

Directorate Performance Overview Report

Directorate: Communities Directorate

Reporting Period: Quarter 2 – Period 1st July 2013 – 30th September 2013

1.0 Introduction

1.1 This report provides an overview of issues and progress within the Directorate that have occurred during the second quarter 2013/14.

2.0 Key Developments

2.1 There have been a number of developments within the Directorate during the second quarter which include:-

COMMISSIONING AND COMPLEX CARE SERVICES

Housing

News was received late September of additional funding awarded by the Homes and Communities Agency to Halton Housing Trust for the development of 218 dwellings across 8 sites. This together with the recent success in securing the extra care housing scheme at Pingot means investment of around £30m for the borough.

Following the Government announcement in the June spending review of £3.3 billion for the next phase of the Affordable Homes Programme (2015/16 to 2017/18), the Homes and Communities Agency has provided details of the bidding timetable. Guidance is to be released in December 2013 with bidding deadline of the end of March 2014. Funding decisions will be announced in June 2014.

The Council will liaise with and support Housing Associations in developing proposals in order to maximise investment in Halton and meet the needs identified in the Housing Strategy.

Domestic Abuse

A soft market test is taking place to gauge the level of provider interest in delivering Domestic Abuse services in Halton.

Riverside/English Churches Housing Group has confirmed that they have secured funding to remodel the current refuge into self-contained units.

Preparation work is underway to procure the support service.

Domiciliary Care Tender

A new service specification has been developed to deliver the provision of domiciliary and personal care services in Halton. The Tender will be three years initially with an option to extend for an additional year on top. The Council intend that the new contracts will be flexible enough to cater for innovation and the wish of the authority to move towards a

model of provision that demonstrably delivers positive outcomes for its citizens. They will be accompanied by a quality monitoring framework that acknowledges the importance of the workforce capacity and capability as well as the systems and processes that go together to ensure that people get what they need and when they need it.

Supported Living Project

A task and finish group has been established to carry out a comprehensive multi-disciplinary review of Supported Living Services. Early findings have highlighted some good practice and opportunity to change practice to improve outcomes.

Alcohol

Night Time Economy Scrutiny Topic Group

The scrutiny review concluded in July. The review has provided an opportunity to review our local night time economy and identify what works well and what could be improved to provide a safe, accessible, well managed night time economy that meets the needs of residents and businesses and attracts visitors to the borough.

As a result of the review it has been recognised that there is much good practice happening in Halton and our town centres are well managed through the excellent working relationships between the council and our partners, businesses and the public. The review has identified a series of recommendations for further improvement which have been drawn into an action plan.

Alcohol Evidence Paper

Work commenced at the end of Q2 on drawing together sources of data for a local Alcohol Evidence paper. Work will take place mid-October to define the format and content of the Evidence Paper. It is intended that the Evidence paper will inform the production of a local Alcohol Strategy for Halton. It is envisaged that the Evidence Paper and Strategy will also be informed by the work recently undertaken by the Night Time Economy Scrutiny Topic Group and Alcohol Harm Reduction Plan.

Market Analysis

Internal consultation has commenced on a draft Evidence Paper which will inform the production of a local Market Position Statement for Adult Social Care. All Local Authorities will have a duty to shape their local Adult Social Care market from 1st April 2014. The Market Position Statement will be a key document which stipulates current demand and supply alongside predicted future demand and supply. One of the main purposes of the Market Position Statement is to increase dialogue between Local Authorities and Service Providers. The Market Position Statement will identify key local challenges regarding the local Adult Social Care market including areas for development and gaps in service.

Mental Health Services

Section 136 Mental Health Act 1983: this is a legal provision which allows police officers to take to a place of safety any adult who they believe to be mentally disordered and who may pose a risk to themselves or other people. This requires close co-operation between the police, social services and the health services. All areas are required to have an agreed multi-agency policy and procedure which clearly identifies roles and responsibilities of each agency, and also clearly identifies the designated places of safety. A draft policy has been developed, which can be agreed by both the police and the Borough Council, and work is taking place with colleagues in the 5 Boroughs to finalise the policy.

At the last Quarterly Monitoring Report, it was reported that a Mental Health Strategy for Halton was to be presented to the Health Policy and Performance Board in September 2013. This has now been deferred to later in the year, to allow more time for consultation.

A pilot scheme has been developed by the Mental Health Outreach Team to provide support to people known only to primary care services. The intention of this is to offer structured support at an earlier stage in people's lives, to prevent them from deteriorating and needing greater levels of support. All GP surgeries were given information about the pilot and a number have expressed interest in this. This is being taken forward in this Quarter.

Other developments within the Commissioning and Complex Care Division

Emergency Duty Team: this service is provided jointly between children's and adult's services, and across St Helens and Halton; it provides emergency out of hours social care support for people in crisis. The partnership to deliver this service has worked successfully for a number of years, but there is now the potential for it to be extended to other council areas. Initial approaches have been made by another Borough Council to join the partnership and processes are being developed to evaluate the potential for this.

Interface with children's services: the last Quarterly Monitoring Report reported on the extent to which adults and children's services are increasingly working together to deliver their shared agendas. A successful meeting between front line managers from both Directorates recently took place, which identified common issues and areas for future working, and these meetings will be continued on a quarterly basis. A protocol for joint working of complex cases has been refreshed and updated. In addition, a report has been taken to the children's Safeguarding Board which identifies learning from national inspections and serious case reviews in children's services that have had input from adult mental health services, and an action plan is being developed to ensure that the learning from these is applied locally.

PREVENTION AND ASSESSMENT SERVICES

Care Management and Assessment Services

The Care Management Teams are participating in the development of community Multi-Disciplinary Teams already consisting of social workers and occupational therapists, that will be locality based, and aligned to GP practices across Widnes and Runcorn. The teams are realigning their work to match against General Practices and staff have begun attending the surgeries in Widnes (as they do in Runcorn) to move the forward. There is on-going work with Halton Clinical Commissioning Group, General Practices, Bridgewater Community Healthcare Trust, in developing an integrated approach to delivering care for people with high level needs based around their GP practice. We are currently moving forward on gaining some Clinical Facilitator time to support practices in implementing their models.

