutory duties, the extension of support to care leavers until the age of 25, the abolition of local safeguarding childrens boards and the introduction of accreditation for social workers, supervisors and leaders. The option for exemption from statutory duties has proved highly controversial, and the government have made a number of amendments to the Bill to assure MPs of the scrutiny and approval

process before any exemptions are granted. These amendments have been passed; the Bill will be subject to further scrutiny as it progresses.

Please use the link below to access further information:

<https://www.gov.uk/government/news/governments-proposals-for-a-new-regulator-for-social-workers>

Within the Bill there is a duty for a Local Authority to make educational achievement advice and information available, to any person who has parental responsibility for a child who has ceased to be in care through certain legal orders and the child's school Designated Teacher. In order to fulfil this duty the Local Authority must appoint at least one member of staff and this person must be an officer employed by the Local Authority. Once the Bill has received Royal Assent, the Government have stated that their intention is amend current legislation to expand the duties of the Virtual School Head teacher within each LA to include this duty. The Bill also requires the governing bodies of all schools, including academies and free schools, to designate a member of staff to have responsibility to promote the educational achievement of children who have ceased to be in care but are registered pupils. The Designated person must also undertake appropriate training and have regard to any statutory guidance. The Government have stated that they intend this duty to be included in the current role of Designated Teacher for Children in Care

The Bill will next be considered at the Report Stage in the Commons followed by a Third Reading. The dates for these remaining stages have not yet been set.

Please use the link below to access further information:

<https://www.gov.uk/government/news/governments-proposals-for-a-new-regulator-for-social-workers>

2.10 NCER Children Looked After Project (AMc)

Halton has signed up to be part of the development of a national data system to measure performance and progress of young people in care. This project will provide valuable data to all Virtual School Head teachers that will allow them to clearly monitor their children's achievement and attainment, including comparisons with national and regional trends. There are currently 147 local authorities signed up the project. NCER, who are leading on the project, are due to undertake BETA testing of the system and North West Virtual School Head teachers are an integral part of this process. It is hoped that the system will go live in March 2017. NCER are discussing with the DfE data access arrangements for future years.

3.0 Emerging Issues

3.1 Horizon scanning/National drivers

Care Leavers (TC)

Due to changes in legislation and criteria, the traineeships that the Council have offered Care Leavers are in the process of being reviewed. This means that there is currently a limited offer available. Plans are being put in place to make this system more robust and to ensure that we are compliant with the new requirements. Care leavers will continue to be directed toward the range of education, employment and training opportunities, including apprenticeships, that are available to all young people in the borough.

Early Years (AMc)

From September 2017 working parents with 3 and 4 year olds will be eligible for an additional 15 hours per week of free childcare. To support this significant development the Government has produced legislation in the Childcare Act 2016 and has been introduced a new Early Years Single Funding Formula (EYSFF) which is intended to bring about fairer funding arrangements and to incentivise the Private, Voluntary and Independent (PVI) Childcare sector to deliver the additional places. The new entitlement will be supported by investment in new IT modules to improve the application and eligibility checking systems for parents, providers and the local authority.

Please use the link below to access the Childcare Act 2016:

<http://www.legislation.gov.uk/ukpga/2016/5/enacted>

Schools National Funding Formula (AMc)

The first phase of the consultation on reforming the system for funding schools and high needs commenced in March 2016. Phase 1 outlined the vision, principles and structure of the proposed changes. Having received responses from over 6,000 partners on 14th December 2016, the Department for Education launched the phase 2 consultation on the introduction of the national funding formula and its revised approach to funding high needs.

A national funding formula for schools, revised funding for high needs and local authority services to schools will be introduced for 2018/2019 with full implementation from 2019-2020. The Dedicated Schools Grant (DSG) will be split into 4 blocks; schools, high needs, early years and central school services. The schools block allocation will be ring fenced for spending on schools. The national funding formula will consist of 12 factors plus mobility and the high needs formula will comprise of 9 factors.

In 2018/2019 those schools gaining from the new funding formula will receive up to 3% per pupil and 2.5% the following year. Reductions to school budgets as a result of the introduction of the national funding formula will be limited to 3% per pupil. The minimum funding guarantee will continue to apply at minus 1.5% year on year.

For high needs those local authorities gaining under the formula will receive up to a 3% increase in 2018/2019 and 2019/2020. It is proposed that there will be no cash losses for local authorities as a result of the high needs proposals.

The Department for Education has illustrated the impact of the introduction of the national funding formula on each school.

School Forum will consider the phase 2 proposals at the meeting on 23rd January 2017 and will consider how to respond to the consultations. In addition, individual schools and settings are urged to respond. The consultation closes on 22nd March 2017.

For more details please see the following:

<https://consult.education.gov.uk/funding-policy-unit/schools-national-funding-formula2>

<https://consult.education.gov.uk/funding-policy-unit/high-needs-funding-reform-2>

3.2 Halton Specific

Children in Care Placements (TC)

The last quarter has seen continued demand for placements and a number of placement breakdowns. Sufficiency of placements, both within Halton's resources and externally, is proving extremely challenging. Halton's In house provision is very limited and foster care recruitment is producing few new carers. The need to purchase external placements, from a declining pool, incurs high costs. The lack of placement choice can result in some placements being made out of necessity rather than because they are a good match, and this often impacts on stability and the success of the placement. Foster care recruitment is ongoing and the strategy for recruiting new carers is regularly reviewed and revised. Plans to share some of this activity with other local councils, all of whom are facing similar challenges, are being discussed. Support by supervisory social workers to existing foster carers has been increased to try to sustain placements and retain carers.

Model for Enhanced Provision for pupils in mainstream schools and academies (AMc)

Enhanced provision was introduced in Halton a number of years ago with the intention of providing funding to pupils on a short term basis as early as possible once a specific need had been identified and without the requirement for schools to go through the statementing process.

The enhanced provision/top up funding has been linked to additional hours of support a child or young person may require and in many cases has stayed with that child through the duration of their primary/secondary education. Although there is some Head teacher representation on the assessment panel this is limited. In addition, the paperwork and gatekeeping needed to process the number of applications has diverted SEN Officers from monitoring the quality of provision and providing advice, support and guidance to schools.

As part of the Review of SEN currently being undertaken the levels of funding allocated to early years, primary and secondary settings has been scrutinised, along with the current methodology for allocation and a revised more sustainable aimed at providing support early, develop schools capacity, allow more flexible use of resources and promoting independence for children and young people with SEND has been developed. It is essential that we introduce a change to the current methodology by April 2017 as the current model is no longer sustainable. This model has been discussed in detail at the SEN Review meeting and your views and that of parents and carers in Halton has been sought.

4.0 Risk Control Measures

- 4.1 Risk control forms an integral part of the Council's business planning and performance monitoring arrangements. As such, directorate risk registers were updated in tandem with the development of the 2016-17 business plan.

The implementation of all relevant high risk mitigation actions were reported to the Board at Quarter 2.

5.0 Progress against high priority equality actions

- 5.1 Equality issues continue to form a routine element of the Council's business planning and operational decision making processes. Additionally the Council must have evidence to

demonstrate compliance with the Public Sector Equality Duty (PSED) which came into force April 2011.

The council's latest annual progress report in relation to achievement of its equality objectives is published on the Council's website <http://www4.halton.gov.uk/Pages/councildemocracy/Equality-and-Diversity.aspx>

6.0 Performance Overview

6.1 The following information provides a synopsis of progress for both milestones and performance measures across the key business areas that have been identified by the local authority contributing the priority of Children and Young People.

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

Ref	Measure	15/16 Actual	16/17 Target	Current	Direction of Travel	Quarterly Progress
PED01 01	Monitor the average length of time between a child returning home and their return interview (Commissioned Service)	72 hrs	72 hrs	48 hours		
PED01 02	Reduce the number of young people who repeatedly run away in Halton (Commissioned Service)	127	115	41 (Q3) 118 YTD		
PED01 03	Monitor the number of young people who go missing in the year (Commissioned Service)	223	N/A	100 (Q3) 297 (YTD)		
PED01 04	Monitor the number of young people flagged as at risk of child sexual exploitation (snapshot at the end of the quarter)	17	N/A	27		
PED01 05	Reduce the Secondary School persistent absence rate	5.1%	5%	17%		
PED01 06	Reduce the number of children subject to fixed term exclusions	303	270	156 children 240 instances		
PED01 07	Reduce the rate of permanent exclusions	0.04%	0.035 %	0.287% 21 instances		
PED01 08	Increase the number of children involved in early intervention (e.g. CAF) (All those who have had a CAF involvement recorded during the year)	593	650	699		
PED01 09	Monitor the rate of referrals to childrens social care per 10,000 0-18 yr olds	336	N/A	370 (forecast)		
PED01 10	Reduce the number of children and young people who enter the care system	81	75	74		

Supporting commentary:

PED01 01: During this quarter return interviews are being completed within 48 hours.

PED01 02 & 03: This quarter there have been 208 missing notifications from police and 16 from social care that come from 100 individuals. There are 41 individuals that have created 141 episodes, with 15 individuals running between 2 and 4 times. There has been a decrease in the notifications to Catch22 from both police and social care. The decrease appears to be around males living at home, or Children in the care of other local authorities. Halton is on average still recording the highest amount of notifications compared to the other Cheshire local authorities.

PED01 08: Audits continue to show good quality assessments and plans are in place for children supported through CAF.

Ref:	Milestones	Quarterly
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		Progress
PED01a	Establish a multi-agency front door for complex dependency programme (April 2016).	
PED01b	Establish and implement a multi-agency locality provision (March 2017).	
PED01c	Multi-agency information Sharing Agreement to be in place (March 2017).	
PED01d	Implement the Cheshire IT Portal (March 2017).	
PED01e	Implement the regional adoption agency (amended timescale from March 2017 to June 2017).	
PED01f	Use performance information effectively to ensure that early intervention is responsive to trends of those being referred to childrens social care (March 2017).	

Supporting commentary:

PED01a: The multi-agency iCART service has continued to develop over Q3. Further refinements have been made to the 360 profile and the multi-agency team have received some training and support in this area. Positive relationships have been developed with the Police. They now use Carefirst 6 to inform their decisions and consequently iCART are receiving more appropriate referrals and VPAs are being actioned in a timelier manner, reducing delay of support for those who would benefit from it. A workshop to look at the new model took place with multi-agency strategic leads and they confirmed that they found changes to be positive and they would like this new model to continue. Senior managers need to agree how this can happen, giving consideration to funding.

PED01b: Work is ongoing to establish multi-agency teams across locality bases. Partners are well engaged through weekly Working Together meetings to ensure a multi-agency response to assessed needs at Level 2.

PED01c: Completed

PED01d: A provider has been selected after procurement; a local authority is now required to pilot its introduction but further clarity is needed on the capacity to implement.

PED01e: As a result of funding changes from the Department of Education, which have subsequently been resolved, there is a change to the timetable. The implementation is now set for 1 June 2017.

PED01f: Performance reports are now in place supported by a fortnightly performance meeting.

Objective: Close the gap in attainment at Key Stage 2 including between vulnerable groups and their peers (PED02)

Ref	Measure	15/16 Actual	16/17 Target	Current	Direction of Travel	Quarterly Progress
PED02 01	Reduce the gap in attainment for pupils attaining the expected standard at Key Stage 2 in Reading, Writing and Maths between disadvantaged pupils and their peers	As this is a new system of assessment it is not possible compare with previous data		24%	As this is a new system of assessment it is not possible compare with previous data	
PED02 02	Increase the percentage of pupils achieving the expected standard at KS2 in Reading, Writing and Maths			47%		
PED02 03	Increase the percentage making sufficient progress in Reading KS1 to KS2			-0.2		
PED02 04	Increase the percentage making sufficient progress in Writing KS1 to KS2			-1.4		
PED02 05	Increase the percentage making sufficient progress in Maths KS1 to KS2			-0.4		
PED02 06	Increase the percentage of Children in Care achieving expected outcomes at KS2	Refer comments below				

Supporting commentary:

PED02 06: KS2 Outcomes 2015-16

There were nine children in the 12 mths+ care cohort. Eight children were placed in borough. No child had a school move and only 1 had a placement move during Year 6. 3 children have EHCP, with 1 child attending a Special School. All children's attendance was above 90%, with 7 being above 95%. 8 children were in Good or better schools.

Outcomes

Attainment measure = % achieving expected standard and gap to Halton non-care peers:

- Reading – CIC 33% with a gap of 30%
- Writing – CIC 33% with a gap of 32%
- Maths – CIC 33% with a gap of 32%

- RWM – CIC 11% with a gap of 37%

Analysis:

Prior attainment at Key Stage 1 was not good for this cohort – Level 2 and Level 2b+ were the previous expected standards: 5 children did not achieve Level 2 in Reading 5 and 6 did not achieve Level 2b+; for Writing 6 did not achieve Level 2 and 7 did not achieve Level 2b+; for Maths 5 did not achieve Level 2 and 6 did not achieve Level 2b+.

There were 2 children who were either in Special School or judged to not be able to achieve the expected standards in the tests. If these 2 children are taken out of the data the attainment difference does close slightly (Reading 20%, for Writing and Maths 22%).

Progress measure = how the child performs in comparison to the children nationally who have the same prior attainment banding as them at Key Stage 1.

- Reading – CIC 44% with a gap of 4%
- Writing – CIC 33% with a gap of 14%
- Maths – CIC with a gap of 4%

Analysis:

The progress data for children in care is a positive picture with the gap being very small in Reading and Maths. This means that given their starting point Halton children in care are making accelerated progress compared to other children with the same prior attainment.

There is evidence of accelerated progress for individual children (3 in Reading, 3 in Writing and 4 in Maths). 1 child achieved the higher assessed outcome of Greater Depth at the Expected Standard in Writing.

