



Economic Regeneration

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: -

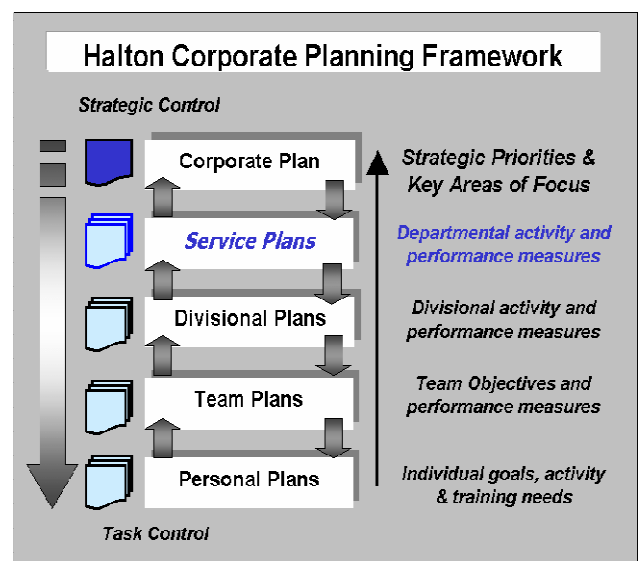
- **A Healthy Halton**
- **Halton's Urban Renewal**
- **Halton's Children & Young People**
- **Employment, Learning & Skills in Halton**
- **A Safer Halton**
- **Corporate Effectiveness & Business Efficiency**

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: -

To be inserted when complete.

2.0 SERVICE PROFILE

2.1 Purpose

The Economic Regeneration Department exists to develop and implement the Economic Development and Tourism Strategy for the Borough. Traditionally this form of activity has been voluntary, but the Local Government Act 2000 brought in a statutory duty for local authorities to 'promote economic well-being'. There is a proposal as part of the Comprehensive Spending Review to give local authorities a duty to undertake economic development and this will be subject to further consideration by the government.

The Department is responsible for:

Business Development

Handling inward investment, economic promotion/marketing and business expansion enquiries and related follow up work. Assisting local companies with the implementation of the technologies that will enable eBusiness. Working in partnership with the private, voluntary and public sector to improve the vitality of Halton's three town centres. Promoting tourism and co-ordinating the staging of events targeted at attracting quality attractions and developing niche tourism and also working closely with tourism and leisure businesses in Halton in order to identify their ongoing development needs and to ensure that Halton's tourism offer is maximised.

Tackling and improving the poor visual image and amenity of the Borough's industrial areas and encouraging best practice in the field of sustainable working to assist businesses to become more competitive. Supporting businesses on the Widnes Waterfront site to upgrade their amenity and physical appearance in line with agreed design guide standards. Working with large (more than 250 employees) and foreign owned companies to ensure that the Borough's most significant employers continue to invest and grow locally.

Enterprise and Employment

Promoting enterprise and the development of an entrepreneurial culture. Reducing the unemployment rate and increasing the employment rate (particularly for disadvantaged groups) by tackling economic inactivity. Delivering a supported employment service that provides specialist support for disabled residents who want to work. Assisting residents into work and supporting local employers with their recruitment needs and providing in-work support service to help people to retain their new job. Managing the delivery of employment initiatives including key elements of the Government's New Deal programme, Jobcentre Plus/ESF Co-financed projects, the Council's ILM programme and the Halton & St Helens PCT mental health ILM.

Provision of a Neighbourhood Outreach Programme which takes employment services on to the streets of the 7 most employment deprived wards in the Borough. Delivery of dedicated employment programmes for young people aged 16-21 years leaving care and for carers. Co-ordination of the apprenticeships programme within the Council, which provides training provision (NVQ 2/3) via LSC funded apprentice providers and work experience in Council Departments for young people aged 16-19 years of age

Adult Learning & Skills Development

Designing and delivering excellent adult and family learning opportunities offering both non-accredited and accredited routes to a level 2 qualification, categorised as First Steps, Personal Community Development Learning (PCDL) and Safeguarded provision by LSC. A range of locations including learning centres, schools and Children's Centres seek to ensure provision is accessible to local communities. Managing the Neighbourhood Learning in Deprived Communities Project, funded through LSCGM. Addressing equality, diversity and widening participation issues and promoting inclusion.

Development of sectoral skills initiatives to meet the needs of businesses now and in the future. Supporting local businesses in identifying skills gaps amongst employees and providing and/or facilitating appropriate training. Working with local partners to improve the skill base of the borough.

Who benefits?

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

2.2 Key Messages

Business Development Division

Despite a national and regional downturn in investment enquiries the Team is on target to manage approximately 300 investment enquiries in 2007-2008 converting approximately 13% of all enquiries into real investment projects. However, the ability to attract future enquiries is being diminished over time as a consequence of reductions in the marketing budget. This places greater emphasis on the work of the Mersey Partnership to attract enquiries to the city region and the ability of the Business Aftercare Programme to continue to secure re-investment by Borough's large (over 250 employees) and foreign owned companies.

