

Directorate Performance Overview Report

Directorate: Communities Directorate

Reporting Period: Quarter 3 – Period 1st October 2013 – 31st December 2013

1.0 Introduction

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

2.0 Key Developments

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

COMMISSIONING AND COMPLEX CARE SERVICES

Housing

Government has published additional statutory guidance on social housing allocations aimed at dispelling the perception that people with no local connection too often get priority over local people. The Guidance recommends the introduction of a 2 year minimum residency test to join the housing register. Exemptions apply to armed forces personnel, and further exemptions are suggested for those who can demonstrate strong association to an area through for example family association or employment.

The current sub regional lettings policy, which is itself the subject of an on-going consultation exercise in respect of other proposed changes, will be reviewed to determine what changes may be necessary.

Alcohol

Dry January

Halton Borough Council is backing Alcohol Concern's 'Dry January' campaign. A launch event was held during the quarter to raise awareness about the national campaign with key stakeholders including partner agencies. The campaign will run throughout the whole of January and will form part of a multi-pronged approach to tackle the high levels of alcohol-related harm in Halton. The Dry January campaign is intended to get local people thinking about when, where and how much they drink, which may trigger a change to their regular drinking habits.

Market Position Statement

Members will be aware in Quarter 2 we informed the board that 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.

Work is well underway on the production of a draft Market Position Statement and Evidence Paper. Internal consultation has been undertaken and the Institute of Public Care (IPC) has provided feedback on the Market Position Statement. A revised draft will now be prepared in light of the feedback received from internal consultation and feedback received from the IPC. A second draft is due to be submitted to the IPC towards the end of January 2014 for further review.

Mental Health Services:

Section 136 Mental Health Act is a legal provision which empowers the police to detain any person found in a public place who appears to be mentally disordered, and who might pose a risk to themselves or others. It is a requirement that all areas should have an agreed multiagency policy for managing these situations, working across the police service, the health services and local authorities. This is a complex task and for some time there has not been a fully agreed process in place. This however is now moving to a conclusion; substantial work has taken place with all partner agencies and a draft policy and procedure is now being finalised.

The Mental Health Strategy for Halton has now been presented to the Health Policy and Performance Board, following an extended period of consultation. Implementation of the action plan associated with the policy will now be steered by the multiagency Mental Health Strategic Partnership Board, which accounts to the Health and Wellbeing Board.

In the last quarterly report, it was reported that the Mental Health Outreach Team was starting a pilot project with a number of GP practices. This is aimed at identifying people with lower level mental health issues who might benefit from structured intervention and support to prevent them from getting worse and being referred later for more complex support. This pilot has now begun; four surgeries have now specifically engaged with the project and are starting to refer people through; over a dozen people have now been referred, and a range of interventions is taking place. This will be fully evaluated and reported to the Mental Health Strategic Partnership Board.

Other developments within the Commissioning and Complex Care division

New national performance framework: in April 2014, a new national system for reporting Adult Social Care performance is being introduced. This new framework, SALT (Short and Long Term packages of care), focuses much more on the outcomes of intervention provided to people eligible for support. This is going to mean considerable changes to the way data is collected and reported, and front line staff will need to be fully aware of what they will need to record. A project team - consisting of staff from the performance team, the CareFirst 6 team and front line services – is developing the new performance reporting requirements and the training needed for staff.

Emergency Duty Team: this service – which deals with social care emergencies across adults and children's services – is delivered by a joint partnership with St Helens Council. The partnership has been in place for some years and there has now been an approach by a neighbouring local authority to become part of this arrangement. Detailed work is taking place to take this forward; if successful, this should achieve efficiencies for all three council areas. This process is being managed through the Emergency Duty Team Partnership Board.

Interface with children's services: children's and adults services are increasingly working together so that family needs are considered as a whole, whilst ensuring that children remain safe. There are regular meetings between front line managers from both service areas, joint training and learning opportunities are being developed, and there is senior representation from both service areas on both Safeguarding Boards and other strategic groups. A recent report, outlining findings from national enquiries into the relationships between mental health services, drugs and alcohol services and children's services, has resulted in the development of a multiagency action plan to improve the culture and practice of working together. The implementation of this action plan will be monitored closely through the Children's Safeguarding Board.