Ref:	Milestones	Quarterly Progress
PED02a	Based on data analysis and feedback from the Cross Service Monitoring Group, undertake categorisation process for all schools by October 2016 and identify actions, including levels of support and intervention, required to improve inspection outcomes.	
PED02b	Conduct the annual analysis of school performance data for all primary schools during September to December 2016 (with further reviews undertaken at key points in the data release cycle).	
PED02c	Analyse, evaluate and report end of Key Stage 2 achievement outcomes, including success in closing the gap (December 2016).	
PED02d	Identify areas of need and support for Children in Care and Free School Meals pupils (December 2016).	
PED02e	With schools, monitor the impact of Pupil Premium in closing the gap between Free School Meals and non-Free School Meals pupils (March 2017).	
PED02f	Ensure appropriate deployment of school improvement support for identified schools and settings, including school to school support as appropriate (March 2017).	

Supporting commentary:

PED02a: A revised categorisation process system has been shared with schools. All head teachers and Chairs of Governors have received the schools categorisation letter. Link officers are meeting with schools to identify actions.

PED02b: Performance data is being analysed as it is released and shared with schools, settings, officers and Council members. Further validated data will be released throughout the Spring term.

PED02c: A report was taken to PPB in September with provisional attainment data, further detail will be shared at PPB in October. A further report will go to January PPB on diminishing the difference.

PED02d: The Children in Care and Care Leaver strategy has been reviewed and identifies areas for support. These include the development of more apprentice opportunities, support for schools in managing attachment issues, and supporting children in care to achieve their potential. Progress of implanting the Strategy is monitored through the Children in Care Partnership Board.

PED02f: Schools and settings have been categorised and levels of support identified linked to the schools category or degree of vulnerability. School to school bids have been written in collaboration with Teaching schools and outcomes are awaited. Any school causing concern is identified support through Halton's school improvement service and the wider school improvement system.

Objective: Raise achievement in Early Years (PED03)

Ref	Measure	15/16 Actual	16/17 Target	Current	Direction of Travel	Quarterly Progress
PED03 01	Increase the percentage of children achieving a good level of development in Early Years	55%	65%	62%		

Ref	Measure	15/16 Actual	16/17 Target	Current	Direction of Travel	Quarterly Progress
	Foundation Stage					
PED03 02	Reduce the good level of development attainment gap between those previously in receipt of 2 year old early years entitlement and their peers at EYFS	21%	12%	20%		
PED03 03	Increase the take up of Early Years Entitlement for vulnerable 2 year olds	536	580 (revised target from DfE)	572		
PED03 04	Increase the take up of Early Years Entitlement for 3 to 4 year olds	92%	95%	91%		
PED03 05	Monitor the percentage of Early Years settings (pre-schools, day care, out of school clubs, childminders) with overall effectiveness of Good or Outstanding	84%	84%	94%		
PED03 06	Reduce the good level of development attainment gap for disadvantaged children and their peers at EYFS	19%	16%	Data available at Q4		

Supporting commentary:

PED03 01: There has been an increase in good level of development of 7% and the gap to the national average has reduced by 4%.

PED03 02: Attainment has increased for both groups with the gap narrowing by 1%.

PED03 04: Only three neighbouring authorities responded to cross-border enquiries.

PED03 05: Figures show significant improvement across the sectors. Exceeded target.

Ref:	Milestones	Quarterly Progress
PED03a	Analyse the outcomes of children who have accessed funded two year old placements to ensure this provision is closing the gap between the most vulnerable children and their peers (January 2017).	
PED03b	Complete RAG categorisation process for all EYFS setting by October 2016 and identify actions, including levels of support and intervention required to improve inspection outcomes.	
PED03c	Through the annual conversation, ensure that the performance of all children's centres is in line with expectations. This will need to take into account any changes required as a result of revised Ofsted frameworks (March 2017).	
PED03d	Analyse, evaluate and report on the outcome of the Early Years Pupil Premium (March 2017).	
PED03e	Act on research findings from the Early Years Review undertaken by Ofsted and commissioned research (March 2017).	

Supporting commentary:

PED03b: EYFS settings have been RAG rated and support and identification identified. Halton currently only have two settings not rated as good or better by Ofsted.

PED03c: Children's centres continue to perform well with high levels of engagement and access. The proposed national review of children's centres has still not been announced and inspections remain suspended.

PED03e: Following the Early Years review and Ofsted Early Years thematic inspection, a One Halton Strategic Group has been established to create an Early Years vision and strategic action plan. Recommendations are being acted upon and have been shared at an Early Years event in November 2016.

Objective: Improve the offer for children and young people with SEND through effectively implementing the SEND Reforms (PED04)

Ref	Measure	15/16 Actual	16/17 Target	Current	Direction of Travel	Quarterly Progress
PED04 01	Increase participation in the POET survey from parents/guardians/carers	33	35	Available Q4		

PED04 02	Increase the percentage of Education Health and Care Plans completed within 20 weeks	26.8%	50%	66%		
PED04 03	Increase the number of schools identified as Nurture champions	0	8	8		
PED04 04	Increase the percentage of Statements converted to Education Health Care Plans to meet published timescales	22.9%	80%	Data not available August 2017		
PED04 05	Increase the number of people accessing the Local Offer (proxy measures of sessions measured annually in October)	3868	3950	7398		

Supporting commentary:

PED04 01: Halton is aiming to significantly increase the participation in the evaluation and are working closely with the parent/carers association, settings and agencies to increase involvement.

PED04 03: Halton currently have six schools who have established nurture groups, three with a developing nurture group and five schools in the process of establishing a group. There are three early years settings, three primary, three secondary and four special schools who have signed up to the nurturing schools programme. These has also been expressions of interest into nurture from a further three schools. 22 schools are actively embracing nurture and working on developing the six Principles of Nurture.

PED04 05: Target has been exceeded by 87%. Ongoing development work has significantly increased usage numbers. Work in progress is detailed within the team work plan.

Ref:	Milestones	Quarterly Progress
PED04a	Conduct the annual analysis of progress data for children and young people with additional SEND funding through Enhanced provision or Education health care plans (March 2017).	
PED04b	Improve provision in Halton for young people with social, emotional and mental health challenged (March 2017).	
PED04c	Evaluate qualitative data through Personal Outcomes Evaluation Tool (POET) of family and individual views within the SEND reform process in Halton to increase satisfaction with their experience (March 2017).	

Supporting commentary:

PED04a: The data is currently being collected from schools using a simplified matrix model that can illustrate progress in smaller steps than the current assessment measures.

PED04b: Halton has increased and improved the types of provision available to young people experiencing SEMH issues. There is a range of universal, targeted and specialist provision for young people. However evidence of the impact and outcomes for children, young people and families is limited.

PED04c: The POET is being repeated and will be reported in quarter 4.

Objective: Improve participation and skills for young people to drive Halton's future (PED05)

Ref	Measure	15/16 Actual	16/17 Target	Current	Direction of Travel	Quarterly Progress
PED05 01	Reduce the percentage of 16-18 year olds not in education, employment or training	5.1%	5%	Data available in quarter 4		
PED05 02	Reduce the percentage of 16-18 year olds whose activity is not known	3.7%	3.5%			
PED05 03	Increase the percentage of 19 year olds achieving a Level 2 qualification	86.9%	87.5%			
PED05 04	Increase the percentage of 19 year olds achieving a Level 3 qualification	56.5%	57.5%			
PED05 05	Monitor the percentage of young people progressing to Higher Education	25%	25%			
Supporting commentary:						
PED05 01:						
Ref:	Milestones					Quarterly Progress
PED05a	Develop the 14-19 Commissioning statement to reflect Local Enterprise Partnership priorities (March 2017).					

PED05b	Implement the European Social Fund coaching programme, integrated to Raising the Participation Age strategy (March 2017).	
PED05c	Develop a Post-16 monitoring framework to demonstrate how providers are supported and challenged in the borough (March 2017).	
<p>Supporting commentary:</p> <p>PED05a: Final update to document will take place once 2016 KS4 and 5 results are available in January 2017.</p> <p>PED05b: A contract is in place with a company to deliver this programme from 1 July 2016.</p> <p>PED05c: Area base review now completed. Discussion has taken place with School Improvement colleagues to link the post 16 Monitoring Framework to the School Improvement Strategy which is due for review and presented to Management Team.</p>		

7.0 Financial Summary

Awaited from Finance.

8.0 Appendix I

8.1 Symbols are used in the following manner:

Progress		Milestone	Measure
Green		Indicates that the milestone is on course to be achieved within the appropriate timeframe.	Indicates that the annual target is on course to be achieved.
Amber		Indicates that it is uncertain, or too early to say at this stage whether the milestone will be achieved within the appropriate timeframe.	Indicates that it is uncertain or too early to say at this stage whether the annual target is on course to be achieved.
Red		Indicates that it is unlikely or certain that the objective will not be achieved within the appropriate timeframe.	Indicates that the target will not be achieved unless there is an intervention or remedial action taken.

8.2 Direction of Travel indicator

Where possible measures will also identify a direction of travel using the following convention:

Green		Indicates that performance is better compared to the same period last year.
Amber		Indicates that performance is the same as compared to the same period last year.
Red		Indicates that performance is worse compared to the same period last year.
N/A		Indicates that the measure cannot be compared to the same period last year.

8.3 Key for responsible officers:

AMc Ann McIntyre, Operational Director, Education, Inclusion and Provision Service

TC Tracey Coffey, Operational Director, Children and Families Service

People Directorate Performance Overview Report (ASC - Health)

Directorate: People Directorate

Reporting Period: Quarter 3 – Period 1st October – 31st December 2016

1.0 Introduction

1.1 This report provides an overview of issues and progress within the Directorate that have occurred during the second quarter 2016/17.

2.0 Key Developments

2.1 There have been a number of developments within the Directorate during the second quarter which include:

Domiciliary Care

We are about to launch the new domiciliary care tender process that will run from December 2016 to July 2017. This will see a significant change in service provision and will be supported by a reduction in the number of providers from the current level of 9 providers who cover a number of different zones, to a town based provision that will require one provider to operate in each town.

We have an agreement in principal for funding from the European Union to support delivering new technology solutions within the Domiciliary Care market. We are still working on the detail of how this funding could work and the parameters that the funders will be operating under.

Mental Health Services:

Review of the 5Boroughs Acute Care Pathway and Later Life and Memory Services (the Tony Ryan review): following the completion of the Tony Ryan review earlier in 2016, the CCG have been leading two local work streams which aim to redesign the delivery of services for people with mental health problems in the community. Two approaches are being taken:

- Prevention and early intervention: becoming involved with people at an earlier stage in their condition, to reduce the impact of the condition and potentially reduce the numbers of people who have to be referred through to hospital-based mental health services
- Supporting the transfer of people's care from secondary to primary care services as their condition improves.

A successful multi-agency workshop was held in November 2016, to support the development of a model of service delivery to match these approaches and it is expected that this will be finalised in the next three months.

Additional work is taking place within the 5Boroughs on redesigning the support provided to people with complex needs and challenging behaviour, and the proposals for redesign of local inpatient services are out for formal public consultation.

Community Bridge Builders

- BB has worked with people with disabilities in a person centered way to find meaningful employment in their local community

Voluntary work from April 2015

A dedicated Steering Group with membership from Adult Social Care, Bridgewater Community NHS Trust, Halton NHS Clinical Commissioning Group and IT services from NHS and the HBC, have developed a model for Multi-Disciplinary Team working, to provide better communications and coordination of care across health and social care and improving outcomes for people with complex needs. Following development of system wide information sharing agreements and promising indications that Halton will receive regional NHS information technology grants that will make the joining together of information technology systems easier.

219 people supported into voluntary work

Paid Work/Permitted from April 2015

47 people with Disabilities supported into Paid/Permitted work

Learning Disability Nursing Team

- There has been a significant increase in referrals and also the complexity of cases – thus increasing pressure on the team and increasing waiting times
- The team have recently completed SPACE training – preventing violence in the workplace and lone working. Pro-active approaches to conflict. The team have also completed first aid and personal safety training, along with 3 members of the team recently completing a 2 day Autism awareness training.
- The team are continuing to look at completing sexual health training via the Family Planning Association; this is much needed due to the trend in referrals for this type of work.
- The team continue to provide men's and women's sexual health and relationship groups.
- The team are currently working with Susan Gallagher (Diabetes essential Lead) to work with people with Learning Disabilities accessing clinics with reasonable adjustments.
- We currently have a patient on Byron Ward, Hollins Park and we are offering weekly support.

The Community Multi-Disciplinary Team Model

A number of legislative and policy developments have contributed to the development of the community multi-disciplinary approach in Halton, further integrating health and social care in the borough.

The model for Community MDTs in Halton consists of staff from several different professional backgrounds, including GPs, Social Workers, Community Care Workers District Nurses, Social Care in Practice (SCiP) workers, Community Matrons, Continuing Health Care Nurses, and Wellbeing Officers, who are able to respond to people who require the help of more than one kind of professional. The MDT will work in an integrated way, aligned to GP practices.

The model works with four GP Hubs: Widnes North, Widnes South, Runcorn West and Runcorn East. Each Hub has clusters of GP surgeries. Each GP surgery has a single MDT, working with an identified GP patient population. A full report will be submitted to HPPB and Halton NHS Clinical Commissioning Group, Service Development Committee in early 2017.

Homelessness

The Syrian Refugee Programme is underway and Halton forms part of the Merseyside Sub Region. Collectively the 6 Merseyside Authorities have agreed to accommodate 510 refugees, with Halton taking 100 individuals. The required procurement process has been completed and each authority has agreed what services will be commissioned. The Sub Region has appointed a LCR coordinator, who will work directly with the Merseyside Authorities and oversee the Vulnerable Person programme.

