



Environmental and Regulatory Services

SERVICE PLAN

April 2008 to March 2011

Advanced Draft FEB 2008

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- 3. Corporate Priorities and Key Areas of Focus.*

1.0 INTRODUCTION

To meet Halton's most pressing needs, the Borough Council has identified [6 key priorities](#), and a number of associated key Areas of Focus, which, as detailed within the Council's Corporate Plan, are: -

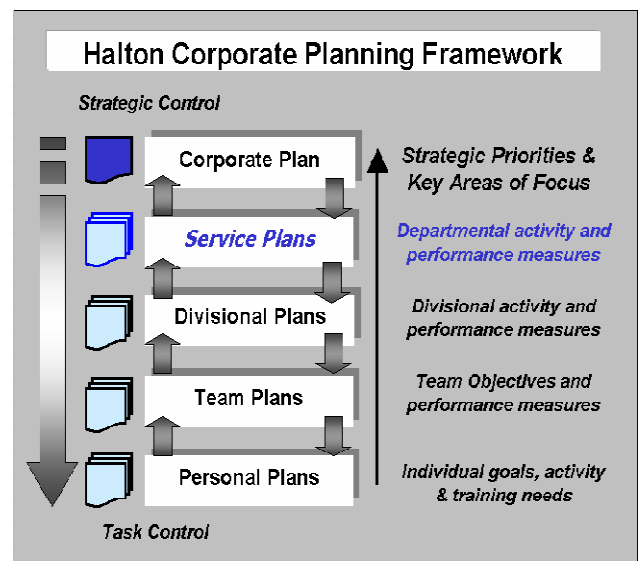
- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

Departmental Service Plans form an integral part of the authority's corporate planning framework, as illustrated below.

This framework ensures that the Council's operational activities are complementary to the delivery of its community aspirations and legal and statutory responsibilities.

Departmental Service Plans are primary documents that communicate:

- The existing and future influences that have informed the shaping of service delivery in the medium term.
- The existing and projected resources that are, or may, be required to deliver services.
- Departmental Service Objectives and Key Milestones that are to be delivered over the next three years.
- Those national and local performance indicators for which the department has a responsibility to report.



Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members, Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.

The Strategic Priority and those Areas of Focus that have been most significant in the development of this plan are detailed below: -

Strategic Priority 1:

A Healthy Halton

Area of Focus (2)

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

Area of Focus (5)

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

Strategic Priority 2:

Halton's Urban Renewal

Area of Focus (10)

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

Area of Focus (12)

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

Strategic Priority 5:

A Safer Halton

Area of Focus (27)

Reducing the physical effects of anti-social and criminal behaviour

Area of Focus (29)

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

Strategic Priority 6:

Corporate Effectiveness & Efficient Service Delivery

Area of Focus (31)

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

Area of Focus (35)

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

2.0 SERVICE PROFILE

2.1 Purpose

The Environmental and Regulatory Services Department was created on the 1st April 2006, with the purpose of co-ordinating a number of key services which share, as part of their wider objectives, improving the environmental quality of the borough. In particular, the service aims to support and deliver on the corporate objective/vision of providing a modern and high quality urban environment, which is safer and more attractive and which provides for a better quality of life for the boroughs residents.

Within the Department there are four Divisions,

Environmental Health, Enforcement and Building Control
Landscape Services
Planning and Policy
Waste Management Services

These Divisions contribute to the Departments objectives in the following ways,

Environmental Health, Enforcement and Building Control

Ensures that, through monitoring, regulation and enforcement and advice, residents and businesses can enjoy an environment which is, so far as possible, safe and without risks to their health or welfare.

Ensures high standards in construction work, protecting the health and safety of people in or about buildings and making sure that the requirements of people with disabilities are met.

Provides an enforcement service to ensure a fair and transparent development control system so that proposed development conforms to the development plan and current planning policies.

Landscape Services

Manages the Borough's 'Natural Assets', by providing safe and attractive parks and open spaces for the enjoyment of the people of Halton and by providing an advice and maintenance service for the other Departments of the Council.

Provides neighbourhood cleansing Streetscene Services.

Nature Conservation including woodland management & local nature reserves

Planning and Policy

Development Control

- The processing of planning applications.
- Enforcement action on breaches of planning control.
- Defending appeals against Council planning decisions, land charge searches on planning matters.
- Guidance, design advice & preparation of supplementary planning guidance.
- Encouraging business development and ensuring accurate interpretation of statutes.

Spatial Planning

- The preparation, adoption and monitoring of the Local Development Framework (LDF).
- Development Plan Documents
- Listed building and conservation advice.
- Preparation of Town Centre Strategies, and input into Regional Spatial Strategies.

Survey and Monitoring

- Production of the Evidence Base for the Local Development Framework (LDF).
- Production of statutory monitoring reports assessing the progress of the LDF, the performance of planning policy, land use changes and performance management indicators.
- Management of department data, information and systems, corporate Geographical Information Systems (GIS), graphics and cartography.
- Ordnance Survey Liaison.
- Local Land and Property Gazetteer custodianship.

Waste Management

The Department is responsible for developing and delivering strategies to enable the Council to meet its statutory obligations as a principle Litter, Waste Collection and Disposal Authority. Broadly, the Division is responsible for:

- Strategic Waste Management Planning and Strategy Development
- Management of Externally Funded Projects
- Domestic Waste Disposal and Recycling Contracts
- Recycling and Household Waste Centres
- Neighbourhood Recycling Facilities
- Kerbside Recycling Collection Services
- Household Domestic Refuse and Bulky Items Collection
- Commercial Refuse Collection
- Fly Tipping Removal
- Litter Prevention and Legislation Enforcement

- Nuisance and Abandoned Vehicles Removal
- Education and Promotion of Recycling and Waste Minimisation
- Building Cleaning Services and the Management of Public Conveniences

It is becoming increasingly clear that to adapt to the changing pace of new regulation, as well as budgetary pressures, that further refinements to the structures will be required throughout the next 12 months.