Domestic Abuse

A procurement exercise is in progress for the provision of Domestic Abuse Accommodation and Community Support Services. The tender is due to close on 11th February 2014 and the new service will commence on 1st July 2014.

The remodelling of the existing refuge accommodation is underway. The first phase has been completed with 3 self-contained units handed over in December 2013, and the second phase commenced in January 2014. The work is expected to be completed by May 2014.

Domiciliary Care

The service specification and the associated tender process for domiciliary care have been completed. This process will be finalised in the next quarter and the outcomes of the tender will be reported as soon as they have been agreed by Executive Board.

Dementia Strategy

The Clinical Commissioning Board and the Local Authority have completed an updated version of the local Dementia Strategy that offers a current position statement, a needs analysis and the commissioning intentions for the borough. The strategy runs from 2013-2018.

PREVENTION AND ASSESSMENT SERVICES

Care Homes

Care Homes project is moving forward and has worked with 7 homes in the borough to support improvement in the quality of care provided by all health and social care organisations for the residents. Key aspects have been supporting care home staff and managers to come together for learning events, share best practice and support each other. The project brings together practitioners from physical and mental health services. A further 3 homes are being recruited to participate in the project. Work has commenced on evaluating the impact of the project and will make recommendations for future provision

Winterbourne View

Winterbourne View Review Concordat: Programme of Action was published by the Department of Health in December 2013. Halton CCG and Council are in the process of developing a localised action plan – this will be monitored through the Learning Disability quality and performance 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 including admissions to inpatient hospital beds.
- 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.
- Joint Health and Social Care Learning Disability Self-Assessment Framework submitted 6th December 2013

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 men's group was held and completed prior to Christmas. New resources were used re sexual health and it is evidenced that the men's knowledge has increased.
- The Friendships and Relationships training via the Learning Disability Training Alliance is still on-going. The training includes 3 self-advocates co-facilitating the sessions. The feedback has been excellent and further sessions are planned for the forthcoming year.
- The walks in the park are continuing. The number attending and walking has increased. Friendships and relationships are developing within the group.
- The third session for SPARC true grit project has taken place. We carried out testicular and breast examination sessions with prosthetic body parts.
- The team continue to support the psychiatric clinics and offer valuable advice and guidance to the patient and psychiatrist
- The team have supported people to remain at home rather than be admitted to inpatients services, increasing over the festive season.
- 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 have completed a sexual health training session with the FPA to increase knowledge in this area.
- 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.
- The team have carried out specialist assessments and interventions, primarily in behaviour, epilepsy and dementia
- The team are working within the pro-active draft dementia pathway for people with Downs Syndrome, with a large amount having had a baseline assessment completed.

- The team worked with the Health Improvement Team to make the FreshStart programme accessible for people with a learning disability. The first group finished before Christmas. The feedback has been positive as has the groups' weight loss! A Runcorn course starts at the end of January.
- 6 weekly meetings are on-going with day services and Halton Supported Housing Network to support individuals known to services
- The team continue to support the psychiatric clinics
- The team have empowered and supported individuals to promote their health and wellbeing.
- The feedback received following an intervention from the team/team member is collated and demonstrates the service is meeting peoples' needs

Early Indicators of Concern

Following national research Councils have been asked to consider an increased focus on preventing abuse of older people in residential and nursing homes. Along with other councils, Halton is piloting a reporting system within 2 nursing homes in the borough called the Early Indicators of Concern. This will look at how different aspects of care can be monitored to support improving the quality of care across the nursing and residential home sector

Making Safeguarding Personal

In November 2013 Halton were invited to participate in the Making Safeguarding Personal Programme.

This work aims to provide a commitment to improve outcomes for people at risk of harm. The key focus is on developing a real understanding of what people wish to achieve, recording their desired outcomes and then seeing how effectively these have been met.

Halton have been using two different methods to:

- Establish what outcomes the person want at the outset and then a review of the extent to which they have been realised, and
- Gather feedback from people who use services on their experience of the safeguarding adult process.

A briefing paper outlining the initial findings will be available by the end of February 2014

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 up to date.

'Care and Support for You' has been upgraded to V3, this release has many new exciting features and will be developed in our LIVE Halton site over the next couple of months. The site is currently being update in line with the upgrade. A detailed action plan has been developed and being kept up to date. We will be attending team meetings and organizing workshops to demonstrate the new look site.