The Business Parks Improvement Programme (BPIP) has been highly effective in bringing together all businesses and landowners in three industrial areas (Astmoor, Halebank and Riverview). Businesses on the first two have recently approved (by secret ballot) Business Improvement Districts (BIDs). This will facilitate improved work on the environment, crime prevention and estate support.

The Halton eBusiness Team continues to advise businesses on the commercial and administrative potential of online ICT but due to funding rules the project now only delivers within the much smaller transitional areas. The project is seeing a low take up of support and is due to cease in December 2008

As a way of engaging more traders with town centre management a pilot project has seen individual traders forums being given responsibility for the management of part of the town centre budget and this is to be evaluated in early 2008-09. TCM also brought a very successful International Market to Widnes (footfall up 19%) and is exploring the option for bringing a regular, weekly, street market to Runcorn Old Town.

The Tourism Forum is increasingly active and is presently developing a paper carrier bag that all operators can use as well as a DVD for tourism in the borough. The proposed Lewis Carroll visitor centre is now the subject of a HLF bid. The Promotions and Tourism team is very active in supporting businesses through best practice development and also engages in promotional activity with the businesses at trade fairs and events within Merseyside and beyond. The online calendar is proving very successful in its first year. A new programme of working with schools has commenced and the team is very active in developing the Halton Capital of Culture event.

The Business Development Team is increasingly contributing to the achievement of a number of other council objectives, including the Widnes Waterfront Programme and the New Mersey Gateway. The amount of work that the Gateway is generating is already impacting on the overall work programme.

Enterprise & Employment

Halton People into Jobs and the Employment team have been increasingly targeting priority wards and groups. With the withdrawal of JCP secondees the outreach programme had to be suspended for a while but has now been reconfigured as a core HPiJ activity.

The majority of funding for the division is generated externally. Many of these sources are coming to an end. Further work is being tendered for but the increasing use of prime contractors by Jobcentre Plus is making this more difficult to secure. (There is a real worry that there will be a proliferation of local providers all competing with each other for clients). This reduction in funding runs into £100,000s and as such the structure of the division is not tenable and will be re-organised into a slimmer version with even more focus on key groups.

The Council, along with the other 5 Local Authorities in Greater Merseyside, is a member of the Liverpool City Employment Strategy (CES) Pathfinder Steering Group. The CES Delivery Plan aims to focus public resources on the concentrations of worklessness and on the key priority groups. Increased partnership working is expected to pay dividends in the future but at the moment is very resource intensive for departmental managers.

This has been a very busy year for Enterprise. The Enterprise Development Officer was appointed, the private sector led Enterprise Board has been formed, a local entrepreneur has been appointed as Enterprise Champion and a new Enterprising Halton programme has been developed.

Enterprising Halton is delivering: enterprise enquiry service, the enterprise charter (enterprise training programme), enterprise outreach (business start up advice & guidance within the community), specialist support for women and people aged 50+, business start up grant, the Enterprise Academy (training seminar's for new businesses), social enterprise specialist support and the Enterprising Halton Challenge (annual competition). This demonstrates what can be achieved on modest amounts of funding and opportunities for any further expansion must be taken.

Adult Learning & Skills Development

The academic year ending July 2007 has been another successful year for the team with the target number of 2013 learners being exceeded. This is particularly noteworthy given the 6% reduction in LSC. In achieving this 51% of provision was in Runcorn, 49% in Widnes and 57 venues were used. Provision was offered in 17 out of the 21 Halton wards (the 4 wards where no provision took place were Birchfield, Farnworth, Daresbury and Beechwood) but residents from every ward of the borough attended courses delivered by the Division. Enrolments for 2006/7 were 3416, an increase of nearly 2% on the 2006/7 target, which is an indication of the quality of service the Division offers.

Funding for academic year 2007/8 is at the same level as 2006/07. The LSC now commissions training and education, and negotiations about learner numbers and associated funding via the Performance and Modelling System (PAMS). As such, with frozen funding it is anticipated that performance will reduce in future years.

The Learner Enrolment process has been improved following feedback from all those involved in the enrolment process, including learners. Retention for learners is 88%, (8% above the service benchmark), indicating that the enrolment process was effective in guiding learners onto the most appropriate provision.