Care and Support for You Portal

There is on-going development of an online, "Care and Support for You" portal. This is a website where you can easily find lots of information about Adult Social Care Support and Services to help you get on with your life and keep your independence. 'Care and Support for You' delivers information and advice, signposting citizens to the relevant information, and towards enabling self-assessment and self-directed support. The portal has now gone LIVE with over 3,000 organisations now available in the public domain. 'Care and Support for You' is also being used by our care management teams to signpost citizens to

the relevant information required. System Administration access has been given to a number of providers for them to amend and change information on their own service page; this enables the information on the website to be up to date.
<http://halton.olminfoserve.co.uk/home/defaultalt2.aspx>

Learning Disability Nurses

The team continue to work proactively with individuals, their family, carers and professionals such as GPs, allied Health professionals etc.

Progress:

- The women's health and relationships group has finished with an increase in understanding and knowledge
- The Friendships and Relationships training via the Learning Disability Training Alliance has been requested for another year due to the feedback being excellent
- The friendships and relationships walks in the park are continuing. The number has increased to 11 people in attendance regularly.
- Those individuals who have been admitted to inpatient services, have been monitored throughout their stay via face to face contact with the nursing team, and supported to be discharged with positive prevention plans to reduce the risk of further admissions.
- The team and the health improvement team have collaborated to make the FreshStart programme (a healthy eating and exercise programme) accessible for people with a learning disability. The pilot was held in August and was a great success! The full 6 week course commences in Widnes on 1 October. A Runcorn session will begin in the New Year.
- A team member attended a Saturday health check morning at Brookvale to support the surgery to carry out the annual health LD checks. 13 people attended.
- The team supported the successful Big Health Day for people with a learning disability. This enabled people with a learning disability to talk and think about health checks and supporting them to be empowered around their health needs.
- The links into the GP surgeries are being consolidated, with support from the CCG's clinical lead for LD. The surgeries are being encouraged to plan the completion of the health checks until the end of the financial year.
- The team were inspected by CQC and received an extremely positive inspection report.
- The next men's group will start on 11th October 2013.
- Peer development meetings have commenced to reflect on cases, research and articles.

Winterbourne View

Winterbourne View Review Concordat: Programme of Action was published by the Department of Health in December 2013. Halton CCG and the Council are in the process of developing a localised action plan – this will be monitored through the Learning Disability Quality and Performance Board and then reported to the Learning Disability Partnership Board and CCG Quality and Integrated Governance Committee.

- By April 2014, each area will have a joint plan to ensure high quality care and support services for all people with learning disabilities or autism and mental health conditions or behaviour described as challenging, in line with best practice as a consequence; there will be a dramatic reduction in hospital placements for this group of people.

- The Council has continued to work with health colleagues to review all out of area placements regardless of funding arrangements - 1st October 2013 report presented to the Complex Commissioning Board with overview of Out Of Area Placements.
- Halton have a strategic task group set up to ensure those placed out of area are managed and monitored appropriately with professionals tasked with reassessing those individuals to enable them return to Halton. This work has been on-going with successful placements now achieved locally with the co work of the care management teams, health colleagues and the Positive Behaviour team.
- 1st October 2013 report presented to the Complex Commissioning Board with overview of Out Of Area Placements and financial commitment.
- Multi-agency working group reviewing increased use of inpatient beds.
- The Health and Social Care Information Centre on behalf of the Department of Health will undertake a Learning Disability Census (As of 30th September 2013) through hospitals registered with CQC. This will take a snapshot of provision, numbers of out of area placements and lengths of stay.

End of Life Care

Training was held for staff across care management and assessment services with the aim of increasing knowledge of end of life care issues. The two day course was run in conjunction with Halton Haven Hospice and Halton Borough Council Learning & Development Division, The Learning outcome was to enable staff to identify and relate end of life care to client assessment. The course has started to equip staff with knowledge and confidence to use end of life care tools and advance care planning during assessment. We had a follow up event in June 2013 to develop fourteen staff as dedicated champions of end of life care.

These champions now attend a Multi-Agency End of Life Champions Forum. Work is underway to develop electronic systems in regard to service users preferred place of care, to ensure all agencies are aware and support this. Halton Haven have now recruited new staff and work will commence for the champions to spend dedicated time with staff at Halton Haven who will operate a buddying approach for staff, with the opportunity to shadow more experienced staff to enhance staff confidence, learning and development.

Integrated Safeguarding Unit

The Integrated Adult Safeguarding Unit is now fully operational and funded jointly with the CCG. The Unit operates with a multidisciplinary team, including: Social Workers, Positive Behavioural Analyst, GP, Registered Nurse and Pharmacy Technician. This integrated approach ensures that the unit has the right mix of skills and knowledge to enable them to lead on the investigation of complex safeguarding investigations across Health and Social Care.

Events at Winterbourne have highlighted the particular vulnerability of people with learning disabilities/Autistic Spectrum Disorder who challenge services. There is now a strong and growing evidence base for the effectiveness of behavioural analytic approaches and these have been shown to significantly reduce the frequency, intensity and duration of challenging behaviour. Having a Positive Behaviour Analyst within the Unit helps to focus exclusively upon that group of people who are funded (in part or fully) by the NHS and who exhibit behaviour that challenge services

Winter Planning

The changes in temperature during the winter months increase the number of people affected by respiratory and cardiac diseases as well as the spread on influenza. The

division has led on the planning for winter across health and social care. This includes working with NHS Halton Clinical Commissioning Group, NHS England, acute hospitals, General Practices, public health, community health services, domiciliary care and residential and nursing homes to ensure plans are in place to manage the increase in demands on these services. Additional resources have been made available locally and key areas of work will be supported that reduce the need for people to attend A&E. Publicity campaigns during the season will support local people to access the most appropriate services to help manage any illness they encounter

COMMUNITY AND ENVIRONMENT SERVICES

The Stadium

Pitch Activities:

- Widnes Vikings completed their second season back in Super League on a high point, winning their last three league games including an away win at Warrington Wolves, this meant they finished just outside the play offs in tenth place, it is vitally important next season that they do not finish in the bottom two as relegation is reintroduced at the end of the 2014 playing season.
- Liverpool Ladies also finished their first season playing here in style, they won the Woman's Super League on the last day of the season beating Bristol 2 – 0 to secure the Championship, over 2,500 spectators attended the event, and it now means they will play in the Woman's Champions League.
- Grange Sports Day - over 650 pupils and staff from The Grange School in Runcorn held their annual sports day here at The Stadium, the event was hailed as a complete success.
- British Drum Corp Championships were held at the Stadium, over 20 competing bands and over 2,000 spectators used the Stadium for over 15 hours bringing a unique experience Halton and a fantastic community event to all who attended.
- Everton Ladies have now agreed terms to play at The Stadium next year, this follows the successful 1st year of Liverpool Ladies playing and more recently agreeing to rent a room and train here.