Community Multi-disciplinary Teams

Work has been on-going 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 have secured some Clinical Facilitator time to support practices in implementing their models. Social care teams are realigning their work to match against General Practices and staff are now attending the surgeries and multi-disciplinary team meetings across Widnes and Runcorn.

Care Management

The care management service has developed a new range of streamlined self-directed support documents and resource allocation system, guidance for service users and carers, a programme of training for staff has begun to roll out this work with a focus on asset based approaches. We are continuing to pilot mobile working solutions for staff. Social Care Practitioners using a range of devices, whilst visiting people in their own homes. The introduction of electronic assessment forms is in development.

COMMUNITY AND ENVIRONMENT SERVICES

The Stadium

Pitch:

- Widnes played Warrington in a festive friendly on 29th December.
- Liverpool Ladies signed another contract to continue playing at the Stadium. Also renting office and the Stadium will be promoted as the home of Liverpool Ladies
- Lancashire Rugby League Cup Final hosted by Rugby League on 13th October.
- Women's Rugby League Final hosted by Rugby League on 20th October
- Hatton Solicitors National Conference Rugby League Final on the 17th November.
- USA Team based at the Stadium for RLWC 2013
- USA team Sport event with the local community on the pitch
- Pitch used on a regular basis most nights for community use

Events:

- Christmas – Over 600 pensioners Christmas meals
- Sportsman's evening with Andrew Johns and Brad Fittler, Australian Rugby League legends) as guest speakers in the Marquee.
- Mayor hosted Americans at Halloween Night
- Civic Reception for the USA team
- Numerous parties and three weddings
- Numerous meetings and conferences including:
 - North West Psychology Conference
 - Riverside Group Annual Conference
 - Mersey Gateway meetings
 - Councils' Peer assessment

Miscellaneous

- Sure Move signed a new three year deal for hiring of Executive Box
- Eight box holders renewed for another season
- Steve Bunting from St Helens who won the World Darts Championship on Sunday 12th Jan regularly plays and practices in the Sports Bar.
- Cheshire Police training in various areas of the Stadium

- Prayer Room opened
- South West Concourse has been modernised allowing for “spinning” and fitness classes to take place

Stadium Fitness January 2014

Fitness Suite

In December Stadium Fitness/ Halton Borough Council have invested £22k in new Fitness equipment. Stadium Fitness Gym Equipment is mainly IFA or IFI Inclusive Fitness Initiative.

New Equipment

7 Treadmills IFA (Inclusive Fitness Associated)

1 Bravo Pro Machine IFA, this machine is a functional all in one Trainer we are the only gym in the area with this piece of kit.

1 T bar Row

1 Olympic Bench

2 Concept Rowing Machines

All the leather pads has been replaced on the strength machines these are also IFI

Ladies Gym

The Ladies only gym is officially due to open on the 2nd January and is already very busy with new members and current female members, the equipment in the ladies gym is all equipment from the main Fitness Suite. In January we will be introducing a gym only membership £16 or £10.99 ladies only membership.

The spinning classes have moved to the concourse bar, we now have a Yoga Studio/meeting room in place of the old spinning studio this is the only Yoga Studio in Widnes.

In January 2014 we will have adverts in the local press and will be handing out flyers, New Year, New You, New Gym. We have also been out to all the shops in Widnes Town Centre offering corporate discount to staff. Last week staff also visited the municipal buildings coffee shop and Argos call centre.

Type of membership	Q3	Q2
FULL	725	705
FULL JUNIOR GYM	33	
CASUAL JUNIOR GYM	741	649
CASUAL ADULT	1790	1771
HLC	127	124

Table Tennis

In November the Stadium held the Cheshire Schools Table Tennis Competition, schools and colleges from all over Cheshire took part, the event was attended by the Mayor and Consort of Halton.

Library Service

Efficiency Review

The As Is report has been presented to the Efficiency Review Board and work of the To Be phase is now underway.

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.

This quarter saw the delivery of the Widnes ‘Haka, young people from Bankfield School worked with poetry and dance artists Risktakers to create a performance to welcome the visiting USA Rugby League team at the Opening Ceremony of the Primary Schools Sports Event at the Stadium. They performed a specially written song and dance for an audience consisting of the USA team, officials, the Mayor and around 700 primary school children.