2.2 Key Messages

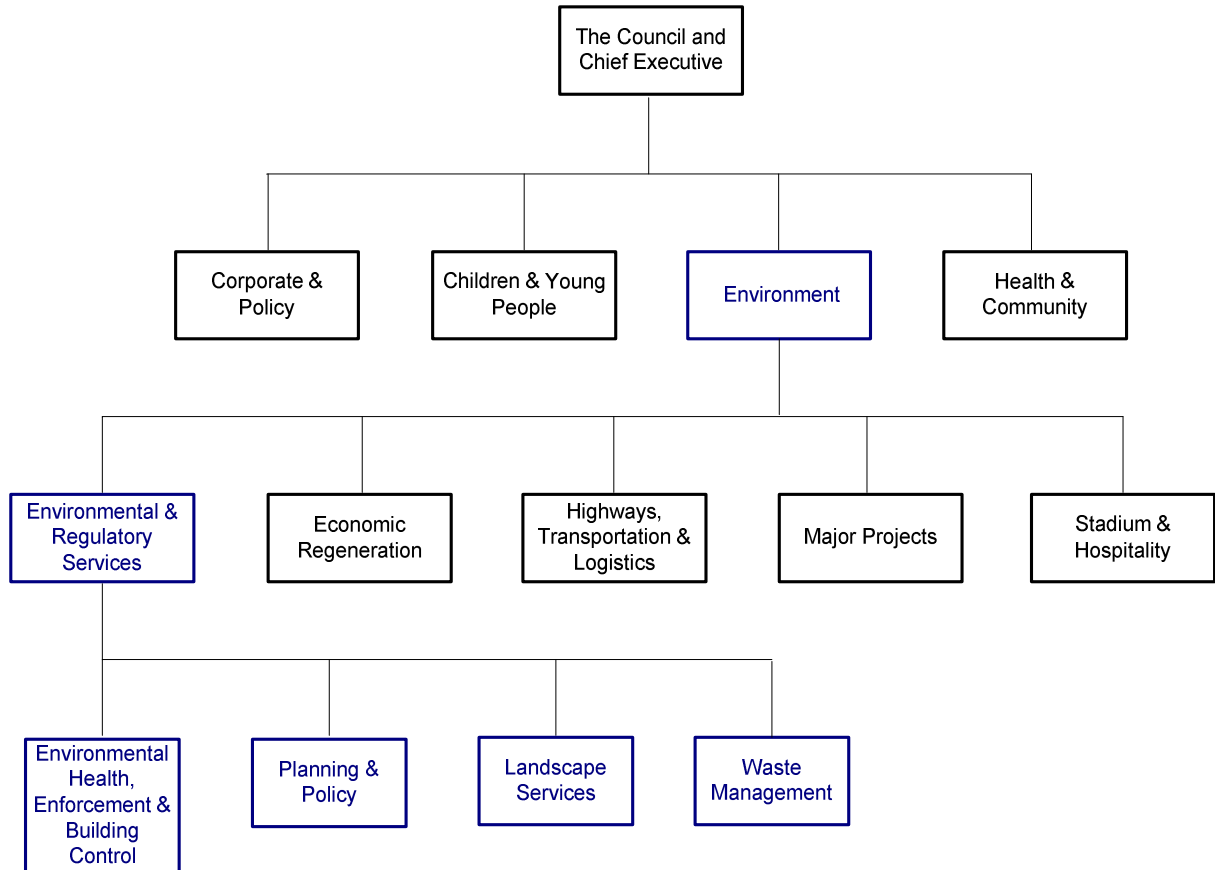
- 2.2.1 The level of burden placed upon the Service through increasing Regulation continues to grow, as does the expectation of service users. A consistent level of demand upon all aspects of the Departments services has remained throughout the last 12 months against a backdrop in many cases of reduced capacity, with the result of reduced performance levels in certain service areas. Re-dressing this situation will be a key focus during the next 12 months.
- 2.2.2 Under the contaminated land provisions contained in Part IIA of the Environmental Protection Act 1990, and the associated Statutory Guidance, local authorities are required to take a strategic approach to inspecting their areas and to describe and publish this in a written strategy. The Inspection Strategy document was published in July 2001. Since publication of the Strategy a number of key tasks have been completed, primarily associated with the collation, management and assessment of data relating to Contaminated Land. Historical data from maps and reports has been collated and stored using the Council's Geographical Information System. Using the GIS potentially contaminated sites have been identified and significant progress has been made in risk screening and prioritisation of land for detailed assessment.
- 2.2.3 As part of our duties under the Environment Protection Act, the Department has been monitoring nitrogen dioxide and particulate matter in several areas in Widnes. Our results show that in some areas the levels are exceeding the objectives, i.e. the pollution levels are higher than what's allowed. DEFRA are recommending that the council consider declaring Air Quality Management Areas at these locations, work on which will continue.
- 2.2.4 There has been a shift in Government Policy on food law enforcement. Previously local authorities have been required to pursue a regime focussed on regulatory outputs. However, there is now an expectation that enforcement is integrated with the work of other agencies to address broader health related outcomes such as heart disease and obesity.
- 2.2.5 The Food Safety Service within environmental health enabled residents of Halton to view risk ratings for all food establishments within the Borough. The service used the risk rating system used to calculate inspection frequencies and convert this into a three star rating system. Each premises was star rated on the council web site giving consumers an indication of the standard of the premises. Risk ratings are reviewed after every inspection as

will the star rating. Each premises received a certificate of their star rating to display but this cannot be made obligatory.

- 2.2.6 All enclosed public places and work places in the Borough became smokefree from 1 July 2007. The legislation applies to nearly all enclosed or substantially enclosed work places where more than one person works whether paid or unpaid. These included offices, factories, shops, pubs, bars, public transport and work vehicles, which are used by more than one person. Volunteering organisations are also covered by the legislation so if, for example, a village hall is holding an event staffed by volunteers, the organiser has a duty of care to ensure the venue is smokefree. The law also means that indoor workplace smoking rooms must disappear. The department produced an enforcement protocol and using resources made available from the department of health embarked on extensive publicity and communication exercises to ensure a smooth introduction of this new regime.
- 2.2.7 The waste management agenda is moving at a great pace and there are powerful economic, environmental, legislative and policy drivers for continued change, including the Waste Strategy for England 2007, the Landfill Directive and the Landfill Tax Escalator. The revised National Waste Strategy set enhanced national household waste recycling and composting targets. In the past, national targets have been translated into different targets at a local level and the Council must continue to increase levels of recycling to meet future targets that are likely to be imposed upon the authority. In order to meet the requirements of the EU Landfill Directive, implemented in England through the Landfill Allowance Trading Scheme (LATS), Waste Disposal Authorities were set diminishing limits on the levels of biodegradable waste permitted to be disposed of at landfill sites. This legislation continues to represent the most significant driver for change, and the one that has the greatest financial impact upon the authority. The department plans to meet future targets, and minimise future cost increases, through delivering a programme of waste reduction initiatives and recycling services, and through the procurement of new residual waste treatment facilities.
- 2.2.8 There has been and continues to be a problem with recruiting staff across the professional regulatory domain which has the potential for affecting the Departments ability to deliver a challenging agenda. There is only a finite pool of available qualified labour to tap into and replacing staff members almost always involves poaching from neighbouring authorities. The end of temporary funding streams such as the Planning Delivery Grant scheme does not help this situation.
- 2.2.9 The Planning and Compulsory Purchase Act 2004 and European Union Regulations, introduced requirements to prepare sustainability appraisals and 'Appropriate Assessment' of the impact on the environment and nature conservation. Similarly, tests of 'soundness' for the Local Development Framework (the replacement Unitary Development Plan) require considerably more public consultation and a more rigorous evidence base.

These requirements have put additional pressures on existing resources and again have the potential to impact upon service delivery.

2.3 Organisation Structure



3.0 FACTORS AFFECTING THE SERVICE

3.1 External Factors

Key Developments	Timeframe	Comment(s)
<i>Political</i>		
Liveability Agenda	Ongoing	An integral aspect of meeting the Government's Liveability agenda is the prevention of environmental crime and enforcement of illegal activity such as littering, flytipping and other forms of environmental nuisance. The department will continue to tackle these issues through a co-ordinated approach to its enforcement activities, supported by the delivery of education and awareness raising campaigns.
Climate Change	Ongoing	<p>The management of over 70 hectares of woodland the Department contributes towards reducing carbon emissions by creating a healthy tree stock that is able to fix carbon that has been released into the atmosphere.</p> <p>Waste management activities generate CO2 and methane. The department has a vital role to play in helping to tackle climate change by meeting the aims, objectives and targets contained within its Municipal Waste Management Strategy.</p>
Strong and Prosperous Communities	Ongoing	The Local Government White Paper was published in October 2006. The White Paper builds on the progress in improving the quality of our public services to turn reform into lasting transformation. The Department has restructured and will continue to re-format to deliver quality services.
Building Control	Ongoing	The Future of Building Control published by Department for Communities and Local Government in March 07, acknowledges the Building Regulations ensure that our buildings are safe, sustainable and make a direct contribution to tackling climate change. The delivery of the service and enforcement of the regulations in the coming 12 months will change radically and presents a challenge to the service.
Waste	Ongoing	The developing partnership with the Merseyside

Management		Authorities to deliver future waste management facilities, and the potential wider implications of the Liverpool City Region, will impact upon aspects of the department's services during the life of this plan.
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Economic		
Better regulation.	Ongoing	As a result of Central Government commissioned reviews the National Audit Office (NAO) will be working with regulators and the Better Regulation Executive (BRE) to develop a process/measure for assessing the performance of regulatory services.
Staffing	Ongoing	The end of temporary funding such as the Planning Delivery Grant will impact the capacity of the service in coming years. Exit strategies have been developed for posts funded by temporary streams. There is a hope that a replacement grant, known as Housing and Planning Delivery Grant, will allow these posts to be continued.
Waste Management	Ongoing	The cost of dealing with waste will rise significantly in the coming years due to the need to implement more complex and comprehensive waste collection and recycling services. New waste treatment facilities will be required to avoid landfill disposal methods.