Gypsy Travellers

The new residential site officially opened November 2016, with occupancy at 75%. The Local Authority administered a phased allocation process and the final interviews will be held late January 2017.

0 to 19 Healthy Child Pathway.

Halton is developing a new service specification to commission an integrated 0 to 19 Healthy Child Pathway. This is being informed by a series of workshops that have taken place. It will include health visitors, school nurses, Family Nurse Partnership, and early help and support.

World Mental Health Day

Halton Borough Council celebrated World Mental Health Day on Monday 10 October with a conference and social event for residents and local professionals to inform and entertain. There were owls, dancers, bands and discussion groups.

The conference at Riverside College (Centre Stage, Kingsway) was attended by over 100 people and tied in with the theme of 'Building a Mentally Healthier Halton' - an ongoing theme for the Health Improvement Team.

150 local residents also attended the 'feel good' social event in the evening at The Studio in Lacey Street, Widnes. Performers included SJ Pure Dance, Hearts and Voices Choir and poet Clive Little.

The events were a partnership with Riverside College and The Studio, with support across local services and teams including health, education, housing and police, with the aim of finding ways to make people healthier and happier.

Girls and Women's Health

The Public Health England report 'Recent Trends in Life Expectancy at Older Ages' identified a potential risk of falling life expectancy trends in Halton amongst those aged 65 and over, with the changes being slightly more significant amongst females than males.

The World Health Organisation and the Chief Medical Officer Report in 2014 advocate a life course approach to women's health focusing on key priority areas; Child & Maternal Health, Mental Health, Cancer, Lifestyles, Violence and Reproductive/Sexual Health.

The public health services team are leading a girls and women's health work programme across the thematic areas Start Well, Live Well and Age Well. Since September 2016, there has been a review of public health intelligence, consultation with key stakeholders and community engagement via local radio, social media and one-to-one or group discussions. An engagement event with girls and women will be held on 24th January 2017 at Select Security Stadium, Widnes, 1.30pm to 4.30pm. Findings will support ongoing strategic development and commissioning plans. The 2016/17 Public Health Annual Report will focus on Girls and Women's Health in Halton.

3.0 Emerging Issues

3.1 A number of emerging issues have been identified during the third quarter that will impact upon the work of the Directorate including:

Mental Health Services:

Social Work for Better Mental Health: this national programme has been designed to help local authorities to be clear about the roles and functions of social workers when they are working in integrated mental health services. Halton, jointly with Sefton Council, is one of the first implementers of this programme, which is sponsored by the Department of Health and the Chief Social Worker, and which will be rolled out throughout the country. The self-assessments have been completed and a final report is due to be written. This will then be used to refresh the partnership arrangement between Halton Borough Council and the 5BoroughsPartnership.

People with complex mental health conditions who are placed out of borough: a number of people with complex mental health conditions have in recent years been placed by the health services in specialist placements some distance from Halton, either in private hospitals or specialist rehabilitation placements. Apart from the impact on the people themselves, who will find it hard to maintain their local links, there is often a high cost associated with these placements. The CCG, 5BoroughsPartnership and Borough Council are working together to develop local services and supports that can better meet the needs of this group of people, with the aim of supporting a number of them to return to the area.

Mental Health Serious Incidents: following a number of serious incidents in the summer of 2016, a number of processes are taking place to identify any lessons that can be learned and applied to service improvements. These processes are being overseen by a multi-agency group which is considering the issues arising from each of the incidents.

The development of a progression policy, for Social Care Occupational Therapists, (SCOT) is underway which follows on from the work undertaken around the Social Work Progression Policy developed in 2015 and stems from a need for similar arrangements for Social Care Occupational Therapists (SCOTs).
Formal consultation begins in January 2017.

4.0 Risk Control Measures

Risk control forms an integral part of the Council's Business Planning and Performance Monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the 2016 – 17 Business Plan.

Progress concerning the implementation of all Directorate high-risk mitigation measures were reported to the Board at Quarter 2.

Progress against high priority equality actions

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

The Council's latest annual progress report in relation to the achievement of its equality objectives is published on the Council website and is available via:

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

6.0 Performance Overview

The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by the Communities Directorate. The way in which the Red, Amber and Green, (RAG), symbols have been used to reflect progress to date is explained at the end of this report.

Commissioning and Complex Care Services

Key Objectives / milestones

Ref	Milestones	Q3 Progress
CCC1	Continue to monitor effectiveness of changes arising from review of services and support to children and adults with Autistic Spectrum Disorder. March 2017 (AOF 4) (KEY)	
CCC1	Continue to implement the Local Dementia Strategy, to ensure effective services are in place. March 2017 (AOF 4) (KEY)	

CCC1	Continue to work with the 5Boroughs NHS Foundation Trust proposals to redesign pathways for people with Acute Mental Health problems and services for older people with Mental Health problems. March 2017 (AOF 4) (KEY)	
CCC1	The Homelessness Strategy be kept under annual review to determine if any changes or updates are required. March 2017. (AOF 4, AOF 18) (KEY)	
CCC2	Ensure Healthwatch is established and consider working in partnership with other Councils to deliver this. March 2017 (AOF 21)	
CCC3	Undertake on-going review and development of all commissioning strategies, aligning with Public Health and Clinical Commissioning Groups, to enhance service delivery and continue cost effectiveness, and ensure appropriate governance controls are in place. March 2017 (AOF 21 & 25)	

Supporting Commentary

CCC1 Continue to monitor effectiveness of changes arising from review of services and support to children and adults with Autistic Spectrum Disorder

CCC1 - Continue to implement the Local Dementia Strategy, to ensure effective services are in place

During Q3 Halton has contributed to the North West Dementia Perspectives State of the Region report, which makes a number of recommendations to facilitate quality through evidence based examples of good practice. These recommendations and the implications for Halton will be considered as part of the Dementia Delivery Group's refresh of the Dementia Delivery Plan in early 2017.

During Q3 Halton has supported the Department of Health Funded 'Beyond the Front Door' project, led by Life Story Network. A stakeholder workshop took place in December, the findings of which will contribute to the final project report and suite of resources to support professionals to raise awareness of and how to respond to specific transition points in people's care.

The Halton dementia diagnosis rate stands at 72%.

During Q3 the Halton Admiral Nurse Service continued to establish itself and work with partners to build caseloads. The service is delivering tailored support to approx. 90 cases with complex dementia needs.

CCC1 - Continue to work with the 5Boroughs NHS Foundation Trust proposals to redesign pathways for people with Acute Mental Health problems and services for older people with Mental Health problems

This work continues and is taking place alongside NHS Halton and the 5BoroughsPartnership. Two work-streams are developing proposed models for the delivery of early intervention and prevention services in mental health, and for services which support people who are recovering to be managed appropriately within primary care services. A final model is expected to be put forward early in 2017.

CCC1 - The Homelessness Strategy be kept under annual review to determine if any changes or updates are required

The annual homelessness strategy review event took place in December 2016 and was well

attended. The action plan is presently being reviewed and will be updated to reflect key priorities.

The homelessness strategy is due to be fully reviewed June 2017 and consultation events with partners will be arranged. A five year action plan will be completed to determine the LA priorities and to ensure it reflects economical and legislative changes.

CCC2 – Ensure Healthwatch is established and consider working in partnership with other Councils to deliver this

Halton will be meeting with Warrington & Knowsley in February to explore the options for improving cooperation between the 3 Healthwatches.

CCC3 - Undertake on-going review and development of all commissioning strategies, aligning with Public Health and Clinical Commissioning Group, to enhance service delivery and continue cost effectiveness, and ensure appropriate governance controls are in place.

Work continues on the further alignment of system and services across Health and Adult Social Care in line with the associated project brief previously approved by Halton Borough Council, NHS and Halton Clinical Commissioning Group.

Key Performance Indicators

Ref	Measure	15/16 Actual	16/17 Target	Q3 Actual	Q3 Progress	Direction of travel
CCC 3	Adults with mental health problems helped to live at home per 1,000 population	3.21	3.00	3.35		
CCC 4	The proportion of households who were accepted as statutorily homeless, who were accepted by the same LA within the last 2 years (Previously CCC 6).	0	0	Figures not available		Q3 Figures not available
CCC 5	Number of households living in Temporary Accommodation (Previously NI 156, CCC 7).	15	17	Figures not available		Q3 Figures not available
CCC 6	Households who considered themselves as homeless, who approached the LA housing advice service, and for whom housing advice casework intervention resolved their situation (the number divided by the number of thousand households in the Borough)	5.1	5.5	Figures not available		Q3 Figures not available

Supporting Commentary**CCC3 - Adults with mental health problems helped to live at home per 1,000 population**

This continues to be a challenging target, because a reconfiguration within the 5Boroughs reduced the numbers of people who could be counted in this cohort. The work to develop new care pathways into and out of long term care should increase the numbers however.

CCC4 - The proportion of households who were accepted as statutorily homeless, who were accepted by the same LA within the last 2 years

The Authority places strong emphasis upon homelessness prevention and achieving sustainable outcomes for clients.

The Authority will continue to strive to sustain a zero tolerance towards repeat homelessness within the district and facilitate reconnection with neighbouring authorities.

CCC5 - Number of households living in Temporary Accommodation

National and Local trends indicate a gradual increase in homelessness, which will impact upon future service provision, including temporary accommodation placements.

The changes in the TA process and amended accommodation provider contracts, including the mainstay assessment, have had a positive impact upon the level of placements and positive move on process.

The Housing Solutions Team is community focused and promote a proactive approach to preventing homelessness. There are established prevention measures in place which are fully utilised by the Housing Solutions team to ensure vulnerable clients are fully aware of the services and options available.

The emphasis is focused on early intervention and empowerment to promote independent living and lifestyle change.

CCC6 - Households who considered themselves as homeless, who approached the LA housing advice service, and for whom housing advice casework intervention resolved their situation (the number divided by the number of thousand households in the Borough)

The Housing Solutions Team promotes a community focused service, with emphasis placed upon homeless prevention.

The officers now have a range of resources and options that are offered to vulnerable clients threatened with homelessness. The team strives to improve service provision across the district. Due to the early intervention and proactive approach, the officers have continued to successfully reduce homelessness within the district.

Prevention and Assessment Services

Key Objectives / milestones

Ref	Milestones	Q2 Progress
PA 1	Monitor the effectiveness of the Better Care Fund pooled budget ensuring that budget comes out on target (AOF 21 & 25) March 2017 (KEY)	<input checked="" type="checkbox"/>
PA 1	<i>Integrate frontline services with community nursing</i> (AOF 2, 4, & 21) March 2017	<input checked="" type="checkbox"/>
PA 1	Monitor the Care Act implementation (AOF 2,4, 10, 21) NEW (KEY)	<input checked="" type="checkbox"/>
PA 1	Develop an integrated approach to the delivery of Health and Wellbeing across Halton (AOF 2, 4, 21) March 2017	<input checked="" type="checkbox"/>
PA 2	Continue to establish effective arrangements across the whole of adult social care to deliver personalised quality services through self-directed support and personal budgets. March 2017. (AOF 2, AOF 3 & AOF 4)	<input checked="" type="checkbox"/>

Supporting Commentary

PA 1 - Monitor the effectiveness of the Better Care Fund pooled budget ensuring that budget comes out on target

Budget is monitored effectively, work is progressing to ensure the budget is balanced at the end of the year.

PA 1 - Integrate frontline services with community nursing

A dedicated Steering Group with membership from Adult Social Care, Bridgewater Community NHS Trust, Halton NHS Clinical Commissioning Group and IT services from NHS and the HBC, have developed a model for Multi-Disciplinary Team working, to provide better communications and coordination of care across health and social care and improving outcomes for people with complex needs. Following development of system wide information sharing agreements and promising indications that Halton will receive regional NHS information technology grants that will make the joining together of information technology systems easier.

PA 1 - Monitor the Care Act implementation

Quarterly review continues to monitor activity in respect of the Care Act duties and responsibilities.

PA 1 - Develop an integrated approach to the delivery of Health and Wellbeing across Halton

Complete.

PA2 - Continue to establish effective arrangements across the whole of adult social care to deliver personalised quality services through self-directed

support and personal budgets.

New social work assessment documentation has been developed to bring this process fully in line with the Care Act while supporting the ongoing emphasis on use of personalised services. This will be introduced with an expanded suite of training around the care act and “asset” based assessment and support planning for all social work staff.

Key Performance Indicators

Ref	Measure	15/16 Actual	16/17 Target	Q3 Actual	Q3 Progress	Direction of travel
PA 2	Percentage of VAA Assessments completed within 28 days	85% (estimated - further data quality work ongoing to confirm this)	85%	84%		
PA 6a	Percentage of items of equipment and adaptations delivered within 7 working days	97%	95%	94%		

Supporting Commentary**PA 2 - Percentage of VAA Assessments completed within 28 days**

We are on line to meet this target. We are a head of target compared to last years figures.

PA 6a - Percentage of items of equipment and adaptations delivered within 7 working days

This figure is slightly down on last year's position but is on course to meet the target.