.Tim Quinn former Editor of Marvel Comics delivered a cartoon workshop, which included figure drawing, emotions, storytelling in pictures, character and story creation, and comic book history the event was well attended with excellent feedback from all participants.

American themed rhymetimes with Tom the USA team mascot were held at Halton Lea, Widnes and Ditton Libraries, with the American Rugby Team Ambassadors attending the Halton Lea event. 94 children’s and parents attended the sessions

Reading Activists

The young volunteers, Reading Activists, have had a busy quarter organising and running a wide range of events including a Takeover themed Hunger Games day, a One Direction Event with author Sarah Oliver, a Murder Mystery interactive investigation activity and a Christmas DJ/rap workshop.

In addition young people from Widnes had the opportunity to interview American author Leila Sales by Skype at Widnes library. The young people had asked the library to bid for a chance to interview the author and were successful. The young people asked Leila a range of questions from what inspired her to write her latest book, what are the best and worst things about being an author, why did she decide to tackle suicide in her novel and about her future writing plans.

The Reading Activists have also been participating in green screen filmmaking workshops and developing new skills to help create short film clips featuring their favourite books for screening on youtube, these are now available online.

Skills sessions

The Library Service has continued to support people to get online through regular IT Clinics and one to one support as well as specific events including sessions during Get Online Week and the National Older Persons Day I.T Event. This event offered in conjunction with TalkTalk was very successful and provided help and advice to older people covering a range of topics including emails, sorting photographs, using Universal Jobmatch, skype, defragmenting a laptop and advice for beginners. There was a twitter stream throughout the event showing pictures and comments to show what @haltonlibraries was doing to celebrate Older Peoples day.

Sport and Recreation

Halton hosted the USA Tomahawks team as they prepared for and competed in RLWC 2013 Tournament. The teams exploits received widespread media coverage in their home country like never before. Their progress into the Quarter Finals resulted in #shocktheworld with the World famous Wiggles posting a video that was widely viewed. It was a pleasure for Halton to host the USA Tomahawks and acknowledgement was made of their playing attributes, with a top 10 world ranking for the first time and the prestigious UK League Weekly giving them the only A rating and voted team of the tournament with Joseph Paulo and Craig Priestly in their top 10 players of the RLWC. It was well-deserved recognition for a team that showed real passion and great spirit during their stay: Tom the Eagle the USA team mascot, provided by Halton, proved extremely popular, with appearances throughout Halton and special appearances in Bristol, Wrexham and Salford. The team engaged with the community in activities, such as, Schools multi sport celebration, involving over 700 pupils; Open training sessions; Coaching Masterclass; Fireworks; Rocky Horror Sing a long; School Visits.

Widnes Recreation Changing Room Project continues to be progressed with detailed plans now having been drawn up. It is hoped that the building will be constructed and in operation by the end of 2014, providing new facilities for the playing field users and the local community.

School Meals

Universal Free School Meals for Infants

The school meals team are continuing to review the service in preparation for Sept 2014 when all infant children will be served a free school meal. Capital funding has been made available to the Community and Voluntary controlled schools and a separate amount to the Diocese schools. This funding needs to be prioritised to ensure that each school can prepare and serve all the infants with a meal within the lunchtime period.

National School Meals week

National School meals week took place at the beginning of November. The National promotion was to serve a free school meal to every child. However due to the forthcoming introduction of Universal free school meals for infants in September when all infants will get a free meal Halton Catering team felt it was more beneficial to raise the awareness to children as to how tasty school meals can be. All schools were invited to serve their own schools favourite meals for a complete week. This promotion was one of the most successful ever arrange by school meals, it is hoped to repeat this favourite meals week each term.

Grocery Supplier

Due to the on-going challenge of food inflation a mini competition was held to make sure that we were getting the best possible price for all our groceries.

A new supplier Trevor's (part of the Country Range Group) came in lower by several thousand pounds. Trevor's are now the new supplier.

Buffets/other catering in schools

Many schools were supplied with buffets from the Stadium during the Autumn term, this arrangement provides the schools with a cost effective quality service.

Waste and Environmental Improvement Division

In December, the Merseyside Recycling and Waste Authority (MRWA) signed contracts with a consortium led by SITA UK for the 30-year Resource and Recovery Contract (RRC) on behalf of the Merseyside and Halton Waste Partnership. The RRC will provide a sustainable and cost effective solution for dealing with residual waste produced in Halton and across Merseyside. The facilities provided by the RRC are expected to be operational in 2016 and will enable Halton to divert more than 92% of its residual waste from landfill.