Social		
<i>Reformed public services-</i>	Ongoing	The Department is focussed on providing a modern "joined up" service, Many of the requests for assistance received involve a multi-agency response. It is anticipated that these partnerships will become increasingly important.
<i>Work-life balance-</i>	Ongoing	Use of flexible hours and working from home has been used to retain essential staff and skills whilst at the same time accommodating changing work patterns. This is seen as a key challenge for a service where customer expectations are high.
Improving public health and reducing	Ongoing	Production of the Local Development Framework by the Planning Division will implement the land use aspects of the Community Strategy and Local Area

health inequalities and deprivation		Agreements. Through the LDF the Department will help to tackle many of the issues leading to poor health and deprivation. The Department contributes to the promotion of healthy lifestyles by providing quality public parks, children's play areas, safe pedestrian routes and sports fields. The public health agenda requires professionals working within environmental health to position themselves to ensure that their role and skills are understood and valued by other professionals and stakeholders.
The <i>Population and People</i>	Ongoing	Halton's population is changing. The younger and economically active households are leaving the Borough creating implications for services such as schools and an ageing population remains with increasing care and support needs. The challenge for Service, especially Planning, will be to make Halton a more attractive and affordable place for young people and families to live and work; and provide access to the necessary services and facilities required by an older population.
Accessible Waste Services	Ongoing	Working closely with the Community and Voluntary sector the Waste Division plans to deliver services that reflect particular local circumstance (e.g. low car ownership) in order to ensure ease of access to waste recycling services and facilities to all residents of the borough.

<i>Technological</i>		
Mobile working	Ongoing	Much of the Departments workforce is mobile. Accompanied by the right technology some tasks could be completed in the field. To enable the Department to achieve this vision the technology needs to be dependable, secure, and staff are trained and prepared for the cultural changes that flexible and remote working will involve.
PARSOL, eGovernment and Management Information Systems	Ongoing	Planning and Regulatory Services Online (PARSOL) have published e-Service Delivery Standards for Planning, Environmental Health and Building Control. They are designed to help professionals to deliver faster, more joined-up and integrated services. The Department will continue to follow best practice initiatives in this area. To ensure

		continued cost effective and efficient service deliver, the department will invest in Vehicle management systems, data capture and surveillance equipment.
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Legislative		
<i>Planning for a Sustainable Future</i>	Ongoing	<p>The Planning White Paper of May 2007 sets out detailed proposals for reform of the planning system to improving the speed, responsiveness and efficiency in land use planning, and to reform major infrastructure planning. The Government proposes that new legislation and regulations to implement these reforms will take place by the end of 2007 and during 2008.</p> <p>The Government's Housing Green Paper published of July 2007 seeks views on the Government's proposals to increase the supply of housing, to provide well designed and greener homes that are supported by infrastructure and to provide more affordable homes to buy or rent.</p>
The Planning and Compulsory Purchase	Ongoing	<p>The Planning and Compulsory Purchase Act 2004 and European Union Regulations, introduced requirements to prepare sustainability appraisals and 'Appropriate Assessment' of the impact on the environment and nature conservation. Tests of 'soundness' for the Local Development Framework require considerably more public consultation and a more rigorous evidence base. These requirements increase the financial cost of producing plans and increase the timescales for their completion.</p>
Waste Management	Ongoing	<p>Meeting legislative and policy requirements will continue to guide the activities of the department, and have a continued and significant impact upon resources.</p> <p>The new 'Regulatory Enforcement Sanction Bill' allows local authorities to impose 'civil penalties' for environmental offences, and includes the powers to recover local authority costs. The department will contribute to both local and national campaigns aimed at effecting behavioural change, through public participation and enforcement, all of which is associated with central Government policy forming the Crime and Disorder Partnership.</p>

Protecting our environment

Awareness of Climate Change is growing and the Council is committed to taking a lead and setting an example in tackling the associated problems. A corporate Climate Change Action Plan is being prepared, but each department can make its own contribution.

Consideration will be given throughout the life of the Service Plan to ways in which support can be given to the action plan and to identify and implement opportunities to reduce any contribution to Climate Change and to promote best practice in the reduction of carbon emissions.

The Council has signed up to the Local Authority Carbon Management Programme in the early part of 2007/08. The programme will guide the Council through a systematic analysis of its carbon footprint, outline opportunities to help manage carbon emissions, develop Action Plans for realising carbon and financial savings; and embed carbon management into the authority's day-to-day business.

As part of the programme the Council has developed a Carbon Management Strategy and Implementation to reduce energy bills and carbon emissions over the next five years. Through the Strategy and Implementation Plan, Council services will need to encourage closer examination of their policies around procurement, transport and the use of renewable energy.

The Department is currently updating the Council's Municipal Waste Management strategy, a document that will provide an overarching framework to inform the development of waste prevention and recycling plans. The services and initiatives contained within these plans will be implemented throughout the life of this plan to ensure that level of bio-degradable waste sent to landfill for disposal is continually reduced.

Under the contaminated land provisions contained in Part IIA of the Environmental Protection Act 1990, and the associated Statutory Guidance, local authorities are required to take a strategic approach to inspecting their areas and to describe and publish this in a written strategy. The strategy provides inspection arrangements and procedures, but also a justification for, and transparency in, Halton's decisions on how they will inspect their areas for contaminated land. Outside of the formal Contaminated Land process several large projects are also addressing significant Contaminated Land problems. The key project and the focus of considerable resource now and over the next five years is the Mersey Gateway Bridge. This and other large developments are anticipated to tackle many of the potentially contaminated sites; therefore whilst not formally part of the Part IIA process they do form a significant part of the workload for the contaminated land team over the next five years.

The Environment Act 1995 imposes an ongoing obligation on local authorities to review and assess the current, and likely future, air quality in their areas against nationally determined air quality objectives. Local authorities are required to issue an order for any area where air quality standards are not being met, designating it an air quality management area (AQMA). Where a local authority has declared an AQMA they must carry out further assessments and draw up an action plan specifying the measures to be carried out and the timescale to improve air quality in the area to within the prescribed objective limits

3.2 Service Developments

In February 2008 the Landscape Services Division was restructured so that it can focus in its key areas of delivery in the coming decade. The new structure gives a clear management focus to Design and Conservation, Parks Management, Streetscene Services and delivery of external contract works.

Landscape related industry awards show through independent assessment and verification that the service continued to reach standards that are amongst the highest nationally. Green Flag awards gained and retained,

Hough Green Park, 6th year of award
Pickering's Pasture LNR, 7th year of award
Runcorn Hill Park and LNR, 8th year of award
Rock Park, 4th year of award
Victoria Park, 1st year of award
Wigg Island, 2nd year of award

The Department is a member of the APSE Performance Network through which it benchmarks its performance against other similar authorities. The APSE Performance Report produced in December 2007 and based upon performance data collected during the financial year 2006/7 shows that the Division is in the highest Quartile for quality of service delivered, in the lowest Quartile for price per hectare, one of the most productive services in terms of number of hectares managed per employee and provides the cheapest landscape maintenance service on its highway estate.