Public Health**Key Objectives / milestones**

Ref	Milestones	Q2 Progress
PH 01a	Work with PHE to ensure targets for HPV vaccination are maintained in light of national immunisation Schedule Changes and Service reorganisations. March 2017	
PH 01b	Working with partners to identify opportunities to increase uptake across the Cancer Screening Programmes by 10%. March 2017	
PH 01c	Ensure Referral to treatment targets are achieved and minimise all avoidable breaches. March 2017	

PH 02a	Facilitate the Healthy Child Programme which focusses on a universal preventative service, providing families with a programme of screening, immunisation, health and development reviews, and health, well-being and parenting advice for ages 2½ years and 5 years. March 2017	
PH 02b	Maintain the Family Nurse Partnership programme March 2017	
PH 02c	Facilitate the implementation of the infant feeding strategy action plan. March 2017	
PH 03a	Expansion of the Postural Stability Exercise Programme. March 2017	
PH 03b	Review and evaluate the performance of the integrated falls pathway. March 2017	
PH 04a	Work in partnership to reducing the number of young people (under 18) being admitted to hospital due to alcohol. March 2017	
PH 04b	Raise awareness within the local community of safe drinking recommendations and local alcohol support services through delivering alcohol awareness campaigns, alcohol health education events across the borough and ensuring key staff are trained in alcohol identification and brief advice (alcohol IBA). March 2017	
PH 04c	Ensure those identified as having an alcohol misuse problem can access effective alcohol treatment services and recovery support. March 2017	
PH 05a	Monitor and review the Mental Health Action plan under the Mental Health Governance structures (covering actions to promote mental health and wellbeing and the early detection and effective treatment of mental health conditions).	
PH 05b	Implementation of the Suicide Action Plan. March 2017	

PH 01a Work with PHE to ensure targets for HPV vaccination are maintained in light of national immunisation Schedule Changes and Service reorganisations.

The throughput of clients accessing Halton Stop Smoking Service in April to September 2016 compared to the same period of 2015 - 2016 is showing an increase. This is against the national trend of services experiencing a reduction in their client throughput

The Halton Service quit rate for April to September 2016 has also increased by 11% compared to the same period in 2015. Again, historically this is against the national trend of services delivering lower quit rates when their throughput increases.

Halton's smoking prevalence at time of delivery for pregnant women has also reduced; by 4.8% in the period April to September 2016 compared to the same period of 2015.

PH 01b Working with partners to identify opportunities to increase uptake across the Cancer Screening Programmes by 10%.

No new data since last report.

In line with national trends we have seen a very slight decline over time in the uptake of both cervical and breast screening. Halton has worked very hard to identify and tackle the causes of low uptake especially within the Bowel Screening programme. We have undertaken some local and regional work to increase participation and have begun to see a trend of increasing uptake in the Bowel Screening programme. Halton continues to engage with partners, through the Memorandum of Understanding with the Cancer Task Group at Public Health England and Cheshire and Merseyside authorities, to raise awareness and attendance across all screening programmes.

PH 01c Ensure Referral to treatment targets are achieved and minimise all avoidable breaches.

Individual breaches continue to be investigated alongside the trusts so that the root causes for the delays can be assessed and mitigated. Public Health and Halton CCG are currently working with Trusts to improve reporting and system wide assurances. This will also be a key focus within the development of a regional Cancer Alliance, and part of the STP approach going forward. 62 day targets continue to fluctuate and while patient choice is one reported factor, systems must be better equipped to manage choice.

PH 02a Facilitate the Healthy Child Programme which focusses on a universal preventative service, providing families with a programme of screening, immunisation, health and development reviews, and health, well-being and parenting advice for ages 2½ years and 5 years.

Child development is a priority area for One Halton, and a working group is developing and refreshing an action plan. The commissioned independent report into child development and the outcomes from the themed Ofsted visit have been used to form the framework for the action plan. Recently published school readiness data for 2015/16 shows a 7% improvement in Halton, narrowing the gap with England.

The Health Visiting Service is delivering all the new components of the national Healthy Child Programme, including assessing mothers' emotional health at 6-8 weeks and completing an integrated developmental check at 2-21/2. The early years setting and health visitors share the findings from the development checks to identify any areas of concern, so that services can collaboratively put in place a support package as required. A group is working to further develop the integrated check, improve data sharing and consistency of plans following the check.

The CCG has invested in perinatal mental health, including training of health visitors and community staff to support mothers to bond with their baby and support parents experiencing perinatal mental illness (during pregnancy and immediately after birth). Perinatal pathways are in the process of being agreed, to improve consistency of care.

The new Parent Craft programme (Your Baby and You) is now available for all pregnant mothers. This has been developed and delivered in partnership with the Family Nurse Partnership, Health Visitors, Midwifery, children centres and our own breast feeding support team. Sessions are delivered in Runcorn Town Hall and Ditton Library on a weekly basis. The programme has recently been positively evaluated by families and demand is high.

PH 02b Maintain the Family Nurse Partnership programme

Family Nurse Partnership is fully operational with a full caseload; it continues to work

intensively with first time, teenage mothers and their families. The service hosted its annual review event on December 16th, where families on the programme and partner agencies were invited to come along, learn more about Family Nurse Partnership and the journey that families have been on, and to reflect on progress over the last year.

PH 02c Facilitate the implementation of the infant feeding strategy action plan.

The implementation of the infant feeding action plan is underway, with oversight from the Halton Health in the Early Years group.

Breastfeeding support continues to be available across the borough in community and health settings. The infant feeding coordinator and children's centres are working towards achieving BFI (Unicef Baby Friendly Initiative) in the children's centres and are due to be inspected in the summer of 2017, alongside a Bridgewater inspection. This involves training children's centre staff, and auditing their practice.

The team continue to maintain baby welcome premises and are refreshing the Halton Early Years award, which encourages healthy living practices in early years settings, and includes breastfeeding.

PH 03a Expansion of the Postural Stability Exercise Programme.

Key activity this quarter:

- Currently delivering six Age Well exercise classes per week, three in both towns, level 1, 2 and 3 (level 1 being for most complex clients). Level 3 classes have become a maintenance class – 'Keep it Moving'. Classes work on a rolling programme with a review every 15 weeks up to 45 weeks in total.
- A total of 85 individual clients have attended and been supported through the service in quarter 3.
- The service is building stronger links with Sure Start to Later Life in an attempt to raise awareness of events and helping people to stay in touch with friends that they have made as part of the class.
- The service has been rebranded and is now called "Age Well exercise"

PH 03b Review and evaluate the performance of the integrated falls pathway.

The review of the falls pathway has been scoped and will be implemented over the remainder of the year. Initial work has focussed on the interaction between low-level services who support falls awareness and prevention. As a result a telephone health initial assessment will begin in the New Year which should reduce the number of assessment visits for clients and will help to improve the efficiency of the pathway.

PH 04a Work in partnership to reducing the number of young people (under 18) being admitted to hospital due to alcohol

Good progress continues to be made in reducing the number of young people being admitted to hospital due to alcohol. Key activity includes:

- Delivery of alcohol education within local school settings (Healthitude, R U Different, Amy Winehouse Foundation, Cheshire Police, Alcohol education Trust, wellbeing web magazine).
- Delivery of community based alcohol activity.
- Delivering early identification and brief advice (alcohol IBA) training and resources for staff who work with children and young people).
- Running the Halton Community Alcohol Partnership which brings together partners to reduce underage drinking and associated antisocial behaviour.
- Working closely with colleagues from Licensing, the Community Safety team, Trading Standards and Cheshire Police to ensure that the local licensing policy helps prevent underage sales and proxy purchasing.

PH 04b Raise awareness within the local community of safe drinking

recommendations and local alcohol support services through delivering alcohol awareness campaigns, alcohol health education events across the borough and ensuring key staff are trained in alcohol identification and brief advice (alcohol IBA)

Work continues to raise awareness among the local community of safe drinking recommendations and to train staff in alcohol identification and brief advice (alcohol IBA). The Chief Medical Officer has updated the low risk weekly guidelines (men and women are advised not to regularly drink more than 14 units a week). Work has been undertaken to update resources and communicate this message to the public at community events across the borough.

PH 04c Ensure those identified as having an alcohol misuse problem can access effective alcohol treatment services and recovery support

CGL continue to support individuals with alcohol misuse problems in Halton and support their recovery. During the last 12 months to September 2016, a total of 283 individuals underwent alcohol treatment. A further 98 individuals underwent treatment for alcohol and drug misuse (alcohol and non-opiate drugs).

Performance continues to be good, with outcomes remaining higher than the national figures:

- Successful alcohol treatment completion rate was 41% locally, compared to 38% nationally (Oct 2015 to Sept 2016).
- Individuals leaving alcohol treatment successfully and not returning within 6 months was 92% locally, compared to 91% nationally (Oct 2015 to Sept 2016).

PH 05a Monitor and review the Mental Health Action plan under the Mental Health Governance structures (covering actions to promote mental health and wellbeing and the early detection and effective treatment of mental health conditions).

The action plan and activity reports from sub groups are reviewed at the Mental Health Oversight Board.

A review of the Mental Health Strategy and refresh of high level indicators based on new national policy drivers has been completed and approved by the Mental Health Oversight Group. This is currently being taken to the subgroups for a refresh of the individual action plans required to achieve the objectives

PH 05b Implementation of the Suicide Action Plan.

The action plan continues to be overseen by the Halton Suicide Partnership group.

Activity towards becoming a Suicide Safer Community is underway and a series of training programmes have been rolled out to multiple partners and agencies across a multi disciplinary footprint.

Key Performance Indicators

Ref	Measure	15/16 Actual	16/17 Target	Q3	Current Progress	Direction of travel
PH LI 01	Mortality from all cancers at ages under 75 Directly Standardised Rate, per 100,000 population	167.0 (2015)	176.0 (2016)	163.7 (Q4 2015 – Q3 2016)		

	<i>Published data based on calendar year, please note year for targets.</i>					
PH LI 02	A good level of child development	54.7% (2014/15)	54.6% (2015/16)	61.9% (2015/16)		
PH LI 03	Falls and injuries in the over 65s. Directly Standardised Rate, per 100,000 population (PHOF definition).	3360.0 (2014/15)	3294.1 (2015/16)	Annual data only		
PH LI 04	Alcohol related admission episodes - narrow definition Directly Standardised Rate, per 100,000 population	767.2 (2014/15)	808.4	834.85 Q2 2015/16 - Q1 2016/17		
PH LI 05	Under 18 alcohol-specific admissions Crude Rate, per 100,000 population	51.0 (12/13 to 14/15)	55.0	Annual data only		N / A
PH LI 06	Self-reported wellbeing: % of people with a low happiness score	11.8% (2014/15)	12.4%	Annual data only		

Supporting Commentary

PH LI 01 Mortality from all cancers at ages under 75 Directly Standardised Rate, per 100,000 population

Data used is rolling annual, based on calendar year of date of death registered.

The rate has seen an improvement up to September 2016 and is on track to hit the 2016 target.

PH LI 02 A good level of child development

This indicator has seen an improvement in 2015/16, narrowing the gap between Halton and England.

PH LI 03 Falls and injuries in the over 65s. Directly Standardised Rate, per 100,000 population (PHOF definition)

Data used is annual, published data. 2015/16 data is not yet available.

This will remain the case until a solid source of local data can be attained.

PH LI 04 Alcohol related admission episodes - narrow definition Directly Standardised Rate, per 100,000 population

Although an increase was seen between 2014/15 and 2015/16, the provisional quarterly rate to Q1 2016/17 shows a slight decrease.

PH LI 05 Under 18 alcohol-specific admissions Crude Rate, per 100,000 population

No update from previous quarter available.

PH LI 06 Self-reported wellbeing: % of people with a low happiness score

No update from previous quarter available. This is based on annual published survey data for Halton residents calculated from the question "Overall, how happy did you feel yesterday?" Respondents answer on a scale of 0 (not at all happy) to 10 (completely happy) and this indicator is a percentage that scored 0-4.

APPENDIX: Explanation of Symbols

Symbols are used in the following manner:

Progress		<u>Objective</u>	<u>Performance Indicator</u>
Green		Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
Amber		Indicates that it is <u>uncertain or too early to say at this stage</u> , whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage</u> whether the annual target is on course to be achieved.</i>
Red		Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved</u> unless there is an intervention or remedial action taken.</i>

Direction of Travel Indicator

Where possible performance measures will also identify a direction of travel using the following convention

Green		Indicates that performance is better as compared to the same period last year.
Amber		Indicates that performance is the same as compared to the same period last year.
Red		Indicates that performance is worse as compared to the same period last year.
N/A		Indicates that the measure cannot be compared to the same period last year.

Directorate Performance Overview Report – Enterprise, Community & Resources

Reporting Period: **Quarter 3 – 01st October to 31st December 2016**

1.0 Introduction

1.1 This report provides an overview of issues and progress within the directorate that have occurred during the period.

2.0 Key Developments

2.1 There have been a number of developments within the Directorate during the period which include:-

Finance

- a) The Government announced the Provisional Local Government Finance Settlement on 15 December 2016. The Settlement Funding Assessment for the Council was as expected after agreeing to accept the Government's offer of a multiple year settlement. The figures show a reduction in the Settlement Funding Assessment of £4.9m, just under 10% from 2016/17.
- b) The Settlement confirmed cuts to the New Homes Bonus and Public Health grant of £0.338m (12.3%) and £0.264m (2.5%) respectively. Part of the cut to New Homes Bonus is to be used towards funding a one-off 2017/18 Adult Social Care Support Grant with the provisional allocation awarded to the Council being £0.642m.
- c) It was confirmed the Council Tax Referendum limit for 2017/18 will be 2% as per previous years whilst the Adult Social Care precept limit for the next three years will be a total of 6% with an increase of no more than 3% permitted in any one year.
- d) The Settlement also acknowledged that the Liverpool City Region will implement a pilot scheme of 100% business rate retention from April 2017. As part of the pilot it is likely that Revenue Support Grant will no longer form part of the Council's funding and will be replaced by the additional 50% retention of business rates. As part of the pilot the Government have confirmed a no detriment guarantee will be in place which will ensure no member of the pilot will be worse off in the new scheme than it would have been under the current retention scheme.
- e) On 07 December 2016 Council approved initial budget savings for 2017/18 totalling £7.9m. Where possible budget proposals will be implemented immediately and will help towards reducing costs in the current financial year.
- f) The Council net spend position for the first half of the financial year was reported to Executive Board on 17 November 2016. Net expenditure was £0.442m over the profiled budget to date of £44.1m. The spending pressures being experienced were highlighted and Departments were requested to keep spending to absolutely essential items only. Capital spending as at 30 September 2016 totalled £20.7m, which is 18% of the planned capital spending for the financial year.
- g) The Council confirmed its acceptance of an invitation from Public Sector Audit Appointments Limited (PSAA) to become an opted-in authority for the purposes of the appointment of its external auditor. This means that the Council will be part of a national sector-led procurement process as opposed to

making a standalone appointment or entering into a joint procurement arrangement and a new External Auditor will be appointed from April 2018.