In December, Castlefields Community Centre won an APSE (Association of Public Service Excellence) award for “Most Improved Performer for Civic, Cultural & Community Venues”. The award recognised the high levels of use at the centre, with user numbers increasing by over 20,000 in the last year. Upton Community Centre was also a finalist for an APSE award in the “Best Performer” category.

Council officers were involved in a successful multi-agency partnership operation to prevent and reduce unauthorised bonfires and other forms of environmental nuisance and damage to property across Halton during the ‘Bonfire Period’. Activities included increased patrols in identified ‘hot spot’ areas, the deployment of a mobile CCTV Camera and information leaflets being delivered to householders. Other preventative measures included the erection of metal fencing around open spaces in residential areas that have previously been subject to unauthorised bonfires. Cheshire Fire & Rescue Service reported that there was a 46% decrease in small deliberate fires recorded in 2013 compared to the same time period of 2012, equivalent to a reduction of 86 incidents.

Corporate Services PPB received an annual report on Area Forums for 2012/13 in October 2013, the report detailed the expenditure across the seven area forums and external funding levered in to support projects, for every £1 of area forum funding a further £1.36 was levered in to match fund projects. A total of 181 projects were delivered in the period with community initiatives and environmental improvements being the largest categories of activity. The PPB received case studies to demonstrate the impacts on the projects supported which also hi-lighted the collaborative approaches generated to deliver on community identified needs.

Open Space Services

During Q3 design work on the new pavilion for Runcorn Hill & Heath Park was completed and tenders went out for its construction and for the renovation of the existing lakeside pavilion (which will be used by the Runcorn Model Boat Club) and bowling green hut. Adverts were also placed for an operator of the pavilion.

Practical conservation tasks have begun at Runcorn Hill & Heath Park as part of the HLF project using volunteers who attend weekly sessions. Restoring the heathland on the hill is the first priority.

The car park at Halton Sports was resurfaced during Q3. The car park is used quite intensely and the old surface had broken up.

The contract for the installation of two new cremators at Widnes Crematorium was signed off in Q3. The winning company was ATI. Work will commence on the installation of the cremators in Q4 and will take ten months to complete.

During Q3 four mystery shopper visits were carried out to Green Flag Award parks all of which were found to be within the standards required.

The winter work programme of the parks and Streetscene sections began in Q3 and will continue through to Q4. The annual programme concentrates on tree and shrub coppice, thinning and pruning as well as general neighbourhood tidy ups.

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:-

COMMISSIONING AND COMPLEX CARE SERVICES

Alcohol Strategy and Pathway Development

Reducing alcohol harm is a key priority for Halton and it is one of the five priorities identified in the local Health and Wellbeing Strategy. Work will commence in Q4 on the development of a local Alcohol Strategy and Pathway. A multi-agency Workshop has been scheduled for mid-January to bring key stakeholders together to facilitate discussions about what local action needs to take place to tackle alcohol-related harm in the Borough. The workshop will inform the development of a local Alcohol Strategy and Alcohol Pathway.

Quality Assurance Framework Project

Work will commence on a new project aimed at developing a Quality Assurance system. The initial stages which will begin in January will focus on requirements gathering in relation to defining the scope of the project, duration of the project and in determining the members of the project board and project team. It is anticipated that the project will operate in a phased approach and will bring together existing and new sources of information to be presented in one place to provide a summary of information relating to the quality of services.

Mental Health Services

The way in which the Mental Health Act is implemented for detained patients across the area of the 5Boroughs Partnership (but excluding Wigan) was the subject of a brief inspection by the Care Quality Commission in November 2013. This looked at the ways in which social services, the police and ambulance services and the 5Boroughs worked together to produce the best outcomes for people with the highest levels of need and risk. The feedback from the inspection was generally favourable; an action plan has been devised with partners across the 5Boroughs area to address the issues that have been raised, as well as a local action plan. Implementation of these action plans will, in Halton, be scrutinised by the Mental Health Strategic Partnership Board.