Events:

A number of events have taken place at the Stadium, they include:-

- Twilight walk in aid of Halton Haven from the Stadium to Runcorn Town Hall and back again
- Wedding Fayre held in the Marquee Suite
- 10 Weddings – 30 Celebratory Parties
- Numerous meetings and conferences including:

- Merseyside & South West CWU

- National Citizen Service
- Healthy Schools
- Health Watch
- Halton Safeguarding Children
- NW Ambulance
- Urgent Care Consultation
- Mersey Gateway meetings
- NW Cheshire Big Change
- Children's Trust and Health and Wellbeing
- Liverpool PCT
- Cheshire East
- Capita Business
- Dental Network Group

Stadium Fitness

Table Tennis

Halton Table Tennis Club received a number of awards this year.

Community Sport & Recreation Alliance Award, Karen Tonge MBE received the award in July from his HRH Prince Edward. This award is recognition for the clubs work with schools from all over the country.

They also have won the National Club of the year 2013 and the North West Regional Club of the year 2013.

Stadium Fitness staff continue to have an excellent working relationship with Karen and the Halton Table Tennis Club.

In July Stadium Fitness started a new Stay and Play session, a mums and tots session every Wednesday. It has been very successful up to date with the numbers increasing each week.

The new Hair & Beauty salon opened in June - Tenda Touch Hair and Beauty, this is a fantastic additional service at Stadium Fitness, and members also receive a discount on any treatments.

The Mayor of Halton attended a Tea Dance last week to celebrate Older People Day, the dance was held in our sports hall, another fantastic turn out, and during the Tea Dance everyone enjoyed afternoon tea of sandwiches and scones.

Fitness Suite

Plans for the new Ladies Gym are in place and should be ready for the January; with the new treadmills in the main gym we will see an increase in the gym membership.

Type of membership		
FULL	705	
CASUAL ADULT	1771	
CASUAL JUNIOR	649	
HLC	124	

Libraries

The Library Strategy

The Library Strategy has now been endorsed by Executive Board and progress is underway to implement it, with action plans being drawn up for each of the five priorities. The Strategy consultation has now closed and 311 responses were received. The question asking people whether they agreed or disagreed with each of the 5 strategic priorities reflected overwhelming support for each of the priorities. The consultation also asked what people considered to be the most important services offered by the library,

the 5 highest ranked were “to borrow books”, “to use books and printed material within the library”, “to use the internet”, “to get advice from library staff” and “as a way to spend my spare time”.

Try Reading Project

The public library services in the North West and Yorkshire & Humber regions (30 in total) were successful in their joint bid to the Arts Council for “Grants for Arts: Libraries” funding for the creative project “Try Reading”. The project celebrates the Rugby League World Cup 2013 and encourages people to read more and engage in writing and drama.

In July young people from Bankfield School took part in a professionally led workshop based on Mick Martin's play, “Broken Time” which tells the story of the birth of Rugby League, participants used scenes from the play to explore writing about character and how to create tension through the written word. During August the author of two rugby themed children's books Tom Palmer brought his Rugby Reading Game to Widnes Library. Children and parents were joined by players from Widnes Vikings and took part in the game and goal kicking competition.

One of the aims of Try Reading is to develop the digital skills capacity of staff in libraries, to support the project commissioned training in web and social media skills which staff have now attended and this will be cascaded over the next few months.

Summer Reading Challenge 2013

Children aged four to eleven took part in this year's Summer Reading Challenge which aimed to keep them reading throughout the summer holidays. The theme was the “Creepy House” and on entering the challenge children embarked upon an exciting adventure with friendly characters as they explored the three creaking floors of the Creepy House. Participants had to read six books of their choice and after every two books another part of the Creepy House adventure was unlocked and new a hair-raising character revealed. Children could read any books they liked and there were activities to participate in and rewards along the way. 830 children joined the Creepy House Summer Reading Challenge with 39% of those who originally started, finishing the challenge. This is a 29% increase of children taking part in last year's challenge.

Reminiscence therapy

The Library Service has established a resource collection of “memory boxes” which can be borrowed and used in the care of people with dementia. This is an extension of the Pictures to Share Collection which has proved to be extremely popular; the memory boxes will provide a variety of resources including books, photographs, objects, smells and music which help stimulate memory and are provided together as one themed collection.

Reminiscence Therapy is widely used in the care of people with dementia and consists of a carer stimulating the memories of the person living with dementia using content such as images and physical items as the catalyst to stimulate memory. This can be delivered either in the home, at a day centre or in a care home. One of the main advantages of this therapy is that it is an informal process that can be done by anyone, with minimal training. Memory boxes provide the resources to look at themed topics that should help stimulate memories of the past and long term memory. Memory boxes provide an excellent way of consolidating all the resources the library has including the wealth of local history material by providing a one-stop aid to reminiscence. This also compliments the libraries other

resources such as Mood Boosting Books, Books on Prescription and strengthens the services offer and commitment to improving the health and well-being of local people.

School Meals

The New School Food Plan

The new School Food Plan was published (July 2013). This plan encourages Head Teachers to take a very active role in increasing the numbers of children having a school meal. This will be an excellent support for the school catering service in increasing the numbers.