The Planning Division has been implementing the Local Development Scheme, a 3-year project plan for the production of development plan and supplementary planning documents that together form the Local Development Framework (LDF). Over the next three years it is expected that the Core strategy part of the LDF and attendant planning documents will be progressed. Progress will be reported in the statutory Annual Monitoring Report and quarterly reports where necessary. In order to fulfil statutory requirements the LDF must be accompanied by a robust and sound evidence base to fully justify the policy produced. As part of this evidence base detailed land use compendiums, covering all land uses, were completed together with a multitude of other studies including strategic flood risk assessments, strategic housing land availability assessment, employment land study, habitat regulations assessment and sustainability appraisal. These documents form an essential part of the scrutiny and review process. To ensure wide consultation and transparency the evidence base has been made available to the corporate geographical information systems (GIS) and also has been made available through the Council's website and public access GIS. The production of the LDF and the evidence base will remain key Department priorities in the future.

A major task for the Department over the next two years will be the processing and consultation on the forthcoming planning application for the Mersey Gateway transport scheme. This will be followed by preparation for a public inquiry and will have considerable resource implications for staff time.

The Council has made significant progress in performance in recent years and these are reflected in improved recycling and composting rates that have risen to 25% in 2006/7. In October 2007 the department introduced a pilot kerbside multi-material recycling collection service to approximately 6,000 properties. It

is planned to expand this service to all remaining properties in Halton over the next 2-3 years as part of a Waste Action Plan, that will also see the expansion of other neighbourhood recycling initiatives. The services and initiatives within the Waste Action Plan will see the Council's recycling performance increasing to at least 30% by 2010. It is acknowledged that this minimum target falls behind the national ambition but is an acknowledgement of local circumstance and resources available to meet this agenda. It is imperative that Halton finds cost effective methods of diverting waste from landfill disposal and this challenge will continue over the lifetime of this service plan, endorsing the appearance of this issue under Key Messages.

3.3 Efficiency Improvements

As a result of the integration of the Environmental Health, Planning, Waste and Landscape services in July 2006, the structure of the department was fundamentally changed to maximise functional relationships, avoid duplication and to maximise efficiencies.

Efficiency gains as well as budgetary savings were delivered through further changes to the delivery of combined enforcement and regulation. In addition, a review of special support and administrative needs is underway. The process involves surveying staff to establish where standard and repetitive tasks can be automated or aggregated to free officer time. As a consequence the role of support staff will be re-engineered. In 2008/09 net savings of £120,000 will be delivered as part of the on-going restructuring of the Department focusing on the Waste and Landscape Divisions during 2008/9.

The Department will benefit from both financial and quality efficiencies as a result of working in Partnership with the Merseyside authorities for the procurement of long-term waste management contracts. We will continue to strengthen and formalise joint arrangements with those authorities, and other suitable partners, where efficiencies can be gained. In particular economies of scale will be sought in the procurement of joint waste facilities.

Further work will be carried out during the coming 12 months to explore the benefits of delivering further services in partnership with neighbouring authorities or by external agencies. Areas to be considered are: Planning Policy Development; Building Control; Pest Control.

3.4 National, Regional & Sub-Regional Focus

The outcome of the Review of Enforcement in Environmental Regulation, undertaken by DEFRA, is to be tough on serious offenders, but to give enforcers the flexibility to deal more proportionately with businesses that try to protect the environment. It has looked at enforcement processes for existing regulations, from the actions of courts and enforcers like local authorities, to how the wider community can assist effective enforcement. The community includes individuals, community groups, national non-governmental organisations and businesses.

The Department has been involved in the strategic development of a new unit for 'Urban Spaces' called CAFE Space (Commission for Architecture and the Built Environment) that will champion the role of urban parks and green spaces, provide a national voice and potentially secure greater resources. Development of CAFE Space will be monitored to determine how Halton can benefit from any initiatives it produces.

The Department has also been involved in setting up a regional North West Parks and Green Spaces Forum, the objectives of which are similar to those of CAFE Space but with a specific regional and local authority focus.

Issues arising in the new RSS (Regional Spatial Strategy) are of significant importance to Halton and our LDF (Local Development Framework). The RSS will be used, together with the UDP (Unitary Development Plan), to determine planning applications. It is essential to ensure that the RSS reflects Halton's corporate policies, plans and objectives.

The RSS, together with Merseyside Authorities Joint Waste Development Plan will also affect the provision of waste management and treatment facilities in the region, Merseyside, and Halton. The type, scale and location of such facilities will have a direct impact upon the Councils waste management strategy, and associated costs.

The Waste Strategy for England 2007, has set new national targets for recycling and composting as follows:

- To recycle or compost at least 40% of household waste by 2010
- To recycle or compost at least 50% of household waste by 2020

Proposals to meet these targets include,

- Placing greater focus on waste prevention.
- Developing a recycling and re-use culture, having people see waste as a resource.
- Recovering more resources from business waste.
- Securing technologically efficient investment in the treatment of Waste
- Measures to promote recycling in public spaces

Recent Government consultations have also included detailed financial incentives for members of the public to recycle. The Council's Waste Strategy will take account of the proposals and ensure consistency with the Regional Waste Management Strategy (RWMS).

There is a strong commitment in the North West region towards adopting and adhering to sustainable development principles in all aspects of regional activities. The 'Action for Sustainability' programme (coordinated by the North West Regional Assembly) represents a regional framework and provides a strategic basis for the promotion of relevant issues within the region. The programme has identified key areas of priority as:-

- Energy & Climate Change
- Sustainable Consumption & Production
- Natural Resource Protection & Environmental Enhancement
- Sustainable Communities

3.5 Equality and Diversity

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

This commitment is encapsulated in the equal opportunities policy that the Council has adopted. The policy sets out the Council's approach to promoting equal opportunities; valuing diversity and encouraging fairness and justice; and providing equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation. The Council will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help to identify and overcome discriminatory barriers that may exist.

Each year Departments undertake Equality Impact Assessments to examine the equality implications of all of their policies, procedures and practices. As a result an Equality Action Plan is developed to identify those issues that demand attention. This forms a contribution to the overall Corporate Equalities Plan.

As a result of such assessments any high priority actions that have been identified, that fall within the life of this plan, are detailed in section 5.

3.6 Unforeseen Developments

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

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

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

4.0 RESOURCES

4.1 Budget Summary and Service Costs

Insert extracts from budget book

4.2 Human Resource Requirements

Table: Number of F.T.E. Staff

	Environment al Health, Enforcement & Building Control	Planning & Policy	Landscape Services	Waste Management
2007 / 08	46	25	128	268
2008 / 09	44	24	126	260

The significant changes that will affect the operation of the Department over the next 3 years as a result of the in external influences as detailed in Para 4.1 will affect the resource requirements of the Department, however, the details of those requirements are not yet know. During 2008/2009 on-going internal re-organisations within the Waste and Landscape Divisions will start to be implemented which may impact upon overall staffing numbers.

4.3 ICT Requirements

There is a need to ensure that the best return on investment in systems and annual maintenance is achieved. Core Department software, including GIS, requires updating to allow legislative changes to be incorporated, functionality extended, 'bugs' to be fixed, and each system keep pace with technological progress as system vendors such as Microsoft and Oracle de-support their older systems.

Key elements in terms of significant new hardware, software, training and ICT staff resources over the next three years will include:

- Further investment in the PARSOL (Planning and Regulatory Services Online) software 'tool kit' to improve accessibility of Planning, Building Control and Environmental Health services.
- Improved internal standards and streamlining of data collection for service monitoring and management particularly in the areas of waste disposal and in green space management.
- Improved on-line payments for documents, regulatory applications and other services.
- Expansion and development of mobile technology for site inspection work for Environmental Health, Enforcement, Streetscene and Building

Control. The technology will provide in-office systems to those in the field allowing data processing to be carried out 'on-the-job'.

- Full electronic document retrieval, record and workflow management system in Development Control, Spatial Planning and Building Control. This will use the in-house CSD system produced by ICT.
- Some Divisions will need to upgrade their core Windows 2000 software to Windows XP to allow core business software to be supported by vendors.