Section 136 Mental Health Act: as noted above, this provision allows the police to detain people who are in a public place, appear to have mental health needs and may be a risk to themselves or other people. The use of this power has increased substantially in the

past two or three years, with some concerns that this may not always be appropriate, both in terms of the police action and the response by mental health and other services. A pilot scheme has been developed in Halton and Warrington, led by the police and the 5 Boroughs but supported by Halton and Warrington CCGs and Councils, to attach a community psychiatric nurse to a specific police officer, and intervene whenever a Section 136 detention is being considered. Early indications are that this has led to a considerable reduction in the local use of Section 136, with much more confidence that this provision is being used appropriately. This project will be fully evaluated and results reported to local strategic partnerships.

There are a number of national developments in mental health services which will impact on service delivery in the future. These include:

- A review of aspects of the Mental Health Act and the associated Code of Practice
- The recent publication of a new national policy statement from the Coalition government, designed to improve the quality of services for people with mental health needs: "Closing the gap: priorities for essential change in mental health"
- The publication of a new "Mental Health Crisis Concordat", designed to ensure that there is a consistently high quality service response to people in mental health crisis.

All of these developments will be considered in detail by the Mental Health Strategic Partnership Board.

Day Services

The Clinical Commissioning Group has agreed to one off funding for Halton Day Services to provide a wider range of work and work related activities for people with Mental Health problems.

PREVENTION AND ASSESSMENT SERVICES

Safe in Town

The Safe in Town Pilot has been viewed as a success and a small working partnership has been pulled together to look at increasing the number of beneficiaries using the scheme and the number and types of premises involved. The scheme will look to include people with low level mental health issues and dementia. Further development of premises will include those particular identified by service users and are likely to include such venues as libraries, leisure facilities and The Hive. Applications for funding have been made to the Police and Crime Commissioner and the Clinical Commissioning Group to support the on-going project and its future development. Decisions due sometime in January 2014. The CCG has also, in principle only at this stage, agreed to support the development of a Safeguarding training programme for businesses, organisations and agencies who sign up to the scheme – to be run over a 2 year period.

Care Management

In Care Management Services as part of 'Personalisation' we will be taking forward the 'Making it real' marking progress towards personalised, community based support agenda. This will help check our progress and decide what we need to keep moving forward to deliver real change and positive outcomes with people.

COMMUNITY AND ENVIRONMENT SERVICES

Waste and Environmental Improvement

Officers have undertaken a procurement exercise for the provision of services to divert residual waste from landfill during the interim period up to the commencement of the Merseyside and Halton Resource Recovery Contract. Details of the outcome of the procurement exercise will be presented to Members at a future meeting of the Board.

Open Space Services

During Q3 the country experienced a period of storms and gales which resulted in a number of trees being blown over and others were badly damaged. This has put pressure on the planned works of the tree team. For obvious reasons emergency works always take precedence. Presently a large number of planned works have had to be rescheduled in the programme for later in Q4.

Sport and Recreation

Gym memberships in the Council Leisure Facilities (operated by DC Leisure) have dropped as a result of the low cost gym operator in Runcorn; Pure Gym.

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.

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	Q3 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 Autism Strategy group continues to monitor the progress of the Autism Strategy 2012 – 2016 action plan.

Key milestones have been:

- The funding of an ADHD/Autism Carers worker within the Carers Centre,
- The re-designation of Ashley School
- The implementation of an ASD co-coordinator post for the children's diagnosis pathway.

The Autism Strategy Action plan will be refreshed in 2014.

CCC1: Implementation of Dementia Strategy:

New updated dementia strategy has been completed and is currently being agreed through various governance structures. This strategy has taken and updated all of the existing actions from the implementation plan and these now form the basis of the new action plan.

CCC1: Supporting the continued Implementation of 5Boroughs redesign:

Both pathways – for adults (known as the Acute Care Pathway) and older people (known as the Later Life and Memory Service) – have now been fully redesigned and the changes are in place. Social work services play a full part in the delivery of both service areas.

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:

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

CCC1: Review Domestic Violence Services:

During a review of domestic violence services it was highlighted that the current refuge is not fit for purpose. Riverside ECGH have secured funding to remodel the refuge into self-contained units, and the improvement work is underway. The first phase was completed in December 2013 and the remodelling is expected to be completed by April 2014.

CCC2: Ensure establishment of Healthwatch:

Healthwatch is now fully formed and its Executive Board has developed an action plan to drive forward organisational objectives. Healthwatch has already completed a series of events to support their consultation plans and work closely with a range of partners.