- h) In November the Council launched its fraud awareness campaign to coincide with 'International Fraud Awareness Week'. Following the campaign there has been a notable increase in the number of referrals being made by members of the public
- i) The Council recently received an external review of the way in which it manages the finances of clients living in shared accommodation in the supported housing network. The review concluded that the Council has robust arrangements in place and that shared costs are being correctly apportioned with individual clients being charged appropriately.
- j) Just before Christmas the Department for Works and Pension informed the Council that there would be 150 housing benefit claimants affected by the new benefit cap level. These claimants have been notified during the first week of January 2017 of the impact on their housing benefit.
- k) A steady flow of enquiries concern Universal Credit. With Halton being one of the first local authorities to go "Full Service" the national policy of "test and learn" means that there is a degree of confusion as complex cases are evaluated. As expected, a significant number of clients who approach the service are experiencing difficulties in the timescales taken for UC to be paid.

Policy, People, Performance and Efficiency

- l) A Corporate Apprenticeship Policy is now in place to enable the Council to meet its obligations, as far as it is economically able, when the apprenticeship target and the Apprenticeship Levy are introduced in April 2017. In addition several individuals are now in short term employment with the Council under the externally funded Intermediate Labour Market (ILM) scheme. Recruitment to these opportunities will be a continuous process and this may provide for further apprenticeship placements.
- m) HR, Policy and Performance teams continue to deliver a project around absence management across the workforce. The causes and costs of absence have been analysed, and are now informing review of current policy. The overriding aim is to ensure that employees are encouraged to be healthy and well, thus enabling optimum use of resources.
- n) Following a comprehensive review of the Councils recruitment process, and pay processes, a new HR service model is in development. An e-recruitment platform is in procurement, which along with other system enhancements and revised processes, will sit within a restructured HR function which will be developed over coming months.
- o) Within the Efficiency Programme, a new wide-ranging work-stream to review the use of community assets, and the services delivered from them commenced during the quarter. The scope of the review includes all activity, staffing, management, financial, physical and ICT resources associated with the delivery of services. Given the complexity of this review, it is not likely to begin to deliver savings until 2018/19
- p) The Learning & Development team continue to identify areas for value adding activity to aid the efficiency and effectiveness of Council operations. Within the quarter, this included Institute of Leadership (ILM) Level 5 Award in Leadership & Management commencing at the beginning of October, and ILM Level 7 Certificate in Leadership & Management commissioned for delivery in Spring 2017. Both aimed at enhancing leadership capacity and capability within the organisation, in line with the Council's Organisational Development Strategy.
- q) Bespoke training has been designed and delivered to the Health Improvement Team, HPIJ, Education Inclusion, and Regeneration, to meet specific CPD needs. Evaluation will take place to ensure effectiveness of such tailored L&D interventions. In addition, the newly formed Regional Adoption

Agency (from 5 authorities) have commissioned the L&D Team to deliver Change Management training, delivery planned for February 2017.

ICT and Support Services

- r) An upgraded solution for the SIMS/Capita schools management system is presently being procured which will bring the solution back in-house. This work is funded through the Schools Programme and will remove any external contract costs.
- s) The roll out of the cloud services desktop systems replacement is now underway with extensive testing being undertaken over the coming months. The development will realise significant opportunities for future user support and staffing structures. In addition the Discharge Team, based at Warrington Hospital, and now utilising new desktop facilities linking them with essential information systems such as CareFirst
- t) The hardware solution for the markets Wi-Fi is now in place and operational for tenants with further expansion being planned for filtered public access linked to Leisure and Library Card ownership.

Legal and Democratic Services

- u) An extensive review of existing Licensing policies has now been completed with revisions being approved during the third quarter. Additionally new draft byelaws for the Mersey Gateway have now received member approval and the Council's agreement to the Liverpool City Region Combined Authority Order has been authorised.

Community and Environment

- v) Plans are now well advanced with Elton John's promoters for the pop concert which will be held at the Select Stadium on 18th June 2017. Ticket sales are going well with all the Executive Suites sold out, a crowd in excess of 15,000 is anticipated, and this will prove an excellent opportunity for Halton to showcase the Stadium for future concerts.
- w) Inclement weather during quarter 3 has put pressure upon the School Meals service for some food items but productivity rates and costs per meal have remained exemplary and within budget. School kitchens continue to operate the themed meals calendar linking menus to the celebration of various events and curriculum topic.
- x) Fitness memberships across the Leisure Centres have seen a significant increase following recent refurbishments and advertising and promotional campaigns. In addition the centres ran a series of swimming programmes suitable for children of 3+ years during quarter 3 and the service is presently working with a number of local schools to widen the programme further.
- y) During November Officers from the Council's Enforcement Team carried out a number of patrols with Police Officers in an initiative to tackle irresponsible behaviour relating to the disposal of waste and fly-tipping. The purpose of the patrols was to engage with householders to explain the anti-social and financial consequences of irresponsible behaviour and where evidence was available speak to offenders to advise them of the consequences of their actions. The initiative has resulted in positive feedback from residents within the patrol areas who welcomed the pro-active approach being taken by the Council and Police to deal with such issues.
- z) Following an evaluation of the impact of the intuitive it may be extended to other parts of the borough where similar problems waste related problems are being experienced.
- aa) Major works have been carried out at Runcorn Hill Park as part of the heathland regeneration plan. The works form part of the Heritage Lottery funded 'Parks for People Bid' project which is into its 4th year. The heathland restoration works have involved the removal of invasive species such as birch

trees and bracken. The works have been carried out using a mixture of conservation volunteers, HBC staff and contractors. The primary purpose of the works is to bring back valuable heathland species such as heather which will in turn create a more diverse habitat for a variety of wildlife.

Economy, Enterprise and Property

- bb) The works to upgrade the residential accommodation at Grangeway Court have been completed this summer. 4 of the blocks have been fully refurbished and 1 partially refurbished, there now being a number of newly refurbished residential units of varying size available as short term emergency accommodation for families in need. The scheme has also allowed 3 of the blocks to be deemed surplus to requirements as such this has enabled us to create a developable site for disposal in due course, which will generate a capital receipt in the future.
- cc) The funding available to The One Public Estate (OPE) initiative has increased to £31m in 2016/17. Halton has submitted 2 separate bids which are included in the wider city region submission. The bids cover the Former Police Station and Magistrates Court site and the immediate surrounding area in Widnes, and the current Runcorn Magistrates Court building and surrounding area of Halton Lea. Both bids are to obtain funding to undertake master planning/feasibility studies on the respective areas to look at how they may be redeveloped in the future, the latter being linked to the healthy new towns programme.
- dd) Hartree is a project being delivered at Sci-Tech Daresbury and is a collaboration between IBM, Science and Technology Facilities Council (STFC) and the University of Liverpool and received over £300m funding from central Government in 2015. This is a regionally significant project and features in a number of strategies including the LCR Growth Strategy and Innovation Plan. The project is currently housed within STFC but is looking at the potential for a purpose built facility and the names Hartree and IBM would be significant attractors to campus for companies in the sector – hence a prominent building would be beneficial for the growth of the campus.
- ee) Developments at HBC Field are progressing well and Alstom are on site and the construction is on target for opening in June 2017. The profile of the remaining land is increasing and this should provide a prime opportunity for Alstom or Jaguar Land Rover suppliers.
- ff) The Ways to Work Project has received £2.1M of funding over three years and commenced in January 2016. The project is currently supporting up to 281 local residents with careers advice and guidance and to date 30 have started paid work placements with local employers to gain experience and develop their skills.
- gg) The New Markets 2 business support programme supports more developed businesses to help them access new market opportunities by using specialist consultants for activities such as marketing etc. This project will draw down £5.6m of ERDF for a range of delivery bodies across the City Region including Sci-Tech Daresbury. Two information / engagement events were held at The Innovation Centre at Sci-tech Daresbury in October and Thursday and November 2016 to raise awareness of the project and start the process of engaging with the businesses on campus.
- hh) Fourteen defibrillators have been requested across Halebank and Astmoor Industrial Estates and at present 3 and 5 units are in place at each location with a further 6 to be made available early in the New Year.
- ii) The felling of overgrown shrubs and trees at Astmoor Industrial Estate has facilitated the letting of a 17,000 ft² unit at 7 Davy Road to a new tenant.

- jj) Discussions have continued with Alstom and Emovis with regards to recruitment for their new facilities in Halton. The first Emovis jobs have been advertised through Halton Employment Partnership and work is underway to develop a bespoke pre-employment programme with them to support recruitment of customer service staff.
- kk) Stage 1 'Strategic Outline Case' applications for funding were submitted for two key Halton regeneration projects, 'Rocksavage Phase 1', a project in partnership with INOVYN to begin the wholesale regeneration of the current INOVYN/INEOS site in Runcorn to transform the site from a single user to a multi-user site targeting particularly high tech manufacturing businesses and the 'Gorse Point', a project to provide a new access road to the Council owned Gorse Point (former Bayer) site and thereby improve the potential attractiveness of the development to the market and as a consequence accelerate occupation

Policy, Planning and Transportation

- ll) Work continues in producing a draft Delivery Allocations Local Plan (DALP) and establishing an evidence base. A series of Members working parties will be held in January 2017 to take Members through the key policy areas that the DALP will deal with including future land allocations.
- mm) A funding application to the LCRA was submitted in December to seek monies to develop an Outline Business Case for the Dualling of the A558 carriageway. Over 90 applications were submitted to the Combined Authority for consideration. Districts expect to hear the outcome of their applications in mid-February.
- nn) An audit of the sustainable access surrounding Halton Lea has been completed to gain a better understanding of the challenges of walking and cycling in the area. The audit demonstrated that although there are many challenges however there are significant opportunities to improve existing linkages by improving signage and clearing vegetation. Funding will now be sought in line with the Healthy New Town proposals.
- oo) Consultation concerning the M56 junction 11a is now underway and Highways England will be holding a number of events during January and February 2017. In addition discussions are still being held with the Mersey Crossings Board concerning the potential delivery of the West Bank – Widnes Loops Link Road and the Highways Asset Management plan is presently being finalised and will be reported to the Environment and Urban Renewal Policy and Performance Board and Executive Board in the near future.

3.0 Emerging Issues

- 3.1 A number of emerging issues have been identified during the period that will impact upon the work of the Directorate including:-

Finance

- 1. The Council has also approved the removal of Council Tax discounts in respect of unoccupied and unfurnished properties from 1st April 2017. Work is also underway to implement the 2017 Business Rates Revaluation and testing is being carried out in order to address issues that may become apparent.

Policy, People, Performance and Efficiency

2. The Policy and HR functions continue to wait for final regulations and implementation details linked to legislative changes. These are slow to emerge in respect Public Sector Exit Payment Cap and Public Sector Exit Payment Recovery regulations. Changes to the Council's Staffing Protocol will be made once the implications of these two items of legislation are completely clear, and the actual commencement dates of regulations, are confirmed.
3. As a large employer, the Council must ensure that it is compliant with the EU General Data Protection Regulation (GDPR). An audit will be required to ensure that all employee and personal data collected and processed meets the GDPR conditions for employee consent. In conjunction with the Information Governance function, work will take place over the coming months to review and amend HR policies, procedures and privacy notices in HR documentation accordingly. The regulation requires compliance by May 2018, and although it is an EU regulation, the UK will not have exited the union by then, thus compliance is mandatory.
4. Government announced that the National Living Wage (NLW) for people aged 25 and over will increase to from £7.20 to £7.50 per hour from 1 April 2017. The Council has previously taken a policy decision to apply the NLW to all employees, regardless of age. System amendments will be put in place to apply this increase to relevant employees via payroll

ICT and Support Services

5. To support the on-going efficiency agenda both ICT and Administrative support Services will undergo a further restructure within the fourth quarter to allow for the delivery of the new desktop technologies currently being released, with a view to develop and enhance customer contact and issue resolution..

Legal and Democratic Services

Democratic Services are gearing up towards the Liverpool City Regional Mayoral Election which will take place in May. Work is being carried out with senior lawyers from across the City Region Authorities to develop a new Constitution for the LCR, which will incorporate a revised code of Conduct

Economy, Enterprise and Property

6. A number of agile working hubs across the borough are in the process of being created to compliment the agile working strategy. Sites where these are proposed include, Grangeway, Ditton and Castlefields Community Centres, Murdishaw Play Centre and Halton Stadium. In addition to the above it is intended to create further agile hubs at Kingsway Learning Centre, and Widnes Market.
7. The Liverpool City Region Combined Authority and Local Enterprise Partnership are in the process of putting together a list of projects the LCR would like funded beyond the UK leaving the European Union. They have also begun to coordinate activity and a working group is being established with senior level input from the CA and LEP to identify the most pressing issues and coordinate action.
8. The External Funding service is currently experiencing a period of bids being rejected for reasons of excessive competition for funds; this combination of increased demand and high competition for funds necessitates an even more strategic approach to ensure the most appropriate and high quality bids are submitted and that productive relationships are forged with key funding bodies. It is increasingly important that we also engage at LCR region level as funders are often looking at partnership approaches to funding applications; engaging at this level also ensures that Halton gets

access to its fair share of funding where appropriate. One example of this is we are currently working closely with Liverpool LEP in relation to visitor economy projects and funding streams.