4.4 Accommodation and Property Requirements

- The Planning Policy and Environmental Health Divisions are located in Rutland House and has no short -term accommodation needs.
- The long-term operational requirements of the Waste and Landscape Divisions are being currently being reviewed, however, it is intended to relocate Waste Managements management and support officers to Rutland House during 2008/09.

The development of services delivery models, in particular considerations of joint delivery protocols with nearby authorities may influence requirements.

5.0 SERVICE PERFORMANCE

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and / or its statutory responsibilities. The service utilises a variety of measures and targets to enable performance against the service plan to be tracked, monitored, and reported. Details of these measures and targets are given below.

- Objectives and Key Milestones. These show the major events in the work of the Department that are planned to take place during 2008–11, such as the launch of new initiatives progress on major projects or the delivery of business critical activity. Objectives and Milestones are clearly linked to the appropriate Key Areas of Focus in the Corporate Plan 2006-11.
- National Performance Indicators. This is a national set of 198 indicators that have been prescribed by Central Government that are intended to measure the extent to which authorities are operating effectively and efficiently and are delivering upon both national and local priorities.
- Local Performance Indicators. These are indicators that have been developed by the Council and any relevant non-statutory indicators that have been adopted from national or other sources.
- Local Area Agreement. The Local Area Agreement (LAA) is a three-year agreement based on Halton's Community Strategy. The second round LAA commenced on 1st April 2008, and included within it are improvement targets for the Borough of Halton to which both the Council, and its partners will contribute.

The LAA contains 86 key targets addressing all of the priority issues identified in both the Community Strategy, and the Council's Corporate Plan. Of the 86 key targets, 34 are mandatory and also included are the 12 LPSA targets to which the Council signed up.

Many of the objectives contained within the current service plans are designed to support the achievement of LAA targets. A full version of Halton's LAA can be viewed on the Halton Strategic Partnership Website at [http://www.haltonpartnership.net/site/images/stories//laa_final_\(march_2007\).pdf](http://www.haltonpartnership.net/site/images/stories//laa_final_(march_2007).pdf)

Progress against the achievement of LAA targets is reported to all stakeholders at regular intervals. Following the establishment of the LAA, plans are being formulated to ensure that in future years the LAA and the Council's service plans are completely aligned.

5.1 Service Objectives –

(NB Other than by exception those service objectives and/or Key Milestones shown in *italics* will only be reported at Quarter 2 (half-year) and Quarter 4 (year-end.)

Corporate Priority:	A Healthy Halton A Safer Halton
Key Area (s) Of Focus:	AOF 2 Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles. AOF 29 Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.

Service Objective:	EAR 1 - Continue Borough-wide Playground Refurbishment Project to ensure compliance with national standard.
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Key Milestones		Responsible Officer		
2008 - 09	<ul style="list-style-type: none"> Establish funding and agree 2 playground refurbishments (which will take place in the financial year 08/09). Jun 2008. (AOF2 & 29) 	Divisional Manager Landscape Services		
	<ul style="list-style-type: none"> <i>Monitor and report the success of playground refurbishment. Mar 2009.</i> (AOF2 & 29) 	Divisional Manager Landscape Services		
2009 - 10	<ul style="list-style-type: none"> Establish funding and agree 2 playground refurbishments (which will take place in the financial year 09/10). Jun 2009. (AOF2 & 29) 	Divisional Manager Landscape Services		
	<ul style="list-style-type: none"> <i>Monitor and report the success of playground refurbishment. Mar 2010.</i> (AOF2 & 29) 	Divisional Manager Landscape Services		
2010 - 11	<ul style="list-style-type: none"> Establish funding and agree 2 playground refurbishments (which will take place in the financial year 10/11). Jul 2010. (AOF2 & 29) 	Divisional Manager Landscape Services		
	<ul style="list-style-type: none"> <i>Monitor and report success of playground refurbishment. Mar 2011.</i> (AOF2 & 29) 	Divisional Manager Landscape Services		
Risk Assessment	Initial	Medium	Linked Indicators	EAR LI1
	Residual	Medium		

Corporate Priority:	A Healthy Halton Halton's Urban Renewal A Safer Halton
Key Area (s) Of Focus:	AOF 2 Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles. AOF 12 Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces. AOF 29 Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.

Service Objective:	EAR 2 - Continue to improve Parks, Sports Grounds, Open Spaces and Local Nature Reserves (LNR's).
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Key Milestones		Responsible Officer						
2008 - 09	<ul style="list-style-type: none"> Secure 8 Green Flag Awards (1. Hough Green Park, 2. Pickerings Pasture LNR, 3. Phoenix Park, 4. Rock Park, 5. Runcorn Hill Park & LNR, 6. Victoria Park, 7. Victoria Promenade, 8. Wigg Island Community Park). Jul 2008. (AOF2 & 12) 	Divisional Manager, Landscape Services						
	<ul style="list-style-type: none"> Secure funding, from the National Lottery Fund, for Runcorn Hill Park & LNR restoration. Jun 2008. (AOF2 & 12) 	Divisional Manager, Landscape Services						
2009 - 10	<ul style="list-style-type: none"> Secure 9 Green Flag Awards (This will be achieved by submitting an additional site, Runcorn Town Hall Park, for the award). Aug 2009. (AOF29 & 12) 	Divisional Manager, Landscape Services						
	<ul style="list-style-type: none"> Secure funding to deliver the Wild About Halton Programme. (The programme promotes the nature reserves in Halton and in particular the engagement of the local community with biodiversity). Apr 2009. (AOF29 & 12) 	Divisional Manager, Landscape Services						
2010 -11	<ul style="list-style-type: none"> Secure 10 Green Flag Award Parks (This will be achieved by submitting an additional site, Spike Island, for the award). Aug 2010. (AOF29 & 12) 	Divisional Manager, Landscape Services						
	<ul style="list-style-type: none"> <i>Extend Oxmoor LNR in partnership with adjacent landowners including United Utilities by six hectares. This will provide additional species rich habitat which would be available for public use. Mar 2011. (AOF29 & 12)</i> 	Divisional Manager, Landscape Services						
Risk Assessment	<table border="1"> <tr> <td>Initial</td> <td>Medium</td> </tr> <tr> <td>Residual</td> <td>Medium</td> </tr> </table>	Initial	Medium	Residual	Medium	<table border="1"> <tr> <td>Linked Indicators</td> <td>EAR LI13</td> </tr> </table>	Linked Indicators	EAR LI13
Initial	Medium							
Residual	Medium							
Linked Indicators	EAR LI13							

Corporate Priority:	Halton's Urban Renewal
Key Area (s) Of Focus:	AOF 10 Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.

Service Objective:	EAR 3 - To prepare and adopt a local development framework (LDF) and to review the LDF on a regular basis ensuring that an up to date development plan is available (statutory requirement). To achieve this by producing the following targets:-
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Key Milestones		Responsible Officer		
2008 - 09	<ul style="list-style-type: none"> Adoption of the Planning for Risk SPD. (This document decides how new developments, which could create significant potential off site accidental risks, should be balanced against the benefits they will bring). Apr 2008. (AOF10) 	Divisional Manager, Planning Services		
	<ul style="list-style-type: none"> Adoption of the Core Strategy. (The Core Strategy will set out a vision, spacial objectives and core ploicies for the future development of the Borough to 2021). Jan 2009. (AOF10) 	Divisional Manager, Planning Services		
	<ul style="list-style-type: none"> Adoption of the Southern Widnes Regeneration Area SPD. (This document provides the policies and proposals for the comprehensive development/redevelopment of the Southern Widnes area). Mar 2009. (AOF10) 	Divisional Manager, Planning Services		
2009 - 10	<ul style="list-style-type: none"> Adoption of the Greening the Legacy SPD. (This will set out the strategy to "green" brownfield sites within Halton which are presently unsuitable/uneconomic for built development due to contamination, as well as the details for planning agreements). Jul 2009. (AOF10) 	Divisional Manager, Planning Services		
2010 -11	There are no milestones for this year.			
Risk Assessment	Initial	High	Linked Indicators	No indicators
	Residual	Medium		

Corporate Priority:	Corporate Effectiveness & Efficient Service Delivery
Key Area (s) Of Focus:	AOF 31 Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.