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. Links with the Government's Better Care Bill and the Social Care Bill being examined.

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

Work continues to align all Commissioning Strategies and work streams. A review of progress will be undertaken at the end of March 2014 and the specific outputs and outcomes will be reported upon in due course.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q3 Actual	Q3 Progress	Direction of travel
<u>CCC 4</u>	Adults with mental health problems helped to live at home per 1,000 population (Previously AWA L113/CCS 8)	3.23	3.97	2.73		
<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%	4.02%		
<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]	3		
<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	5.42	[4.4]	2.41		

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q3 Actual	Q3 Progress	Direction of travel
	of thousand households in the Borough) (Previously CCC 11).					
<u>CCC 11</u>	Carers receiving Assessment or Review and a specific Carer's Service, or advice and information (Previously NI 135, CCC 14).	18.87%	25%	16.47%		

Supporting Commentary

CCC4: This figure has declined steadily in the past 12 months. This is partly due to an increase in the baseline figure for adults at the 2011 Census. However, the successful redesign of the Mental Health Acute Care Pathway (of which social services is a part) within the 5 Boroughs has also reduced the numbers of people being referred, by providing a multidisciplinary approach specifically for people with severe and enduring mental health problems. As a result, although the numbers are lower, the social care service is targeted more on people with the greatest levels of need and risk. People with less complex needs are now being supported through the primary care service, and work is going on to ensure that social care supports and services are available to that group of people as required. As a result, we expect that the reported performance figures will improve significantly through 2014.

CCC5: This equates to 190 clients with dementia out of a total of 4726 clients receiving a service. This figure has remained consistent, however there are issues in relation to the target. This target was originally based on the number of projected people diagnosed with dementia. We are now much clearer with our figures and it shows that the number of people with dementia in Halton is lower than the estimates, therefore it is more challenging to achieve this figure.

CCC6: Halton 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 successfully worked in 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 and facilitated reconnection with neighbouring authorities.

CCC7: The Housing Solutions Team takes a proactive approach to preventing homelessness. There are established prevention measures in place and the Housing Solutions team continue to promote the services and options available to clients. The changes in the Temporary Accommodation process and amended accommodation provider contracts has had a big impact upon allocation placements. 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, with emphasis placed upon homeless prevention.

CCC11: Carers continue to be a high priority for the Directorate.

Prevention and Assessment Services

Key Objectives / milestones

Ref	Milestones	Q3 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. Governance arrangements in place.

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

Steering group operational, work progressing on a more integrated approach to

well-being and prevention.

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

We have secured some Clinical Facilitator time to support GP practices in implementing their models. Social care teams are realigning their work to match against General Practices and staff are now attending the surgeries and multidisciplinary team meetings across Widnes and Runcorn

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

Working practice continues to develop including, champions being identified across care management. WE are also taking part in "Making Safeguarding Personal 2013-14" a sector-led 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.







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

The care management service has developed a new range of streamlined self-directed support documents and resource allocation system, guidance for service users and carers, a programme of training has begun for staff to roll out this work with a focus on asset based approaches.

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

The use of self-directed support and personal budgets is in place across all service areas. As part of 'Personalisation' we will be taking forward the 'Making it real' marking progress towards personalised, community based support agenda. This will help check our progress and decide what we need to keep moving forward to deliver real change and positive outcomes with people.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q3 Actual	Q3 Progress	Direction of travel
<u>PA 2</u>	Numbers of people receiving Intermediate Care per 1,000 population (65+)	84.35	99	61.8		
<u>PA 3</u>	Percentage of VAA Assessments completed within 28 days	86.73%	82%	87.89%		
<u>PA 7</u>	Percentage of items of equipment and adaptations delivered within 7 working days	94%	97%	93%		

Supporting Commentary








PA2: This is a cumulative figure of 1,211 referrals made into Intermediate Care, however it may be subject to change as some data cleansing is currently taking place. The number of current referrals at this point in time is comparative to those of the same quarter in 2012/13.





PA3: We have exceeded this target.