The key issues are:-

- Head Teacher to be given lead responsibility in school meal delivery
- To increase the uptake of school meals
- Aim to replace nutritional standards with food based standards from September 2014
- Compulsory cooking instruction for children up to the age of 14
- Packed lunches to be discouraged

Free school meals for all infants from Sept 2014

All pupils at infant schools in England are to get free school lunches from September 2014.

All children in reception, year one and year two. This will save parents about £400 a year per child.

Mr Clegg said "Targeting infants would ensure every child gets the chance in life they deserve, teach healthy eating habits and boost attainment".

He also said: "A healthy hot meal gives children the ability to concentrate and do well in the classroom".

The school catering team are now looking at the logistics required to ensure each school kitchen is prepared for September 2014.

Dining area space, times of lunch services and all the additional catering equipment that will be required are now being investigated.

Cashless payment of school meals

A trial is taking place in 3 schools Farnworth CE, Moorfield and St Martins with All Pay which is a company that arranges the payment of school meals, uniform, school trips etc. by parents or guardians over the internet either by computer, mobile phone or Pay point. The trial has been a success, however there are a few issues with the software that need to be addressed before this service can be recommended for all schools. The major cost of the service is the transaction charges; however there is a significant saving in school office time. It is possibly being proposed that there will be an SLA arrangement for this service.

Awards Evening

Since 1998 there is a comprehensive training programme for our catering staff. Courses include: - Professional Cookery, Nutrition, Food Hygiene, Health & Safety, Customer Care and Fire Marshalling. An awards evening was held in July to celebrate the success of the students and the hard work of the catering staff. This evening also motivates the staff to continue to improve the quality of the service and provide tasty meals to as many children as possible. Schools are invited to provide nominations for various awards.

Waste and Environment

Partnership Working

During this Quarter, the Council's Executive Board reaffirmed Halton's commitment to work in partnership with the Merseyside Recycling & Waste Authority (MRWA) to provide a long term solution for treating Halton's waste by approving the delegation of defined aspects of the Council's Waste Disposal Authority Function to the MRWA. The delegation shall come into effect at the commencement of the Resource Recovery Contract (RRC) as this is the date from which MRWA will arrange for Halton's waste to be disposed of using the RRC. The principles of the delegation will be detailed in a formal Inter Authority Agreement (IAA), which Executive Board Members also approved be entered into with the MRWA.

APSE Awards

The Environmental Quality and Improvement Team were finalists in the APSE 2013 Service Awards. The team were shortlisted for an award in the Best Service Team Street for Cleansing & Streetscene. The submission focused on the Team's Environmental Regulation and Enforcement activity and, whilst the team did not win the award, being shortlisted was an achievement in itself.

Open Space Services

The Brindley

In Q2 the Brindley, Arts and Events functions were merged through a small scale restructure within the Open Space Service. There was obvious synergy within the three functions and they are now managed by a Brindley, Arts and Events Manager.

Through the restructure associated with the Brindley a new post of Open Space Officer (Trees and Woodlands) has been created. The post was a recommendation of an Environment Policy and Performance Board Tree Working Group and will allow the Council to meet its legal obligations with regards to tree inspection. The post has been created within existing resources.

New Cemetery

Work to create a new cemetery in Widnes is progressing. Demolition of the former Fairfield High School was almost complete at the end of quarter 2.

New Cremators

The procurement process for two replacement cremators was concluded at the end of Q2. A contract for replacement cremators will be awarded in the early part of Q3.

The Vintage Rally

The Vintage Rally took place at Victoria Park on 28th and 29th September 2013. The weather was perfect and many thousands attended. Feedback has suggested the event was one of the best yet.

Sport and Recreation

USA Rugby League Visit

Halton will provide the USA training team camp base for the duration of their tournament stay. A mascot competition received over 300 entries from young people in Halton, the mascot has been launched and Tom the Eagle is proving extremely popular having already visited local schools and businesses, community events will be held to promote participation in sport.

Sports Development Update

During the last two quarters the Sports Development Team, in addition to regularly circulating information to over 400 sports contacts, has supported other agencies and HBC colleagues and provided specific advice and support to many groups, such as, Widnes Football Forum, Halton Sports Partnership, Get Active Forum, and sports specific clubs such as Widnes RUFC, Avon Athletic FC. Assisted 9 coaches with coaching qualifications and distributed 17 bursary grants and 7 sport group grants.

The Councils Leisure facilities will have to compete with 2 low cost Gyms. In order to remain competitive they will launch their own Gym only membership in the next quarter.

3.0 Emerging Issues

3.1 A number of emerging issues have been identified during the second quarter that will impact upon the work of the Directorate including:-

COMMISSIONING AND COMPLEX CARE SERVICES

Supported Housing Network (Learning Disabilities)

The service will refresh its quality standards to ensure that service users have the best quality outcomes. This will be achieved through reviewing the Active Support (a means of staff supporting service users towards independence) and will be subject to systematic evaluation.

Day Services

There is a wide range of employment and employment related activities for people with learning disabilities, some of which have won national awards. The service will now look to expand this type of service for a wider range of service users including people with physical disabilities and those with mental health issues. Bids are being prepared for external funding to support these projects.

Development of an Older People's Vision

Commissioning in partnership with the Clinical Commissioning Group and Older People have begun the process of developing an Older People's Vision for Halton. Titled "Halton – a good place to grow older in" it focuses on some of the softer outcomes that help people to enjoy a better quality of life and clearly compliments some of the disease specific work delivered in the Borough. It is anticipated that the draft will be completed in Quarter 3 and the vision signed off in Quarter 4.

Market Analysis – Sub Regional Analysis of Self Funders

To support Local Authorities in their role in shaping the local Adult Social Care market, the Institute of Public Care (IPC) is providing all Local Authorities support under their programme 'Developing Care Markets for Quality and Choice'. Halton Borough Council is working collaboratively with other Local Authorities in the region. Collectively Councils have opted for support from the IPC to undertake a sub-regional analysis of Self Funders. The analysis will be undertaken by the IPC during October and November and will culminate in a Workshop at the end of November that is being hosted by Liverpool City Council. It is anticipated that the work will provide a useful analysis to help bridge a gap in local knowledge about those who fund their own care. This work will feed into the wider piece of work being undertaken on the production of a Market Position Statement and Evidence paper.