Service Objective:	EAR 4 - Implementation of actions to meet the objectives of the Council's Waste Management Strategy
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	Key Milestones	Responsible Officer
2008 - 09	<ul style="list-style-type: none"> Extension to kerbside multi-material recycling service. (The new scheme will see the existing paper collection scheme, in designated areas, increased from four-weekly to fortnightly collections to include cardboard, plastic bottles, cans, glass bottles and jars). By no later than Sep 2008. (AOF31) 	Divisional Manager, Waste Management
	<ul style="list-style-type: none"> Extension to kerbside green waste collection service. (The extension will cover an additional 3000 homes). Jun 2008. (AOF31) 	Divisional Manager, Waste Management
	<ul style="list-style-type: none"> Extension to the network of neighbourhood recycling 'Bring Sites'. (These are sites where residents can bring materials to be recycled e.g. glass,paper, but no shoes or light bulbs. An additional two sites will be implemented). Oct 2008. (AOF31) 	Divisional Manager, Waste Management
	<ul style="list-style-type: none"> Development and delivery of a co-ordinated Environmental Education Campaign. (This will promote environmental stewardship to residents and businesses). Oct 2008. (AOF31) 	Divisional Manager, Waste Management
	<ul style="list-style-type: none"> Extension to wheeled bin kerbside paper recycling collection service (the extension will provide blue bins to all suitable properties) by no later than Mar 2009. (AOF31) 	Divisional Manager, Waste Management
	<ul style="list-style-type: none"> Introduction of pilot kerbside battery recycling collection scheme. By no later than Oct 2008. (AOF31) 	Divisional Manager, Waste Management
	<ul style="list-style-type: none"> Develop a Waste Prevention Strategy. Sep 2008. (AOF31) 	Divisional Manager, Waste Management
2009 - 10	<ul style="list-style-type: none"> Extension of kerbside multi-material recycling service to all properties. Sep 2009. (AOF31) 	Divisional Manager, Waste Management

	<ul style="list-style-type: none"> • Extension to the network of neighbourhood recycling 'Bring Sites'. (An additional 2 sites will be implemented). Oct 2009. (AOF31) 	Divisional Manager, Waste Management	
	<ul style="list-style-type: none"> • Extension of the kerbside battery recycling collection scheme. Oct 2009. (AOF31) 	Divisional Manager, Waste Management	
2010 -11	There are no milestones for this year.		
Risk Assessment	Initial	High	Linked Indicators
	Residual	Medium	
			EAR LI9, 10, 11 & 12

Corporate Priority:	Corporate Effectiveness & Efficient Service Delivery
Key Area (s) Of Focus:	AOF 35 Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.

Service Objective:	EAR 5 - To procure waste management facilities/services to meet the requirements of the Council's Municipal Waste Management Strategy.
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Key Milestones			Responsible Officer	
2008 - 09	<ul style="list-style-type: none"> Commencement of new Waste Management and Recycling Contract. (This contract will allow economies of scale to be derived in waste transfer, recycling and household waste sites as Halton joins in joint procurement with the other Merseyside Authorities). Oct 2008. (AOF35) 		Divisional Manager, Waste Management	
2009 - 10	<ul style="list-style-type: none"> Preferred bidder selected for Resource Recover Contract. (This relates to residual waste left over after other treatments. This contract is part of the joint Merseyside Contract being procured by the Merseyside Authorities). Mar 2010. (AOF35) 		Divisional Manager, Waste Management	
2010 -11	<ul style="list-style-type: none"> Resource Recover contract awarded to preferred bidder. 01/05/2010. (AOF35) 		Divisional Manager, Waste Management	
Risk Assessment	Initial	High	Linked Indicators	EAR LI9, 10 & 11
	Residual	Medium		

Corporate Priority:	A Safer Halton
Key Area (s) Of Focus:	AOF 27 Reducing the physical effects of anti-social and criminal behaviour AOF 29 Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.

Service Objective:	EAR 6 - To develop and publish an integrated Environmental Nuisance Prevention and Enforcement Strategy. (This strategy will allow a co-ordinated response from the Service to reported nuisances and their remedy. A key aim is the attendance of one officer to deal with all nuisance issues on site).
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Key Milestones			Responsible Officer	
2008 - 09	<ul style="list-style-type: none"> Develop a Strategy in consultation with relevant HBC officers and external agencies and other stakeholders. Jan 2009. (AOF27 & 29) 		Divisional Manager, Waste Management	
2009 - 10	<ul style="list-style-type: none"> Implement actions to meet the commitments of the Strategy. Mar 2010. (AOF27 & 29) 		Divisional Manager, Waste Management	
	<ul style="list-style-type: none"> Review and update Strategy as necessary. Mar 2010. (AOF27 & 29) 		Divisional Manager, Waste management	
2010 -11	<ul style="list-style-type: none"> Continue to implement actions to meet the commitments of the Strategy. Mar 2011. (AOF27 & 29) 		Divisional Manager, Waste Management	
	<ul style="list-style-type: none"> Review and update Strategy as necessary. Mar 2011. (AOF27 & 29) 		Divisional Manager, Waste Management	
Risk Assessment	Initial	Medium	Linked Indicators	NI 195, NI 196
	Residual	Medium		

Corporate Priority:	A Safer Halton
Key Area (s) Of Focus:	AOF 29 Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.

Service Objective:	EAR 7 - Carry out local Streetscene environmental improvements. (Street Scene is part of the Council's Environment Directorate that incorporates a number of services that have an important impact on the "street" and public open spaces in terms of their appearance and condition. It is one of the few services that in some way affects everyone using the Borough. Keeping our streets and our open spaces looking clean and tidy and well maintained).
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Key Milestones			Responsible Officer	
2008 - 09	<ul style="list-style-type: none"> Undertake 20 small scale environmental improvements. Will include items such as installation of new street furniture, repair of existing street furniture and improvements to soft landscape. Dec 2008. (AOF29) 		Divisional Manager Landscape Services	
2009 - 10	<ul style="list-style-type: none"> Undertake 20 small scale environmental improvements. Items will include installation of new street furniture, refurbishment of existing street furniture and small scale soft landscape improvements. Dec 2009. (AOF29) 		Divisional Manager Landscape Services	
2010 -11	<ul style="list-style-type: none"> Undertake 20 small scale environmental improvements. Items to include installation of new street furniture, refurbishment of existing street furniture and small scale soft landscape improvements. Dec 2010. (AOF29) 		Divisional Manager Landscape Services	
Risk Assessment	Initial	Low	Linked Indicators	No relevant indicators
	Residual	Low		

Corporate Priority:	A Healthy Halton
Key Area (s) Of Focus:	AOF 5 Actively managing the environmental factors that are detrimental to good health.