Policy Planning and Transportation

9. Work has begun on the urgent review of Traffic Regulation Orders throughout the Borough and those affected by the Mersey Gateway will need to be completed prior to it coming into use.
10. Two Public Inquiries were held during October 2016 into unauthorised Gypsy sites (Ivy House in Astmoor, Runcorn and Ponderosa in Daresbury, Runcorn). The decision on Ponderosa was issued on 3 November 2016. A statutory challenge to the Inspector's decision on Human Rights grounds was made on 14 December 2016, and the outcome of the challenge is currently awaited.

4.0 Risk Control Measures

Risk control forms an integral part of the Council's Business Planning and Performance Monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the 2016 – 17 Business Plan.

Progress concerning the implementation of all Directorate high-risk mitigation measures were reported to the Board at Quarter 2.

5.0 High Priority Equality Actions

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

The Council's latest annual progress report in relation to the achievement of its equality objectives is published on the Council website and is available via:

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

6.0 Performance Overview

The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by the Directorate.

Financial Management

Key Objectives / milestones

Ref	Milestones	Q3 Progress
FS 01a	Report Medium Term Financial Strategy to Executive Board - November 2016.	
FS 02a	Provide monthly financial reports to budget holders within 8 days of month end.	
FS 03b	Publish the Statement of Accounts by 30th September 2016.	
FS 04a	Establish Treasury Management Policy and report to Council - March 2016.	
FS 05a	Establish and report prudential indicators to Council - March 2016.	

Supporting Commentary

Medium term Financial Strategy (MTFS) will be reported to Executive Board on 17 November 2016. The financial forecast is being regularly updated and the Statement of Accounts was approved by Business Efficiency Board on 28 September 2016 and published on Council's web-site on 30 September 2016.

The 2016/17 Treasury Management Policy and Prudential Indicators were reported to Council as planned.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
FS LI 04	Proportion of Council Tax that was due that was collected.	95.21%	94.75%+	82.91		
FS LI 05	The percentage of Business Rates which should have been received during the year that were received.	96.89%	95.00%+	81.48		

Supporting Commentary

Collection rates are slightly down by 0.49% and 0.72% respectively when compared to the same period last year. The position will be closely monitored and all efforts will continue to maintain the rate of collection in the prevailing difficult financial circumstances.

Policy, People, Performance & Efficiency Service

Key Objectives / milestones

Ref	Milestones	Q3 Progress
PPE 02a	Promote and take forward the delivery of actions identified within the Organisational Development Strategy March 2017	

Supporting Commentary

Several strands of activity linked to the objectives of the Organisational Development Strategy are in progress, these include a review of absence management (linking to healthy workforce and resourcing objectives), and the adoption of the apprenticeship policy (linked to the long-term staff development).

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
PPPE LI 01	The number of working days / shifts lost due to sickness (Corporate)	9.05	10	7.21		
PPPE LI 04	The percentage of top 5% of earners that are					
	▪ women	54.78%	50.00%	54.9%		
	▪ from BME communities.	2.06%	1.50%	2.35%		
	▪ with a disability	0.82%	8.00%	0.83%		

Supporting Commentary

Sickness absence is slight higher than the same period last year by 0.5 days. As reported within the Key developments section work to review existing processes and policies in this area is presently underway.

There has been nominal improvement on these measures but the scope for recruitment within the top 5% of earners remains limited.

ICT and Administrative Support Services**Key Objectives / milestones**

Ref	Milestones	Q3 Progress
ICT 01a	Continued Enhancement of the virtualization platform to enhanced or new technologies - March 2017 .	
ICT 02a	Continuing improvements, enhancements and potential commercial use of Cloud system - March 2017 .	

Supporting Commentary

This Virtualisation Platform project is now at the stage of being tested by over 100 users and subject of any final requirements full roll-out is planned for quarter 4.

Commercial opportunities continue to be explored and exploited and a significant number of internal and external clients now fully utilise the Council's Cloud based systems.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
ICT LI 01	Average availability of the Council's operational servers (%).	99.00%	99.00%	99.00%		
ICT LI 02	Average availability of the Councils WAN infrastructure (%).	99.00%	99.00%	99.00%		

Supporting Commentary

The availability of servers and infrastructure continues to operate almost at ceiling.

Legal & Democracy**Key Objectives / milestones**

Ref	Milestones	Q3 Progress
LD 01	Review constitution - May 2016.	

Supporting Commentary

The Council's Constitution was reviewed and approved as planned.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
LD LI 02	Average Time taken to issue prosecutions from receipt of full instructions (working days).	10	10	7		
LD LI 03	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1	3	1		

Supporting Commentary

Performance at this point in the financial year remains at expected levels

Community & Environment**Key Objectives / milestones**

Ref	Milestones	Q3 Progress
CE 01b	Deliver a comprehensive programme of Sport and Physical Activity throughout Halton	
CE 04	Deliver a Library Services programme of extended informal learning opportunities including support for digital inclusion meeting identified local targets - March 2017 .	
CE 06	Continue to deliver communications and awareness raising initiatives to ensure that participation with the Council's recycling services is maximised and that residents comply with the requirements of the Council's Household Waste Collection policy - March 2017 .	
CE 07	Continue to review and assess the effectiveness of the Council's Environmental Enforcement Plans and Policies and maintain actions to ensure that the Council continues to effectively prevent and tackle a range of waste and environmental offences - March 2017 .	

Supporting Commentary**CE 01b**

The sports programme this year will surpass any previous years; this is due to additional resources received from CSAF and local partners for the Get Active project.

CE 04

Over 1200 children, parents and Carers have attended story sessions and over 400 pupils and teachers took part in class visits to learn about libraries and explore reading and learning opportunities. Additionally almost 800 adults and young people were helped to develop digital skills through one to one support and 69 people attended learning clubs for developing games, animations and websites.

CE 06 / 07

The Council continues to take a dual approach to managing environmental responsibility through the use of educational engagement and more formal enforcement activity as reported within the Key Developments section.

In addition to actively advertising the requirements of its policies the Council Officers continue to work closely with agencies including local Housing Associations and the Police to tackle environmental offenders.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
CE LI 05	% Take up of free school meals to those who are eligible - Primary Schools.	86.00%	87.00%	77.46%		
CE LI 06	% Take up of free school meals to those who are eligible - Secondary Schools.	77.80%	77.50%	67%		
CE LI 09	Residual household waste per household.	578 Kgs	593 Kgs	431kg		
CE LI 10	Household waste recycled and composted.	42%	42.00%	39%		

Supporting Commentary

School meal take up has declined during quarter 3 and the reasons for this are currently being investigated, although it is thought that Universal Credit may have had a negative impact.

Estimated figures for residual and recycled/composted household waste remain consistent with those for the same period last year.

Economy, Enterprise & Property**Key Objectives / milestones**

Ref	Milestones	Q3 Progress
EEP 01a	Commence development of Bayer Site by - March 2017 .	
EEP 01b	Complete Asset Review by – June 2016 .	
EEP 03c	Develop a charging policy for business and funding support by September 2016	
EEP 03d	Completion of Tech Space Development (SciTech Daresbury) by September 2016	

Supporting Commentary

Investigation work on the Bayer site will commence in January 2017 and the Asset review was completed as planned

A detailed review of options for the introduction of a charging policy and income generation has now been prepared and is under consideration.

Tech Space 2 has been completed with the fit out of Tech Space 1 being slightly behind schedule and it is anticipated that completion will be early in Quarter 4

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
EEP LI 01	Greenhouse gas (GHG) emissions indicator (Tonnes CO2E)	21,124 (actual 14/15)	19,675	n/a	n/a	n/a
EEP LI 07	Number of People supported into work	Not available	532	432		
EEP LI 09	Number of Businesses Supported	Not available	40	132		
EEP LI 14	Number of inward investment enquiries per annum.	174	250	209		

Supporting Commentary

The figures for emissions are only produced on an annual basis. The figures for 2015/16 show an overall decrease in emissions of 5.9% since 2014/15 and are 4.9% below the target for the year. The overall emissions of 19,874 tonnes is broken down into the following five categories - School Buildings, Corporate Buildings, Unmetered supply, Fleet Transport, Business Mileage.

There was a reduction in emissions across all areas other than fleet transport which saw a 15.7% increase. Street Lighting had the largest annual reduction in the amount of 12%. The target for 2016/17 has now been revised to 19,675 tonnes CO2e The annual figure for this indicator is a year behind and therefore only reported in the following year.

The number of people and business supported, and the number of inward investment enquiries, remain positive and on track to achieve annual target.

Policy, Planning & Transportation

Key Objectives / milestones

Ref	Milestones	Q3 Progress
PPT 01	Review progress against LCR SJB maintenance strategy and deliver 2016/17 major bridge maintenance works programme, March 2017 .	
PPT 03	To deliver the 2016/17 LTP Capital Programme March 2017 .	

Supporting Commentary

The SJB major maintenance works, principal inspections and other structural monitoring activities have all now been completed.

The LTP Structures programme consists of re-decking the footbridges crossing East Lane at Halton Lea. Project documentation has now been developed for these works.

The LTP Highway Capital Programme consists of 2 main strands:

1. Integrated Transport – Reconstruction of Kingsway Central Reserve has now been completed and schemes are currently being developed for Widnes Town Centre Connectivity, Runcorn Town Centre to Heath Business Park and Runcorn East Railway Station car park improvements and it is planned that work will commence early in 2017.
2. Highway Maintenance: The Carriageway and Footway programmes of work have been phased over the course of the year and delivery to the full budget allocation is nearing completion.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
PPT LI 02	Net additional homes provided	471	552	Figure reported annually at year-end		
PPT LI 03	Number of affordable homes delivered (gross)	146	138	Figure reported annually at year-end		
PPT LI 04	Processing of planning applications (%) as measured against targets for,					
	a) 'Major' applications	100.00%	60.00%	87.5%		
	b) 'Minor' applications	70.00%	80.00%	69.6%		
	c) 'Other' applications	86.00%	80.00%	94%		

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q3 Actual	Q3 Progress	Direction of travel
PPT LI 16	% of network where structural maintenance should be considered: a) Principal Roads b) Non-Principal Roads	1.00% 2.00%	2.00% 4.00%	Not yet available	Not yet available	n/a
PPT LI 19	No. of passengers on community based accessible transport	182,762	214,200	129,169		

Supporting Commentary

The processing of minor planning applications is slightly below target as there has been an issue with late responses from statutory consultees and applicants not submitting the correct supporting documents on time.

With regards to highway maintenance Inspection surveys which cover the unclassified network are in the process of being analysed for this financial year. Early indications are that the areas requiring structural maintenance have decreased. However in line with the Highways Asset Management Plan consideration will need to be given to further long-term investment to maintain highway condition.

Bus passenger numbers are lower than that for the same period last year which has largely been due to a decrease in hire form Community Groups.

7.0 Application of Symbols

Symbols are used in the following manner:

Progress Symbols

<u>Symbol</u>	<u>Objective</u>	<u>Performance Indicator</u>
Green 	Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
Amber 	Indicates that it is <u>uncertain or too early to say at this stage</u> whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage</u> whether the annual target is on course to be achieved</i>
Red 	Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved</u> unless there is an intervention or remedial action taken.</i>

Direction of Travel Indicator

Green 	Indicates that performance <i>is better</i> as compared to the same period last year.
Amber 	Indicates that performance <i>is the same</i> as compared to the same period last year.
Red 	Indicates that performance <i>is worse</i> as compared to the same period last year.
N / A 	Indicates that the measure cannot be compared to the same period last year.

REPORT TO:	Executive Board
DATE:	16 March 2017
REPORTING OFFICER:	Strategic Director, Enterprise, Community and Resources
PORTFOLIO:	Leader's and Physical Environment
SUBJECT:	Mersey Gateway Plus Regeneration Plan
WARDS:	Borough Wide

1.0 PURPOSE OF THE REPORT

1.1 The purpose of the report is to present the draft Mersey Gateway Plus Regeneration Plan 2017-2027 ('Mersey Gateway Plus') to Members for consideration.

2.0 RECOMMENDATION: That

- 1) Members approve the draft 'Mersey Gateway Plus' Regeneration Plan;**
- 2) Members agree the priorities and proposed actions outlined in the report and accompanying documentation;**
- 3) The Council uses the Plan as a vehicle for prioritising resources in respect of Economic Regeneration opportunities; and**
- 4) The Plan is formally launched in late May 2017.**

3.0 SUPPORTING INFORMATION

3.1 A 'Mersey Gateway Plus' Regeneration Plan (referred to as the Plan in this report) 2017-2027 has been produced which seeks to maximise the economic benefits of the Mersey Gateway Project beyond its construction period (Autumn 2017).

The purpose of the Plan is to facilitate the development of a steady pipeline of regeneration and development opportunities over a 10-15 year period. The project pipeline will seek to use the Mersey Gateway branding as a way of packaging a series of interrelated projects and programmes in a coherent and consistent way.

It should serve as a framework and provide focus for the Council and its partners to make effective investment decisions relating to a wide range of potential economic regeneration opportunities in the Borough.

This will ultimately make it easier to promote the Borough's regeneration opportunities to potential future investors.