Mental Health Services

Inspection of 5BoroughsPartnership: it has been announced that the Care Quality Commission will be carrying out an inspection of the mental health services provided by the 5Boroughs Partnership in November 2013. The main focus of the inspection will be on the assessment and management of compulsory admissions to hospital under the 1983 Mental Health Act, which is a process which centrally involves the Council's Approved Mental Health Professionals. The Council is working closely with the 5Boroughs to deliver a positive outcome for this inspection.

Other developments within the Commissioning and Complex Care Division

Performance management within Adult Social Care: in April 2014, a new national process for reporting adult social care performance is being introduced – SALT, which refers to Short And Long Term packages of care and support. This will focus much more on the outcomes of the help and support that are provided to people eligible for services. This will require substantial changes to the types of information that are collected within the Council's IT system, and will also require significant training of front line staff. A project is in place to deliver this. In addition, work is being undertaken to establish whether a new system can be developed to provide "real time" performance information (that is, information that is valid on the date it is supplied, rather than being some weeks out of date). This would mean that front line managers would have accurate and timely information about the quality of their service delivery.

PREVENTION AND ASSESSMENT SERVICES

Mobile Working

In care management we are developing mobile working solutions for staff. With the introduction of electronic assessment forms in CareFirst 6, Social Care Practitioners could potentially use a range of devices, i.e. I pads or laptops whilst visiting people in their own homes. A pilot will be implemented to test some of these systems, an evaluation and recommendations will be developed.

Making Safeguarding Personal

"Making Safeguarding Personal 2013-14" is a sector-led improvement project supported by funding from the Association of Directors of Social Services (ADASS) and the Local Government Association (LGA) Safeguarding Adults Programme.

Halton have been invited to participate in this improvement project. This work aims to facilitate a shift in emphasis from processes to a commitment to improve outcomes for

people at risk of harm. The purpose of this work is to enable staff to use their skills, knowledge and judgement to work with people to *Make Safeguarding Personal* and to improve and capture outcomes with them, rather than to feel they are only there to follow a process.

COMMUNITY AND ENVIRONMENT SERVICES

Waste and Environmental Improvement

Recycling Issues

From 1st January 2015, waste collection authorities must collect waste paper, metal, plastic and glass separately. Co-mingled collections of materials, such as Halton's blue bin service, can be deemed acceptable if the appropriate level of quality of materials can be demonstrated or/and it is not technically, environmentally and economically practicable (TEEP) to collect materials separately. This legislation is set out under The Waste (England and Wales) (Amendment) Regulations 2012, which are transposed from the EU's revised Waste Framework Directive. It will be for local authorities to determine that their own collection systems are TEEP and this will be monitored by the Environment Agency. Guidance is due to come from Defra in Autumn 2013 and once this has been issued, Officers will consider any potential implications for the authority.

Open Space Services

Operational Issues

The summer period was extremely busy in the Boroughs public parks due to the good summer weather. As reported in Q1 this put additional pressures on the service especially at weekends.



The service suffered a series of mechanical breakdowns to its cutting equipment during the summer months mostly related to the age of the equipment. Capital replacement of fleet items will take place during Q3 and Q4.

4.0 Risk Control Measures

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. During the development of the 2012/13 Business Plan, the service was required to undertake a risk assessment of all key service objectives with high risks included in the Directorate Risk Register.

As a result, monitoring of all relevant 'high' risks will be undertaken and progress reported against the application of the risk treatment measures in Quarters 2 and 4.

COMMISSIONING AND COMPLEX CARE SERVICES

Ref	Risk Identified	Q2 Progress
CCC1 (1)	Not implementing the Local whole system Dementia Strategy	
CCC1 (2)	Failure to implement 5 Boroughs NHS Foundation Trust proposals to redesign pathways for people with acute Mental Health problems and services for Older People with Mental Health problems.	

Supporting Commentary

CCC1 (1):

The Dementia Strategy has recently been reviewed and updated. Further progress will be made during 2013/14.

CCC1 (2):

The changes within the 5Boroughs are monitored by the Mental Health Strategic Commissioning Board and CQC are conducting a brief inspection of Assessment and Admissions in November 2013. The outcome will subsequently be reported.







5.0 Progress against high priority equality actions




There have been no high priority equality actions identified in the quarter.

6.0 Performance Overview

The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by the 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	Q2 Progress
CCC1	Continue to monitor effectiveness of changes arising from review of services and support to children and adults with Autistic Spectrum Disorder. Mar 2014. (AOF 4) KEY	
CCC1	Continue to implement the Local Dementia Strategy, to ensure effective services are in place. Mar 2014. (AOF 4) KEY	
CCC1	Continue to implement 5Boroughs NHS Foundation Trust proposals to redesign pathways for people with Acute Mental Health problems and services for older people with Mental Health problems. Mar 2014 (AOF 4) KEY	
CCC1	Develop a new housing strategy, in accordance with Part 7 of the Local Government Act 2003, to continue meeting the housing needs of Halton. Mar 2014. (AOF 4, AOF 18) KEY (NEW)	
CCC1	Develop a Homelessness strategy for 3-year period 2013-2016 in line with Homelessness Act 2002. March 2014. (AOF 4, AOF 18) KEY (NEW)	
CCC1	Conduct a review of Domestic Violence Services to ensure services continue to meet the needs of Halton residents. Mar 2014 (AOF11) KEY	

CCC2	Ensure Healthwatch is established and consider working in partnership with other Councils to deliver this. Mar 2014 (AOF 21) KEY	
CCC2	Update the JSNA summary of findings, following community consultation, to ensure it continues to effectively highlight the health and wellbeing needs of people of Halton. Mar 2014 (AOF 21 & AOF 22) KEY	N/A
CCC3	Develop a newly agreed pooled budget with NHS partners for complex care services for adults (community care, continuing health care, mental health services, intermediate care and joint equipment services). Apr 2013 . (AOF 21 & 25) KEY (NEW)	
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. Mar 2014 . (AOF 21 & 25)	

Supporting Commentary

CCC1: Services for people with Autistic Spectrum Disorder:

The Autistic Spectrum Conditions Strategic Group continues to monitor progress and the recently submitted Autism Self-Assessment showed good progress across a wide range of activity.