Service Objective:	EAR 8 - Impement the Contaminated Land Inspection Strategy. Take a strategic approach to inspecting the borough for potentially contaminated land under the provisions contained in Part IIA of the Environmental Protection Act 1990, and to describe and publish this in a written strategy.
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Key Milestones			Responsible Officer
2008 - 09	<ul style="list-style-type: none"> Continue to identify and classify potentially contaminated sites from available data. Mar 2009. (AOF5) 		Principal Contaminated Land Officer
	<ul style="list-style-type: none"> Continue comparing the potentially contaminative land uses to information on pathways and receptors and categorise into risk categories A B and C. (Ordered and rational manner to identify and prioritise sites. Categories are a broad risk assessment with A as the highest category and 1400 potential sites). Mar 2009. (AOF5) 		Principal Contaminated Land Officer
	<ul style="list-style-type: none"> Complete the identification of the Group A, B and C sites. Mar 2009. (AOF5) 		Principal Contaminated Land Officer
	<ul style="list-style-type: none"> Commence detailed inspections of high risk sites (group A) Mar 2009. (AOF5) 		Principal Contaminated Land Officer
2009 - 10	<ul style="list-style-type: none"> Continue detailed inspection of sites commencing with risk group A. Mar 2010. (AOF5) 		Principal Contaminated Land Officer
2010 -11	<ul style="list-style-type: none"> Complete the detailed inspection of 25% of the Group A sites. (Once inspections are complete it will be necessary to decide on levels of risk presented by each site and either implement remediation or prioritise down to a lower category). Mar 2011. (AOF5) 		Principal Contaminated Land Officer
	<ul style="list-style-type: none"> Review the Contaminated Land Inspection Strategy originally produced in 2001, and last reviewed in 2006. Sep 2010. (AOF5) 		Principal Contaminated Land Officer
Risk Assessment	Initial	Medium	Linked Indicators
	Residual	Low	

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

Ref ¹	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
Corporate Health											
There are presently no indicators of this type identified for the service											
Cost & Efficiency											
There are presently no indicators of this type identified for the service											
Fair Access											
There are presently no indicators of this type identified for the service											
Quality											
EAR LI13	Resident satisfaction with parks and open spaces (Previously BVPI 119e)	CP2 AOF12	77	77	73	67.5	N/a	N/a	TBC	TBC	TBC
EAR LI14	Score against a checklist of enforcement best practice for Environmental Health (Previously BVPI 166b)	CP1 AOF7	82.35	100	100	100	100	TBC	100	100	100
EAR LI2	Greenstat-Survey, satisfaction with the standard of cleanliness and maintenance of parks and green spaces.	CP2 AOF12 CP5 AOF29	77	-	-	-	84	TBC	88	90	92
EAR LI3	Number of Green Flag Awards for Halton.	CP2 AOF12	6	-	-	-	8	TBC	9	10	11
EAR LI7	% of residents satisfied with the cleansing standards in Halton.	CP1 AOF7	68.8	-	-	-	72	TBC	75	80	85

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

Ref ¹	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
NI 182	Satisfaction of business with local authority regulation services	CP6 AOF32	N/a	-	-	-	N/a	N/a	TBC	TBC	TBC
Service Delivery											
<u>EAR LI9</u>	% of household waste arisings sent for recycling (Previously BVPI 82ai)	CP1 AOF7	14.57	22.87	19.23	15.78	15	TBC	16	17	18
<u>EAR LI10</u>	% of household waste arisings composted or sent for treatment by anaerobic digestion (Previously BVPI 82bi)	CP1 AOF7	10.43	15.53	10.21	5.48	11	TBC	12	12	12
<u>EAR LI11</u>	% of household waste arisings landfilled (Previously BVPI 82di)	CP1 AOF7	75	55.62	65.24	71.68	74	TBC	72	71	70
<u>EAR LI12</u>	% of households served by a kerbside collection of at least 2 recyclables (Previously BVPI 91b)	CP1 AOF7	61.3	100	98.6	93.45	61.3	61.3	80	100	100
EAR LI15	Identifying Contaminated Land: Sites of potential concern with land contamination (Previously BVPI 216a)	CP5 AOF30	258	-	-	-	1393	TBC	TBC	TBC	TBC
EAR LI16	Identifying Contaminated Land: % of sites with information to decide if remediation is necessary (Previously BVPI 216b)	CP5 AOF30	9	10	4	2	1	TBC	TBC	TBC	TBC

Ref ¹	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
EAR LI17	% of pollution control improvements to existing installations completed on time (Previously BVPI 217)	CP5 AOF30	90	100	100	93	90	100	90	90	90
EAR LI18	% of new reports of abandoned vehicles investigated within 24 hours of notification (Previously BVPI 218a)	CP5 AOF27	74.92	98.55	92.54	82	95	TBC	95	95	95
<u>EAR LI1</u>	% of playgrounds that conform to national standards for locally equipped areas.	CP2 AOF12 CP5 AOF29	66	-	-	-	77.7	TBC	80	85	90
<u>EAR LI5</u>	% of incidents of offensive graffiti responded to within 24 hours of notification.	CP5 AOF27	82.35	-	-	-	95	TBC	95	95	95
<u>EAR LI6</u>	% of incidents of fly-tipping responded to within 48 hours.	CP5 AOF27	96.41	-	-	-	98	TBC	98	98	98
<u>EAR LI8</u>	Greenstat-Survey, Satisfaction with the standard of maintenance of trees, flowers and flower beds.	CP2 AOF12 CP5 AOF29	N/a	-	-	-	N/a	TBC	75	80	85
NI 189	Flood and coastal erosion risk management	CP2 AOF8		-	-	-					
NI 190	Achievement in meeting standards for the control system for animal health	CP1 AOF7		-	-	-					

Ref ¹	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
NI 191	Residual household waste per head	CP1 AOF7		-	-	-					
NI 192	Household waste recycled and composted	CP1 AOF7		-	-	-					
NI 193	Municipal waste land filled	CP1 AOF7		-	-	-					
NI 195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)	CP5 AOF29		-	-	-					
NI 196	Improved street and environmental cleanliness – fly tipping	CP5 AOF29		-	-	-					
NI 197	Improved local biodiversity – active management of local sites	CP2 AOF12		-	-	-					
NI 184	Food establishments in the area which are broadly compliant with food hygiene law	CP1 AOF7	N/A	-	-	-	N/A	N/A	0.8	TBC	TBC
NI 154	Net additional homes provided	CP2 AOF11		-	-	-					

Ref ¹	Description	Corp. Plan Priority	Halton 2006/7 Actual	2006/07 Quartiles (All England)			Halton 2007/8 Target	Halton 2007/8 Actual	Halton Targets		
				Top	Middle	Bottom			08/09	09/10	10/11
NI 155	Number of affordable homes delivered (gross)	CP2 AOF11		-	-	-					
<u>NI 157</u>	Processing of planning applications as measured against targets for 'major', 'minor' and 'other' application types	CP2 AOF10		-	-	-					
<u>NI 159</u>	Supply of ready to develop housing sites	CP2 AOF11		-	-	-					
<u>NI 170</u>	Previously developed land that has been vacant or derelict for more than 5 years	CP2 AOF8		-	-	-					

5.3 Risk Management

Risk Management, which forms a key element of the strategic management and performance management processes of the Council a business discipline that is used to effectively manage potential opportunities and threats to the organisation in achieving its objectives.

Risk assessments are the process by which departments identify those issues that are, or may be, likely to impede the delivery of service objectives. Such risks are categorised and rated in terms of both their probability, i.e. the extent to which they are likely to happen, and their severity i.e. the potential extent of their impact should they occur.

Against each key objective the overall initial and residual risk assessment (before and after the risk control measures have been identified) is shown. The risk mapping exercise scores the potential impact on the key objective (severity) and the likelihood (probability) of the risks happening to arrive at a number. Such numbers are then translated into a Low, Medium or High category.

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

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of the departmental objectives.

Mitigation measures for those risks that were initially assessed as high have been included as an Appendix within this plan. As such their implementation will be monitored through the Quarterly Departmental Service Plan Monitoring Report process.

5.4 Equality Action Plan

No high priority actions have been identified within the Departmental Equality Action Plan.

5.5 Local Area Agreement Targets

LPSA Target 7 - Environmental Health & Building Control Division

Outcome

Improving health and well-being

Indicators by which performance will be measured

Increase the number of people reporting to NHS stop smoking services who had set a quit date and who are not smoking at the four weeks review from 850 (05/06) to 2000 (08/09).