It should be noted, however, that the Plan is the first in a suite of documents which will form Halton’s Economic Growth Strategy. The other documents which are being developed comprise:

HALTON TOMORROW – a short but aspirational, ambitious and visionary document which sets out a longer term vision for the Borough in economic terms;

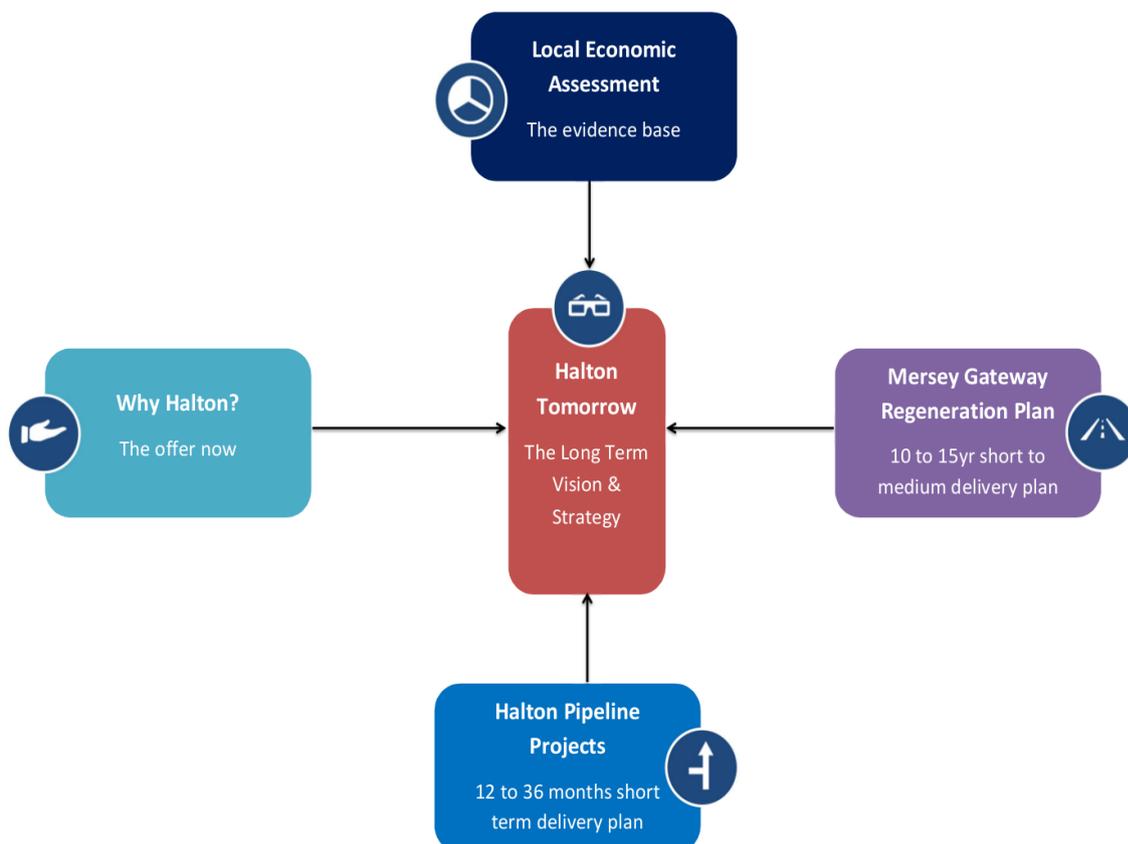
THE LOCAL ECONOMIC ASSESSMENT – a document which provides a statistical overview of the Borough’s economic indicators and will set out the evidence for shaping and informing Halton’s future economic priorities and actions;

THE MERSEY GATEWAY PLUS REGENERATION PLAN – (as outlined in this report)

HALTON’S SINGLE INVESTMENT FUND (SIF) PIPELINE – this is a list of short to medium projects which has already been to maximise the opportunities arising from the launch of the Combined Authority’s SIF prospectus.

WHY HALTON? – this will be an inward investment prospectus/brochure which focuses on Halton’s Unique Selling Point highlighting the strengths, benefits and opportunities the Borough has to offer.

The diagram below illustrates how it is proposed that the respective documents will fit together.



Mersey Gateway Plus Regeneration Plan

A more in depth detailed Plan (100 pages +) has been produced which provides a large amount of technical information relating to potential sites being brought forward for development. The larger document will be used as an internal document to assist officers in developing project plan for the respective 'Impact Areas' identified.

However, for ease of reference a shorter, more 'user friendly' fold out glossy document (Appendix 1) has been developed to support this report and engage wider audiences.

In preparing the Plan, a significant amount of work was undertaken. This included:

1. Developing masterplans and delivery strategies for specific regeneration programmes and investigate feasibility of key enabling projects which form part of the Regeneration Plan;
2. Identify a steady pipeline of development and investments opportunities comprising residual land from the Mersey Gateway Project and adjoining areas within the project envelope;
3. Engaging across the organisation, but particularly with the Planning, Policy and Transport Dept., to ensure future continuity and support for delivery;
4. Align and integrate key projects with future funding opportunities such as the Liverpool City Region Single Investment Fund (SIF) - Transport and Development Pipelines.

The fold out glossy document follows the structure of the detailed Regeneration Plan, and is in three parts:

Part 1 - Strategic Context to Regeneration in Halton

This section outlines that during the past five years, thousands of new jobs have been created in Halton within our expanding Advanced Manufacturing, Logistics and Service Industries and the Borough has seen investment in excess of £1 billion. As a result, Halton is currently on the front foot. This period of transformation and economic growth looks set to continue, as the Mersey Gateway Project further boosts commercial confidence in our area.

The aim of this strategic document is simple - to identify some of the tremendous development opportunities that the Gateway will create and to maximise those opportunities for the long term economic benefits of the area.

The Gateway Project is a significant catalyst for change in Halton and underpins an ambition to move the area forward. Halton has a strong economy that punches well above its weight. The Plan gives an overview of some of the activity being planned

and delivered in a location that could claim to be establishing itself as the region's innovation hub.

The Plan explains that Borough has enviable physical connectivity and our transportation links are second to none. Approximately a third of the UK's residential population and around a half of all British manufacturing businesses is located within a two hour drive. Whilst being part of the Liverpool City Region, we are strategically situated within the economic triangle formed by Liverpool, Manchester and Chester. Halton is ideally located between both Manchester International and Liverpool's John Lennon Airport. It offers direct access to The West Coast Mainline for both rail freight and passengers and to the ports of Liverpool, offering ferries to the Isle of Man and Ireland and shipping across the world, and also at Runcorn, via the Manchester Ship Canal. These locational advantages as well some of Halton's other assets and strengths are illustrated on the 'connected Halton' diagram provided within the fold out glossy.

It goes onto to demonstrate that 'connected Halton' is not just about physical connectivity but extends to access to: our business innovation networks; high class digital infrastructure, workforce and skills; and lifestyle, retail and leisure opportunities. The new crossing adds value to our existing physical connectivity and provides a brand in which to market and promote 'connected Halton' and our development and investment opportunities.

Part Two: Mersey Gateway Eight Impact Areas

This Plan identifies eight key 'Impact areas' that will be either accessed or enhanced as a result of the Mersey Gateway project. It explains how we will utilise all our assets and build upon our strengths to encourage development and create jobs for local people. We will achieve this by combining these elements in a cohesive way, establishing the Borough with a much stronger investment proposal both nationally and internationally.

The Plan focuses on how these eight regeneration and investment 'Impact Areas' are linked to the Mersey Gateway Project. These are places where the new crossing and wider project help unlock land for new development and reposition an area for growth. These Impact Areas are expressed on the overview plan and comprise:

- Productivity - Development opportunities for employment related activity, with a focus on the Liverpool City Region growth sectors
- Connectivity - Key road, rail and water based supporting infrastructure projects
- Place - Wider housing, retail, leisure and other opportunities to support balanced and sustainable growth

Whilst each impact area can be delivered as a standalone regeneration programme, this Plan becomes more significant when the eight impact areas are brought forward together as a portfolio.

This Plan has the potential to deliver:

- 200 hectares of new and repositioned employment land
- 20,000 jobs (created or safeguarded)
- 3,000 new homes

Clearly, the outputs and targets outlined are estimates and may be refined as sites are brought forward for development. This includes approximately 20 hectares of residual project land which will be handed back to the Council upon completion of the Mersey Gateway Project. There are also approximately 300 hectares of additional vacant or underutilised land within the envelope of the Mersey Gateway Project impact areas where there is potential for redevelopment.

The net developable areas will also be dependent upon ground levels, any easements and or other constraints. The assessment of residual project land is currently being undertaken in liaison with the Mersey Gateway Crossings Board.

Proposed Key Impact Areas

The proposed eight Key Impact Areas are:

- West Runcorn Employment Growth Area
- Halton Lea Healthy New Town Centre
- Astmoor Business Park
- West Bank
- Widnes Waterfront
- Southern Widnes (Moor Lane / Ashley Way)
- Ditton Corridor
- Runcorn Old Town Centre

Part 2 of the Plan aligns respective impact areas with Liverpool City Region key economic growth sectors and identifies respective development and investment opportunities with potential outputs and outcomes. The enabling connectivity and placemaking projects that would be required to help support growth across each impact area are also recognised.

To illustrate the scale and ambition of the Plan a number of standout place-shaping projects are summarised within the Plan. These projects have the potential to transform Halton and the wider place, beyond their immediate site or the impact areas they sit within. These place-shaping projects are:

- INOVYN World Class Chemical and Energy Hub
- Silver Jubilee Bridge Sustainable Transport Corridor
- ‘Destination Runcorn’ New Station Quarter Development
- The Mersey Multi Modal Gateway (3MG) Phase Three
- The Mid-Mersey Estuary Park

Whilst the Plan is focussed on the eight Impact Areas, wider development and investment opportunities in Halton are also promoted. These include Widnes Town Centre, and employment areas such as Manor Park and Whitehouse Vale. The internationally significant Sci-Tech Daresbury is also identified.

Part 3: Implementation and Delivery

The Plan states that the key to success in Halton is our culture and approach to regeneration and partnership working, particularly with private sector partners. We also understand regeneration doesn't happen overnight or in isolation. The Council contribution is the leadership, governance and legitimacy we can bring to developing and realising a shared vision for a place; and how we can support investment through the contacts, resources and functions available to the Council. We also recognise the strengths of private sector partners and the dynamism and focus on viability and delivery that is brought to the table. This is why Halton has and will continue to have a strong track record in regeneration delivery. The Plan identifies that once the Mersey Gateway Project is completed approximately 20 hectares of residual project will be returned to the Council. This will be available as a resource to contribute to implementation.

The Plan emphasises that in Halton, regeneration is not just about building things and transforming places. It is also about promoting inclusive growth and changing lives. We always seek added value, by securing local employment, training and apprenticeship opportunities to improve local economic prosperity.

4.0 POLICY IMPLICATIONS

The Plan is focused upon repositioning and physically restructuring parts of Halton; and whilst largely focused on brownfield urban renewal, it will include aspects of greenfield development. As such it will be important to ensure that the Plan proposals are consistent with future Council spatial planning policy. The current production of the Development and Allocations Local Plan (DALP) and its evidence base provides the opportunity to achieve integration. This is being progressed.

In respect of aligning transport policy, this is already being undertaken by formally identifying emerging connectivity projects from the Plan within the Liverpool City Region (LCR) transport pipeline process. This is an important positioning of these projects to ensure that they have a better chance of securing funding for further business case development and delivery. Broader alignment of other corporate policies will be considered as the Plan is finalised and published.

The importance of aligning and integrating the Plan with the emerging LCR policy arena has already been identified in respect of developing a Halton Single Investment Fund (SIF) list of potential pipeline projects. This will be particularly important when in the future; the Council will work with other Liverpool City Region partners on cross-boundary joint initiatives such as promoting the Speke Road Growth Corridor, within which the Ditton Corridor Impact Area sits.

5.0 FINANCIAL IMPLICATIONS

Developing and delivering major regeneration programmes and transport projects can be resource intensive and some key decisions will need to be made in terms of prioritising impact area programmes and any individual projects and associated resources considerations.

In order to drive forward the Plan, resources will be required to undertake a wide range of studies including Site Investigations and Cost Benefit analyses. A development fund is being considered to support this work.

The programme manager role for the implementation of the Plan will be shared between the Council's two Regeneration Managers. Lead Officers for respective Impact Areas and individual projects outlined within the Plan will also be identified from within existing Council resources.

An Officer Mersey Gateway Regeneration Steering Group will be established. This will operate in a similar way to previous steering groups established for 3MG, and the Widnes Waterfront. The Steering Group will undertake the following:

- monitor progress on individual projects;
- consider where there are 'blockages' to delivery;
- prioritise and accelerate the development of the respective Key Impact Areas within the Plan;
- identify and direct resources the required to deliver initiatives outlined within the Plan
- ensure that links between respective projects are promoted and a programme based approach is maintained.

The Steering Group will be chaired by Strategic Director for Enterprise Resources and Communities, and will meet every 12 weeks to ensure that the pace of delivery is appropriate.

The Steering Group will comprise a multi-disciplinary team with membership from highways; planning; open spaces; regeneration; employment learning and skills; finance; communications and marketing. Formal governance, oversight and key decision-making will be via reports and recommendations to the Corporate Executive Board. Success will be measured against established outputs and outcomes for the whole programme as well as for individual Impact Areas.

The first key task is agreeing the Mersey Gateway Plus programme pipeline. A draft pipeline is set out in Appendix 2 to outline how the eight Impact Areas will be brought forward in cohesive and steady way over the next ten years. It provide a strategic framework to prioritise and align resources and engage strategic partners; but it also provides flexibility to be responsive to markets and enable individual opportunities to come forward. The pipeline is structured to secure quick wins such as within Widnes Waterfront and West Runcorn Impact Areas and allow time to undertake more detailed feasibility and masterplanning in some impact areas such as West Bank.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

Identifying key employment growth sectors will enable local education providers to prepare and skill young people for local job opportunities.