PA7: Performance is slightly lower than expected and work is on-going to ensure that the target is met by the end of the year

Community and Environmental Services

Key Objectives / milestones

Ref	Milestones	Q3 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:

The Councils Sport and Recreation Team continue to deliver and support activity against the key themes and objectives contained in the Sports Strategy. The service produces a monthly report to highlight the key areas of work

Quarter 3 activities include:

Community Sports coaches delivered 200 hours coaching; 2373 coaching contacts and 107 training opportunities. 3 workshops delivered 55 attendees, 10 coaching bursaries. Other activities included; Halton hosting USA RLWC team, preparing Widnes Recreation Project planning and grant applications.

- Walking Football Pilot for Over 50s at Kingsway Leisure Centre
- Funding clinic, support to older adult groups; Sports clubs; OBA
- Get Active October promotion – 41 new participants registered in community classes
- Training for Health Champions
- I-pitch cricket league pilot – 60 attendees
- Cronton College linked to Halton Sports Partnership
- On-going support to community exercise classes, over 50 groups.
- ASA HBC workplace survey, 220 completed, ASA to pilot work with HBC
- Merseyside Sports Awards 8 nominations – 3 award winners
- 154,078 Leisure centre visits during Oct/Nov/Dec. Total visits since 1 April 2013 494,274
- 1326 Leisure Card applications
- 7 Sportivate activities operating (sport sessions for 14 – 25 year olds)
- Affiliation to Street Games

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

All Primary schools have been provided with a Themed calendar with a selection of poster 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.

Increasing the number of tasting opportunities for children.

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

All Primary schools have been provided with a Themed calendar with a selection of poster 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.

Increasing the number of tasting opportunities for children.

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

The school catering team are working with the Healthy School Team to deliver various cooking projects.

CE4: undertake CIPFA Public Library User Survey for Children:

The new format survey will be undertaken between 17th February 2014 and 1st March 2014.

CE5: deliver project for Runcorn Hill Park:

Project is underway (See Key Developments) and targets are being met. Major physical works will start on the ground in Q4.

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

Planting is underway and target will be met.

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

During this quarter approximately 1,000 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. In October the Council undertook a further joint 'roadside check' with Cheshire Police seeking to tackle unregistered waste carriers.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q3 Actual	Q3 Progress	Direction of travel
<u>CE LI 1</u>	No. of meals served versus hourly input of labour (Previously SH1).	9.85	10.00	10.19		
<u>CE LI 6</u>	Number of active users of the library service during the last 12 months.	16,468	23,000	16,194		
<u>CE LI 6a</u>	Number of visits to libraries (annual total).	621,109	600,000	180,767		
<u>CE LI 7</u>	% of adult population (16+) participating in sport each week (Previously NI8).	21.7%	24%	23.1		
<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%	86.52		
<u>CE LI 9</u>	% Take up of free school meals to those who are eligible - Secondary Schools (Previously SH8b).	76.59%	75%	70.66		
<u>CE LI 10</u>	Take up of school lunches (%) – primary schools (Previously NI52a).	51.71%	55%	51.88%		
<u>CE LI 11</u>	Take up of school lunches (%) –	53.64%	55%	48.7%		

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q3 Actual	Q3 Progress	Direction of travel
	secondary schools (Previously NI52b).					
<u>CE LI 14</u>	Residual household waste per household (Previously NI191).	633 Kgs	700 kgs	473 kgs (estimated)		
<u>CE LI 15</u>	Household waste recycled and composted (Previously NI192).	37.30%	40%	39.38% (estimated)		
<u>CE LI 16</u>	Municipal waste land filled (Previously NI193).	58%	60%	56.36% (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: Actual has already exceeded target this year, this is an excellent result

CE LI 6: 68,139 registered users, current figure of 16,194, 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 7.5%

CE LI 6A: Based on current figures target will be achieved

CE LI 7: The annual return for this target was released in December 2013 the 24% target was not achieved.

CE LI 8: The target has already been exceeded, an excellent position to be in at this time of year.

CE LI 9: Although the actual is slightly below target this target will be achieved at year end

CE LI 10: Although the actual is slightly down on target it has already exceeded

last years total, this target should be achieved at year end

CE LI 11: Although the actual is slightly down on target, it is likely the target will be reached 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 and early indications are that this target will be met.

CE LI 16: This is an estimated figure and early indications are that this target will be met.




CE LI 17: Next adult survey not due until autumn 2015

CE LI 19: Twelve green flag award parks have been retained. A mystery shopper visit in Q3 demonstrated that green flag parks are still within the standards required.

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.