CCC1: Implementation of Dementia Strategy:

Services linked to the clinical pathway are now in place and are being evaluated during November. Low-level services including Dementia Care Advisors and Dementia Café's are being reviewed in line with the requirements of the Dementia Strategy

CCC1: Supporting the continued Implementation of 5Boroughs redesign:

The Acute Care Pathway for adults (18-64) with complex mental health problems has now been fully developed and is in place. There is a new assessment team, based in Warrington but covering both Halton and Warrington, a Home Treatment team to support people in crisis in their own homes, and a Recovery Team (which has full social services input) to support people on a longer term basis. The Later Life and Memory Service is also now largely in place and is delivering the requirements of the local dementia strategy; this again has social work input to the people with the most complex needs.

CCC1: Develop a new Housing Strategy:

The 2013/18 Strategy was approved by Executive Board on 27th June following a period of consultation.

CCC1: Develop a homelessness strategy:

Extensive consultation with local people, key stakeholders and elected members on the cause and effect of homelessness in Halton has been collated to inform the

development of a strategy. The draft strategy will be completed by December 2013.

CCC1: Review Domestic Violence Services:

Following a review of domestic violence services that highlighted that the current refuge is not fit for purpose, Riverside English Churches Housing Group have confirmed that they have secured funding to remodel the refuge into self-contained units.

CCC2: Ensure establishment of Healthwatch:

Halton Healthwatch established with all Executive Board posts filled and operational. The service is now working on a range of consultations to deliver against agreed targets and outcomes.

In relation to the Independent Complaints Advocacy Service (ICAS) this service is delivered in partnership with eight other authorities and provides quarterly data on the number of people from Halton who access the service.

CCC2: Update Joint Strategic Needs Assessment:

JSNA now dealt with by Public Health

CCC3: Develop pooled budget arrangements with NHS partners for complex care arrangements:

Pooled budget established and performance and service developments monitored via Executive Commissioning Board.

CCC3: Review and development commissioning strategies aligned with Public Health and the Clinical Commissioning Group:

Adult social care is working closely with the CCG on the development of an Integrated Commissioning Strategy. In preparation work is on-going to review/rewrite all Commissioning strategies. Recent work includes:

Dementia strategy

Drugs strategy



Mental Health Strategy











PSD Strategy

Homelessness Strategy

Alcohol Strategy

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q2 Actual	Q2 Progress	Direction of travel
CCC 4	Adults with mental health problems helped to live at home per 1,000 population (Previously AWA LI13/CCS 8)	3.23	3.97	2.88		

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q2 Actual	Q2 Progress	Direction of travel
<u>CCC 5</u>	Total number of clients with dementia receiving services during the year provided or commissioned by the Council as a percentage of the total number of clients receiving services during the year, by age group. (Previously CCC 8)	4.0%	5%	3.9%		
<u>CCC 6</u>	The proportion of households who were accepted as statutorily homeless, who were accepted by the same LA within the last 2 years (Previously CCC 8).	0	[1.2]	0		
<u>CCC 7</u>	Number of households living in Temporary Accommodation (Previously NI 156, CCC 10).	6	[12]	4		
<u>CCC 8</u>	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) (Previously CCC 11).	5.42	[4.4]	8.7		
<u>CCC 11</u>	Carers receiving Assessment or Review and a specific Carer's Service, or	18.87%	25%	7.24%		

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q2 Actual	Q2 Progress	Direction of travel
	advice and information (Previously NI 135, CCC 14).					

Supporting Commentary

CCC4:

There has been a reduction in the absolute numbers of people with mental health problems who receive services to help them to live independently, and when combined with an overall increase in the general population, this has reduced the overall proportion of people who are being helped. This is maybe due to the new acute pathway for severe mental illness, which means that services are being targeted more at people with the greatest need and risk. This means that new protocols are being addressed to manage people with less significant needs being managed through shared care. The redesign of the Outreach Service which will support these individuals is now agreed. A number of schemes to further increase awareness and self-management have been put into place.

CCC5:

There has been an increase in the number of people supported by the 5 Boroughs Partnership and Alzheimer's Society. This is alongside a significant increase in Primary Care dementia diagnosis. This rise will meet our end of year target of 62%, which also puts Halton high in the North West rankings. However, this increase is not reflected in this indicator as it only reports on clients recorded on Carefirst, with a primary need of dementia. Work is underway to more accurately report all clients in receipt of a service.

CCC6:

The Authority forms part of the Merseyside Sub Regional, No Second Night Out scheme which is proven to be a successful resource and fully utilised across the Merseyside Authorities. . The service provides an outreach service for rough sleepers and has a close working partnership with Halton to identify and assist this vulnerable client group. The Authority will continue to strive to sustain a zero tolerance towards repeat homelessness within the district.

CCC7:

Established prevention measures are in place and the Housing Solutions Team continue to promote the services and options available to clients. There has also been a change in the Temporary Accommodation process and amended accommodation provider contracts. The emphasis is focused on early intervention and further promotes independent living. The improved process has developed stronger partnership working and contributed towards an effective move on process for clients. The Authority will strive to sustain the reduced Temporary Accommodation provision.

CCC8:







The Housing Solutions Team promotes a community focused service. During the last 2 years there has been an increase in prevention activity, as officers now have a range of resources and options to offer clients threatened with homelessness. Due to the proactive approach, the officers have continued to successfully reduce homelessness within the district

CCC11:

Good progress is being made on carers assessments but will need to be kept constantly under review in light of increased demand.