6.2 Employment, Learning and Skills in Halton

Securing local employment, training and apprenticeships opportunities will form an important part of this project and the Halton Employment Partnership will be a key partner in its delivery.

6.3 A Healthy Halton

Improving economic prosperity is a key factor in improving health and well-being. Working closely with the Public Health Team we will develop proposals which meet the Health Impact Assessment requirements.

6.4 A Safer Halton

Bringing underutilised and redundant land and buildings back into productive use, helps reduce crime and arson. Working closely with Community Safety and Cheshire's Architectural Liaison Officer we will create safer spaces and buildings which offer natural surveillance.

6.5 Halton's Urban Renewal

The work being undertaken will help shape the next generation of regeneration and investment in Halton.

7.0 RISK ANALYSIS

The main risk is that projects identified within the Plan are delivered in isolation and, therefore, the opportunities to package interrelated projects in a coordinated way will be missed.

8.0 EQUALITY AND DIVERSITY ISSUES

Whilst there are no immediate Equality and Diversity issues associated with this report, as the Plan is finalised, and Equality Impact Assessment will be undertaken which will focus on maximising the economic benefits of the Mersey Gateway Bridge, post completion and the opportunity to provide greater access to a wide range of employment opportunities for all our residents.

9.0 REASON(S) FOR DECISION

Adoption of the Plan has the potential to drive the continuing regeneration of the Borough for the next 10 years and this is likely to have a positive impact on the economic well-being of residents in Halton Borough.

10.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

To adopt a project by project approach to maximising the regeneration benefits of the Mersey Gateway. However, this approach would result in a short-term piece-meal approach which would make it difficult to use the Mersey Gateway 'brand' in a productive way.

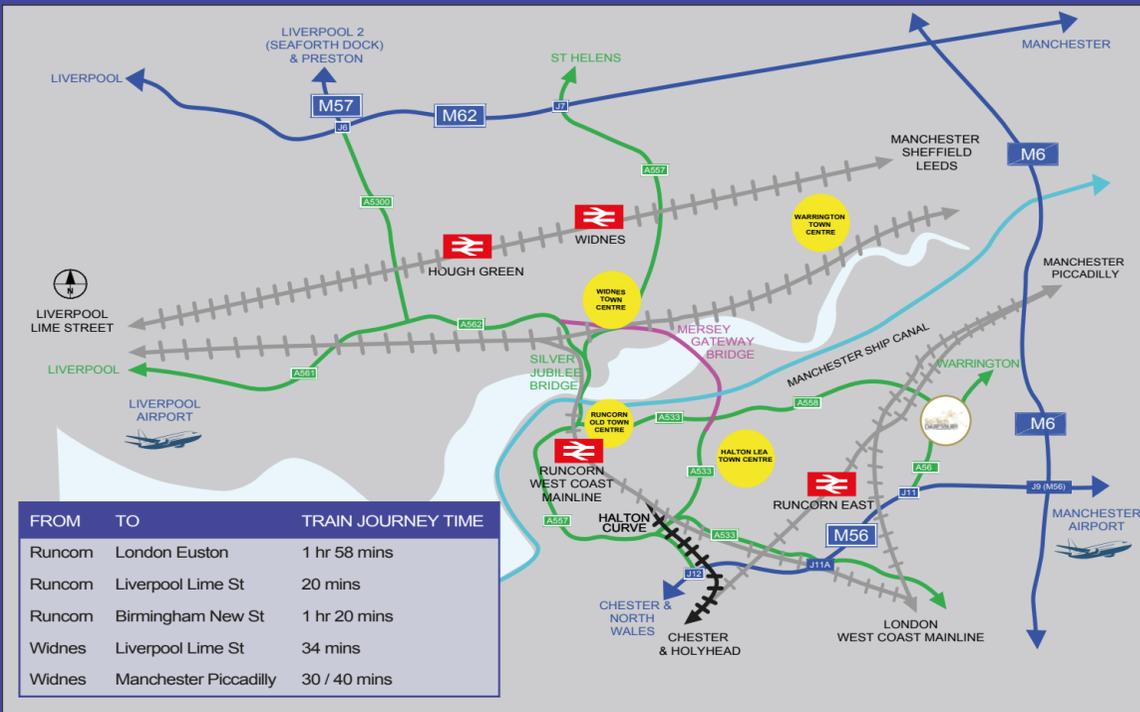
11.0 IMPLEMENTATION DATE

1st April 2017.

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

Document	Place of Inspection	Contact Officer
The Mersey Gateway Project Wider Economic Impact, AMION Consulting;	http://www.merseygateway.co.uk/publicinquirydocs/HBC_docs/Proofs/HBC-09-01P.pdf	Wesley Rourke Wesley.rourke@halton.gov.uk
Mersey Gateway Regeneration Strategy, GVA Grimley (2008)	http://www3.halton.gov.uk/Pages/planning/policyguidance/Planning-Policies.aspx	

1 Strategic Context



THE MERSEY MULTI MODAL GATEWAY (3MG) Phase Three

Within the A562 Ditton Corridor there are approximately 24 Ha of redundant and underutilised land. These sites have the potential to continue the regional success story of the 3MG logistics hub in West Widnes and opportunities for advanced manufacturing. This also helps meet demand in the City Region for major commercial sites and drive forward growth in the wider South Liverpool corridor.

stretching from a redefined SJB to Arpley Bridge in Warrington Waterfront. By improving access and stimulating increased leisure use, the new park will introduce greater numbers of people to the landscape of the Mid-Mersey Estuary, challenging perceptions and creating an improved environment for investment.

Town and the Bridgewater Canal; and, new mixed use commercial and residential development. The Council is committed to explore the feasibility of this scheme which could redefine the Old Town and create an improved sense of arrival and impression of Runcorn, Halton and southern gateway into the Liverpool City Region.

'DESTINATION RUNCORN' NEW STATION QUARTER DEVELOPMENT

This is a unique opportunity to help realise the potential of Runcorn Mainline Station as a driver for growth and transport improvements. De-linking of the SJB highway approaches has the potential to release redundant highway and open up adjoining land to develop a new station quarter, comprising: new passenger and visitor facilities new transport interchange; improved linkages to Runcorn Old



THE MID-MERSEY ESTUARY PARK

This is an opportunity to significantly enhance the leisure and visitor economy offer, by defining and branding a new park.

This corridor links a necklace of existing green spaces, promenades and visitor destinations. These are connected by circular trails for walking and cycling, with key access points,



MERSEY GATEWAY *plus* REGENERATION PLAN 2017 - 2027

AMBITION ■ OPPORTUNITIES ■ CONNECTIVITY



2 Impact Areas

Eight regeneration and investment 'Impact Areas' linked to the Mersey Gateway Project have been identified. These are places where the new crossing and the reconfigured road network will unlock land for new development opportunities and reposition the area for further growth. Alongside these opportunities, key infrastructure and enabling projects are also being identified that will be brought forward to complement and support growth. Together these Impact Areas have the potential to deliver approximately:

- 200 Hectares of new and repositioned employment land
- 20,000 jobs (created or safeguarded)
- 3000 new homes

To illustrate the scale and scope of the ambition and the huge potential of these Impact Areas to transform the South of the City Region and beyond, five stand out place-shaping projects have been identified.

INOVYN WORLD CLASS CHEMICAL AND ENERGY HUB

INOVYN is part of the Ineos Group of companies. Ineos is a €3.5 billion turnover company. INOVYN aspires to create a managed, multi-use facility of regional and national significance in Runcorn. The new facility would be attractive to advanced manufacturing and semi-tech companies, companies with high power demands and chemical and related activities which would benefit from access to INOVYN's downstream products and on site facilities.

SILVER JUBILEE BRIDGE (SJB) SUSTAINABLE TRANSPORT CORRIDOR

The projected transfer of 80% of cross river vehicle traffic to the new Mersey Gateway Bridge provides a unique opportunity to not only redefine the function of the iconic SJB but also rediscover the historic heart of Halton. The SJB can become more focussed as a 'local link' which promotes cross river walking, cycling and public transport. This new sustainable transport corridor stretches from Runcorn Old Town to Widnes Town Centre and will be delivered in phases. It has potential to change the way we move between our towns and open new commercial frontage and residential opportunities, particularly within the West Bank area of Widnes.

3 Implementation and Delivery



Once construction of the Mersey Gateway is completed approximately 20 Hectares of residual project land will be returned to the Council. This will be available as a resource to contribute to implementation of this plan.

The key to Halton's successful track record of regeneration has been our open approach to collaboration and partnership working, particularly with private sector partners. We recognise that regeneration doesn't happen overnight or in isolation and investors deserve a red carpet, not red tape. We look to support investments through the contacts, resources and functions available to the Council. We also acknowledge the strengths of private sector partners and the dynamism and focus on viability and delivery that is brought to the table.

Our philosophy is that regeneration is not just about constructing buildings and transforming places. Wherever possible, we seek to add value for our local communities by securing local employment, training and apprenticeship opportunities to boost the local economy. Our success is based on promoting inclusive growth and changing lives for the better.

The Council has a proven track record of leadership, partnership working and delivery. Over the years, we have assembled an experienced, capable team of professionals who are able to respond rapidly to enquiries by providing tailored, bespoke programmes of assistance that meet the needs of investors.

LET'S TALK...
You can obtain further information about opportunities in Halton.

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INTRODUCTION

I'm pleased to say that during the past five years, thousands of new jobs have been created in Halton by our expanding advanced manufacturing, logistics and service industries. It's estimated that almost £1bn has been invested in the area during that time. This unprecedented period of transformation and economic growth looks set to continue, as The Mersey Gateway Project further boosts commercial confidence in our area.

The Mersey Gateway Bridge will open in autumn 2017. It is a major infrastructure scheme that will provide a new six lane bridge over the River Mersey between the towns of Runcorn and Widnes. In addition, it will create a new transport route linking the Liverpool City Region, North Cheshire and the North West of England to the rest of the country. It will also bring about much needed traffic relief for the iconic, but aging, Silver Jubilee Bridge (SJB).

Mersey Gateway Regeneration Plan *plus* seeks to maximise the long term economic benefits from the new crossing for Halton and also contribute to the Liverpool City Region's (LCR) growth ambitions. It represents a new chapter in our continued transformation.

This document comprises three distinct elements:

- 1 It provides the strategic context for growth.
- 2 It sets out a cohesive package of development and investment opportunities, it also identifies the key infrastructure and enabling projects that we are looking to bring forward to complement and support economic growth.
- 3 It concludes by outlining our approach to implementation and delivery.

In summary, this plan demonstrates our ambition to secure continued growth for Halton.



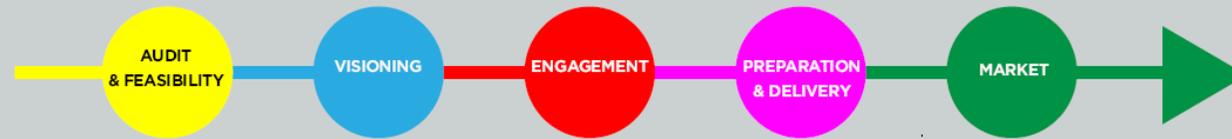
Councillor Rob Polhill
Leader, Halton Borough Council

Halton is strategically located in the economic triangle formed by Liverpool, Manchester and Chester connecting you to:

- A market comprising one third of the UK's population and half of all manufacturing industry, all within a two hour drive
- Liverpool and Manchester Airports, less than 25 mins drive
- 98% Super fast broadband and 72% Ultra fast (homes and businesses)
- Great retail, cultural and leisure activities
- Excellent learning facilities providing the skills for a modern economy
- A network of advanced manufacturing, engineering and logistics businesses and Sci-Tech Daresbury, a pioneer in big data technology and virtual engineering

This Plan seeks to utilise our assets and build on our strengths as a connected and innovative place.

Impact Area Programme Pipeline



	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
WEST RUNCORN EMPLOYMENT GROWTH AREA INOVYN World Class Chemical and Energy Hub Port of Runcorn Port of Weston	● ●	● ●	● ●	● ●	● ●	● ●	●	●			
HALTON LEA Healthy New Town Initiative Town Centre Retail /Leisure Opportunities	● ●	● ●	● ●	● ●	●	●	●				
ASTMOOR BUSINESS PARK Central Redevelopment Area Astmoor East Employment Renewal Area Astmoor west Employment Renewal Area	● ●	●	●	● ●	● ●	●					
WEST BANK West Bank Waterfront / Local Centre Employment Renewal Area Housing Renewal / Neighbourhood Extension		● ●	●	●	●	● ●	● ●	● ●	● ●	● ●	●
WIDNES WATERFRONT Gorsey Point Key Employment Site Routledge Residential Led Mixed Use Wider Employment Renewal Area	● ● ●	● ●	● ●	● ●	●						
SOUTHERN WIDNES Moor Lane - Mix Use Roadside Frontage Victoria Road / Moor Lane Housing Opportunities Citton Road / Ashley Way - Employment Renewal Areas		●	●	● ●	●	●	● ●	● ●	● ●	●	●
DITTON CORRIDOR 3MG Phase 3 Everite Road Employment Renewal Area Halebank Residential Growth Area	●	● ●	●	●	●	● ●	● ●	● ●	● ●	● ●	●
RUNCORN OLD TOWN CENTRE 'Destination Runcorn' Station quarter / De-linking Old Town Centre - Retail / Leisure Opportunities Residential Neighbourhood - Growing the Catchment	● ● ●	● ●	● ●	● ●	● ●	● ●	● ●	● ●	● ●	● ●	●

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