6.0 PERFORMANCE REPORTING

As detailed in the introduction to this plan, the primary purpose of the Service Plan is to provide a clear statement on what individual services are planning to achieve and to show how this contributes towards achieving the corporate priorities of the Council and or delivering it's statutory responsibilities.

It is imperative that the Council and interested members of the public can keep track of how the Council and its Departments are progressing against objectives and targets, and that mechanisms are in place to enable councillors and managers to see whether the service is performing as planned.

As a result Departmental progress will be monitored through:

- **The day to day monitoring by Strategic Directors through their regular interaction with Operational Directors;**
- **Provision of Quarterly progress reports to Corporate and Directorate Management Teams;**
- **The inclusion of Quarterly Service Plan Monitoring reports as a standard item on the agenda of all the Council's Policy and Performance Boards.**
- **Publication of Quarterly Service Plan monitoring reports on the Councils intranet site.**

In demonstrating it's commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and it's associated quarterly monitoring reports, are available via the Council's website

<http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

Additionally information and assistance can be accessed through any of the Council's Halton Direct Link facilities (HDL) or the Council's libraries.

7.0 STATUTORY AND NON STATUTORY PLANS

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

[Community Strategy](#)

Halton BVPP 2007/08

The Councils Waste Strategy

The Unitary Development Plan

Local Development Framework

Local Development Scheme

Natural Assets Strategy

Biodiversity Strategy

Contaminated Land Inspection Strategy

Appendix 1 – High Risks and Associated Mitigation Measures

Objective Reference	High Risk Identified	Control Measure	Deadline	Responsible Officer
EAR 3	Production of unsound plans resulting in abortive costs and repetition of work.	Consultation with relevant internal officers and external experts to ensure proper evaluation of requirements to pass tests of soundness	08/04/2008	Divisional Manager Planning and Policy
	Risk of changes to central/regional & Local Authority Governed Policy affecting the agreed strategy.	Final strategies should be flexible to account for such changes and continual monitoring of policy should be maintained to keep abreast of any potential changes	08/04/2008	Divisional Manager Planning and Policy
	Failure to produce strategy could jeopardise future government funding e.g. planning delivery grant.	Ensure delivery of strategies in line with government requirements.	08/04/2008	Divisional Manager Planning and Policy
EAR 4	Overall failure to meet the commitments of the Waste Management Strategy	Waste Action Plans to be developed to meet performance targets	08/09/2008	Divisional Manager, Waste Management
		Monitoring and control measures in place to ensure that targets and pledges are met.	08/09/2008	Divisional Manager, Waste Management
	Unwillingness of Public to participate will result in targets not being met	Sufficient resources in place to deliver a continual and comprehensive consultation, promotional and educational campaigns.	Ongoing	Divisional Manager, Waste Management
EAR 5	Failure to meet recycling targets and the requirements of the European Landfill Directive - Leading to financial penalties.	Proper procurement process to ensure waste management infrastructure in place, and continual monitoring of performance against targets	08/07/2008	Divisional Manager, Waste Management
	Failure to identify and develop	Proper consideration of options and	08/09/2008	Divisional

Objective Reference	High Risk Identified	Control Measure	Deadline	Responsible Officer
	potential partnerships - Leading to missed opportunities, loss of potential economies of scale and targets not being met.	negotiations with potential partners to ensure that partnership arrangements are delivered that reflect the best interests of the Council		Manager, Waste Management

Appendix 2 – Equality Impact Assessments – High Priority Actions

No high priority actions have been identified within the Departmental Equality Action Plan.

Halton Corporate Plan (2006 – 2011) – Council Priorities and Key Areas of Focus.

A Healthy Halton

1	Improving the future health prospects of Halton residents, particularly children, through the encouragement of an improved dietary intake and the availability of nutritionally balanced meals within schools and other Council establishments.
2	Improving the future health prospects of Halton residents through encouraging and providing the opportunities to access and participate in physically active lifestyles.
3	Delivering programmes of education to improve the health of Halton residents.
4	Helping people to manage the effects of ill health, disability and disadvantage.
5	Actively managing the environmental factors that are detrimental to good health.
6	Providing services and facilities to maintain the independence and well-being of vulnerable people within our community.
7	Providing services and facilities to maintain existing good health and well-being.

Halton's Urban Renewal

8	Exploiting the benefits of inward investment opportunities by creating a physical environment that is both attractive and responsive to the needs of existing and potential business.
9	Maintaining and developing local transport networks that meet the needs of resident's, businesses and visitors to Halton.
10	Revitalising the economy by sustaining and developing an environment that compliments the core brand values of existing and potential investors.
11	Maintaining levels of affordable housing provision within Halton that provides for quality and choice and meets the needs and aspirations of existing and potential residents.
12	Providing opportunities for recreation and fostering conservation by developing attractive and accessible parks and open spaces.

Children & Young People in Halton

13	Improving the educational attainment of pupils in Halton, by providing effective teaching and school support
14	To improve outcomes for looked after children by increasing educational attainment, health, stability and support during transition to adulthood.
15	To deliver effective services to children and families by making best use of available resources
16	To provide transport facilities that meets the needs of children & young people in Halton accessing education and training.
17	Provide an effective transition for young people from school to employment, through opportunities for work related learning, and post 16 education, voluntary and community work.
18	To reduce the conception rate amongst women under 18 by providing awareness, education and relevant support
19	To ensure a safe environment for children where they are supported and protected from abuse and neglect

Employment, Learning & Skills in Halton

20	To increase self-confidence and social inclusion by providing opportunities to adults to engage in basic skills learning.
21	To improve access to employment by providing opportunities to enhance employability skills and knowledge
22	Working with employers to identify and secure opportunities for the unemployed.
23	To provide transport facilities that meets the needs of those people in Halton accessing employment and training.
24	To sustain current employment levels by providing practical and financial advice and assistance to those from disadvantaged groups
25	To increase employment opportunities and business start ups in Halton, by developing an enterprise culture

A Safer Halton

26	Actively encouraging socially responsible behaviour by engaging with Halton's young people and by providing opportunities for them to access and take part in affordable leisure time activities.
27	Reducing the physical effects of anti-social and criminal behaviour
28	Providing and maintaining a highways and footpath network that is safe, accessible, and meets the needs and expectations of those living, working or visiting in Halton.
29	Improving the quality of community life by enhancing the visual amenity of Halton's neighbourhoods.
30	Improving the social and physical well-being of those groups most at risk within the community

Corporate Effectiveness & Efficient Service Delivery

31	Working with partners and the community, to ensure that our priorities, objectives, and targets are evidence based, regularly monitored and reviewed, and that there are plausible delivery plans to improve the quality of life in Halton, and to narrow the gap between the most disadvantaged neighbourhoods and the rest of Halton.
32	Building on our customer focus by improving communication, involving more service users in the design and delivery of services, and ensuring equality of access.
33	Ensuring that we are properly structured organised and fit for purpose and that decision makers are supported through the provision of timely and accurate advice and information.
34	Attracting and managing financial resources effectively and maintaining transparency, financial probity and prudence and accountability to our stakeholders
35	Implementing and further developing procurement arrangements that will reduce the cost to the Council of acquiring its goods and services.
36	Ensuring that the Council's land and property portfolio is managed efficiently
37	Ensuring that Council buildings are safe and accessible, meet the needs of service users and the organisation, and comply with legislative requirements
38	Exploiting the potential of ICT to meet the present and future business requirements of the Council, and ensure that customer access is improved by means of electronic service delivery.
39	Ensuring that human resources are managed and deployed to their best effect and improving the relevance, availability and use of HR information
40	Ensuring that the Council has the right people with the right skills and who are informed and motivated and provided with opportunities for personal development and engagement.