Prevention and Assessment Services

Key Objectives / milestones

Ref	Milestones	Q2 Progress
PA1	Implement and monitor the pooled budget with NHS partners for complex care services for adults (community care, continuing health care, mental health services, intermediate care and joint equipment services). Apr 2014. (AOF 21 & 25) KEY (NEW)	
PA1	Engage with new partners e.g. CCG, Health LINKs, through the Health and Wellbeing Partnership to ensure key priorities, objectives and targets are shared, implementing early intervention and prevention services. Mar 2014. (AOF1, 3 & 21) KEY (NEW)	
PA1	Review the integration and operation of Community Multidisciplinary Teams. Mar 2014. (AOF 2, 4, & 21). (NEW) KEY	
PA1	Develop working practice in Care Management teams as advised by the Integrated Safeguarding Unit. Mar 2014 (AOF 10) (NEW) KEY	
PA1	Embed and review practice in care management teams following the reconfiguration of services in 2012/13 to ensure the objectives of the review have been achieved. Mar 2014 (AOF 2, 4). (NEW) KEY	
PA1	Continue to establish effective arrangements across the whole of adult social care to deliver personalised quality services through self-directed support and personal budgets. Mar 2014 (AOF 2, AOF 3 & AOF 4) KEY	

Supporting Commentary

PA1: Implement and monitor the pooled budget:

Pooled budget fully implemented. Executive Commissioning Board and Partnership Board in place to monitor impact, performance and spend.

PA1: Engage with new partners to ensure that key priorities, objectives and targets are shared:

Health and well-being partnership group in place, to lead on the future development and monitor performance against key priorities. Update report to Health and Well-Being Board by January 2014.

PA1: Review the integration and operation of Community Multidisciplinary Teams:

We are currently moving forward on gaining some Clinical Facilitator time to support practices in implementing their models using risk stratification. Social care teams are realigning their work to match against General Practices and staff have begun attending the surgeries in Widnes (as they do in Runcorn) to take this work forward.

PA1: Develop working practice in care management teams as advised by the Integrated Safeguarding Unit:

Working practices are continuing to be progressed within the new structure including a focus on prevention and quality.







PA1: Embed and review practice in care management teams following service redesign:

Work is progressing well, with the recent establishment of a practitioner groups to ensure ownership of the recent changes.

PA1: continue to deliver personalised quality services through self-directed support and personal budgets:

A review of systems to ensure effectiveness has taken place. A new range of streamlined self- directed support documents and processes have been developed. A pilot is underway to look at safeguarding and personalisation.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q2 Actual	Q2 Progress	Direction of travel
<u>PA 2</u>	Numbers of people receiving Intermediate Care per 1,000 population (65+)	84.35	99	38.16		
<u>PA 3</u>	Percentage of VAA Assessments completed within 28 days	86.73%	82%	89.8%		
<u>PA 7</u>	Percentage of items of equipment and adaptations delivered within 7 working days	94%	97%	90.3%		

Supporting Commentary

PA2:

Figures are cumulative and are generally higher in Q3 and Q4

PA3:









We have exceeded the target to date.




PA7:

On-going Issues with Helena contract- this will be addressed through regular performance meetings

Community and Environmental Services

Key Objectives / milestones

Ref	Milestones	Q2 Progress
CE1	Implement the new Sports Strategy (2012-2014) - March 2014. (AOF 1 & 2) KEY	
CE3	Deliver a promotion and educational campaign (School Lunches) - September 2013 and January 2014. (AOF 1) KEY	
CE3	Review and update the strategy and action plan to increase the uptake of free school meals - July 2013. (AOF 1) KEY	
CE3	Develop effective joint working and agree funding, with the private/public sector to address childhood obesity - September 2013 (AOF 1) KEY	
CE4	Undertake CIPFA PLUS Survey (Public Library User Survey for Children) due to take place September 2013. (AOF 6, 7, 13, 14, 22) KEY	
CE5	Runcorn Hill Park (Parks for People bid) – Deliver project (Subject to success of second round) - March 2014. (AOF 18, 19) KEY	
CE5	Woodland Expansion - Additional 200m2 of Woodland planted Borough wide - March 2014. (AOF 18, 19) KEY	
CE6	Implement new operational arrangements as determined by the outcome of the review of waste and recycling	

	collection systems - September 2014. (AOF 20) KEY	
CE6	Continue to review and assess the effectiveness of projects and initiatives to help improve energy efficiency and reduce CO ₂ emissions. March 2014. (AOF 20) KEY	
CE6	Develop and publish a Waste Communications Plan and implement actions arising from the Plan - March 2014. (AOF 20) KEY	
CE7	Continue to develop Action Plans and Protocols with External Agencies to effectively prevent and tackle a range of waste and environmental offences - March 2014. (AOF 20) KEY	

Supporting Commentary

CE1: implement the new Sports Strategy:

A monthly report is produced by the Sport and Recreation Team highlighting the key areas of work under the Strategy headings.

Quarter 2 activities include:

Community Sports coaches delivered 304 hours coaching; 2595 coaching contacts and 413 training opportunities. 2 workshops delivered 21 attendees; 16 leaders and 21 young leaders trained. 5 clubs attended funding and information clinic. Other activities included; hosting Valiant international Boccia competition with Faroe Islands, Sport coaching at Halebank and West Bank community days attracted 65 participants.

- The Widnes Football Cup took place on Sat 24th August 2013. The Football Forum clubs will soon all be Charter Standard
- Join In at the Community Games – 3rd Aug. 100 people attended
- Sport Coaching at Party in the Park attracted 40 young people.
- Supported set up of No Strings Badminton sessions – 15 registered, this is to continue Wed.
- Swim for Health 23 signed up to 6 week course
- Girls Football Project – Just Play sessions started 25th Sept at the Stadium for school years 3 to 6.
- Launched RLWC mascot at Widnes Vikings home game – good press coverage and Twitter profile and page set up (124 followers)
- Re-Brand Walking schedule with new Walking for Health UK branding. Distributed Halton schedule for Oct-Dec to over 150 contacts, walks led by volunteers
- On-going support to community exercise classes, over 50 groups.

- 285 class timetables distributed at community events
- Taster New Age Bowls activity, volunteer training at Runneymede Court
- Coordinated and delivered the Halton Sports Awards 100+ in attendance. Nominations came in from 20 different sports / organisations
- Runcorn Boxing Club opened at new base during September 'Murdishaw Youth Club' – 50 people have tried boxing in first week.
- 165,044 Leisure centre visits during Jul/Aug/Sept. Total visits since 1 April 2013 340,196
- 1073 Leisure Card applications
- 5 Sportivate activities operating (sport sessions for 14 – 25 year olds)

CE3: deliver a promotional and educational campaign for school lunches:

All Primary schools have been provided with a themed calendar with a selection of posters for 2013-2014 to promote National Days, Festivals, Sporting occasions etc. All reception children's parents have been given an information pack on the benefits of school meals

CE3: review the strategy and action plan to increase the uptake of free school meals:

A number of tasting sessions have taken place increasing the number of opportunities for children to try different foods

CE3: develop joint working and agree funding to address childhood obesity:

Ongoing dialogue with Public Health

CE4: undertake CIPFA Public Library User Survey for Children:

The new format survey has been delayed but we are on schedule for this to be undertaken in the next allocated timeslot between 17th February 2014 and 1st March 2014.

CE5: deliver project for Runcorn Hill Park:

HLF funded staff are now in post and work is on schedule to deliver the project.

CE5: Woodland expansion – plant an additional 200square metres of woodland borough wide:

Areas for planting have been identified and planting will take place in Q3 and Q4.

CE6: implement new operational arrangements coming from the review of waste and recycling collection schemes:

During this quarter approximately 250 households were changed from a sack collection service to a wheeled bin service. This service change was part of the on-going review of properties that may be suitable for wheeled bin collections and the roll out of wheeled bins to further properties will take place over forthcoming periods.

CE6: continue to review and assess effectiveness of projects and initiatives to improve energy efficiency and reduce CO2 emissions:

Opportunities to reduce energy usage in corporate buildings continue to be explored. Individual building performance charts, comparing all monitored sites, now provide building managers with feedback on relative progress towards the achievement of energy usage targets.












CE6: develop and publish a Waste Communications Plan and implement actions arising:















A Waste Communications Plan has been produced and will be published. A number of actions arising out of the Plan have already been completed or implemented, including the development of specific Waste Management Facebook and Twitter accounts and the delivery of an interactive education programmes to primary schools.

CE7: continue to develop action plans and protocols with external agencies to prevent and tackle a range of waste and environmental offences:

Officers are continuing to work on joint operations with external organisations and enforcement agencies such as local Housing Associations, Cheshire Police and the Environment Agency to tackle waste and environmental related nuisance. During this period a multi-agency 'roadside check' took place which resulted in a Fixed Penalty Notice being issued to an unregistered scrap waste collector.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q2 Actual	Q2 Progress	Direction of travel
<u>CE LI 1</u>	No. of meals served versus hourly input of labour (Previously SH1).	9.85	10.00	9.73		
<u>CE LI 6</u>	Number of active users of the library service during the last 12 months.	16,468	23,000	16,257		
<u>CE LI 6a</u>	Number of visits to libraries (annual total).	621,109	600,000	184,909		
<u>CE LI 7</u>	% of adult population (16+) participating in sport each week (Previously NI8).	21.7%	24%	TBC		N/A
<u>CE LI 8</u>	% Take up of free school meals to those who are eligible - Primary Schools (Previously SH LI 8a).	77.46%	85%	87.98%		
<u>CE LI 9</u>	% Take up of free school meals to those who are eligible - Secondary Schools (Previously	76.59%	75%	79.08%		

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q2 Actual	Q2 Progress	Direction of travel
	SH8b).					
<u>CE LI 10</u>	Take up of school lunches (%) – primary schools (Previously NI52a).	51.71%	55%	49.21%		
<u>CE LI 11</u>	Take up of school lunches (%) – secondary schools (Previously NI52b).	53.64%	55%	52.39%		
<u>CE LI 14</u>	Residual household waste per household (Previously NI191).	633 Kgs	700 kgs	321 kgs (Estimated)		
<u>CE LI 15</u>	Household waste recycled and composted (Previously NI192).	37.30%	40%	41.77% (Estimated)		
<u>CE LI 16</u>	Municipal waste land filled (Previously NI193).	58%	60%	54.17% (Estimated)		
<u>CE LI 17</u>	% Overall satisfaction of Library Users (Previously CS1) (3-yearly 2012).	94%	Top quartile in NW	N/A	N/A	N/A
<u>CE LI 19</u>	Number of Green Flag Awards for Halton (Previously EAR LI3).	12	12	12		
<u>CE LI 20</u>	Improved Local Biodiversity – Active Management of Local Sites (NI 197).	58.49%	54%	58.49%		

Supporting Commentary

CE LI 1:

Although the present figure is lower than the annual target the period April – September is historically the quietest in the School Meals Service, it is fully anticipated that the target will be met or exceeded by year end

CE LI 6:

66,535 registered users, current figure of 16,257, having using the service in the last 12 months. This is down on the equivalent quarter last year, however the number of new borrowers joining in this quarter has risen by 20%

CE LI 6A:

Based on current figures target will be achieved

CE LI 7:

Active People Survey 7 results expected December 2013

CE LI 8:

This is an exceptional result and may be linked to the present economic climate, more parents are encouraging their children to stay for school lunch

CE LI 9:

This is an exceptional result and may be linked to the present economic climate, more parents are encouraging their children to stay for school lunch

CE LI 10:

Although the present figure is lower than the annual target, the period April – September is historically the quietest in the School Meals Service, it is fully anticipated that the target will be met or exceeded by year end

CE LI 11:

Although the present figure is lower than the annual target, the period April – September is historically the quietest in the School Meals Service, it is fully anticipated that the target will be met or exceeded by year end

CE LI 14:

This is an estimated cumulative figure and early indications are that this target will be met.

CE LI 15:

This is an estimated figure but early indications are that this target will be met.

CE LI 16:

This is an estimated figure but early indications are that this target will be met.

CE LI 17:

Next adult survey not due until autumn 2015

CE LI 19:




The number of Green Flag Parks will at best remain static. The Council does not have the resources to submit additional sites for the award.

CE LI 20:

The figure is likely to remain the same until Q4. The majority of conservation tasks are carried out during the winter period.




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.