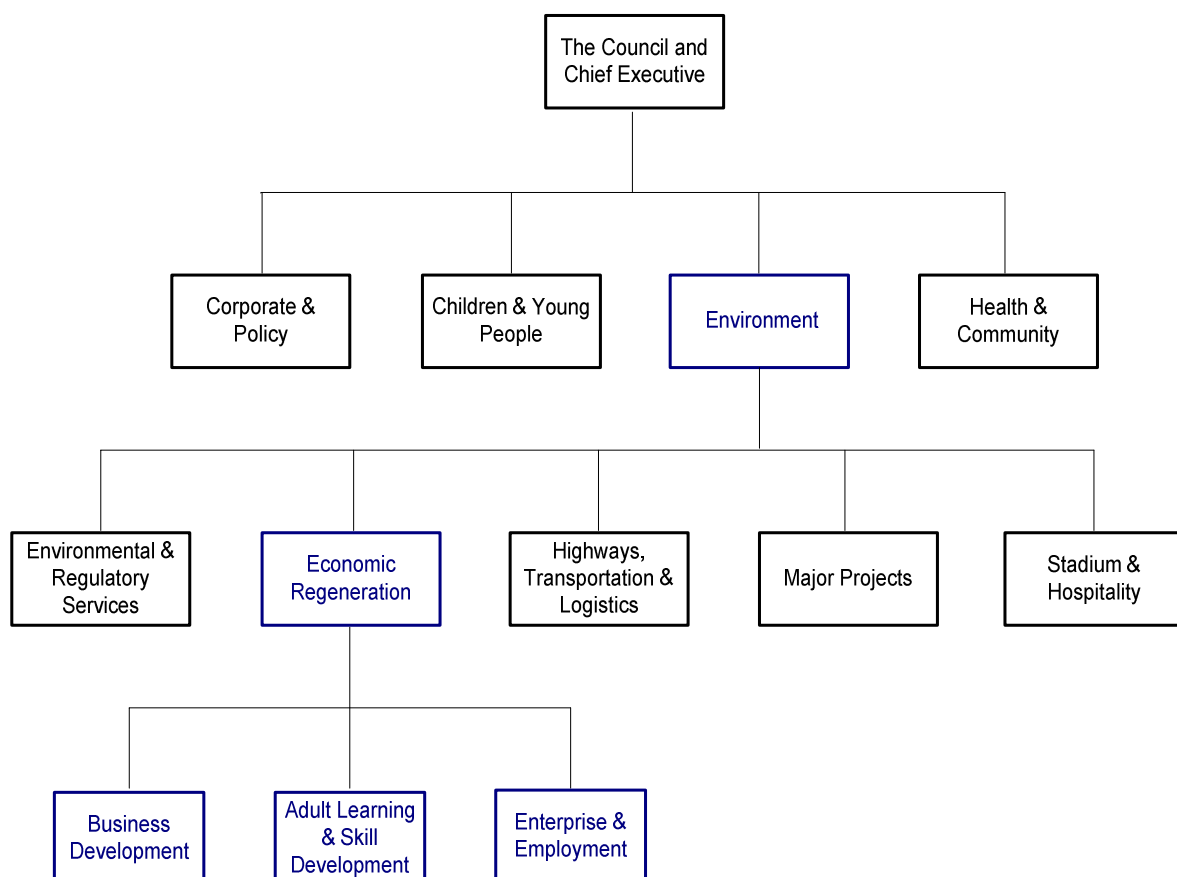
The Skills for Life Assessment Service was established during 2006/07 as a resource for the ELS SSP partnership and over 200 assessments of literacy and/or numeracy skills were completed. For 2007/8 it is anticipated that 87 individuals will achieve a national 'Skills for Life' qualification in literacy, numeracy or ESOL (7% increase).

Some 486 adults were engaged in Family Learning programmes and for next year this is likely to be the same or perhaps lower given the LSC funding freeze. There were 43 Family Literacy, Language and Numeracy (FLLN) programmes and 58 Wider Family Learning (FL). The service operated in a number of different venues including Children’s Centres, Women’s Refuge, Schools, Nurseries and Community Centres. 149 FLLN learners (57% of FLLN enrolments) received Open College Network accreditation and 12 FLLN learners (5% of FLLN enrolments) achieved success in either a literacy or numeracy National Test at the end of their programme. 35% of all learners who achieved Skills for Life qualifications during this period came through the Family Learning route.

The development of a parent programme to support school based social and emotional delivery (SEALs) has also proved successful in progressing parents onto other provision; of the 11 learners on programme, 2 progressed to a Working With Young Children programme, 1 enrolled on a CACHE Level 2 programme, 1 enrolled onto a foundation degree and 1 found employment

The service continues to lead on workforce & skills strategy development. A business skills survey will complete in March (250 companies) and much work has gone into developing a sector based approach for Logistics in support of the 3MG initiative. A number of courses are now being delivered direct to businesses with IT training as the most requested.

2.3 Organisation Structure



3.0 FACTORS AFFECTING THE SERVICE

3.1 External Factors

3.1.1 Political

- The ongoing development by the NWDA to develop a sub-regional partnership for implementing its Regional Economic Strategy will mean more partnership working to ensure a fair share for Halton. This issue has been subject of a governance debate in the sub region and the ultimate results of this will need to be taken into account in the future.
- The expanded role of the Mersey Partnership in terms of economic policy, sector development, tourism and its replacement for Action Plan for the City Region.
- In the longer term the recasting of EU funding programmes will disadvantage Halton. Related to this is the recasting of the Assisted Areas map that will restrict the support we can give locally to businesses
- The government decision to procure New Deal providers at district wide level with a view to moving to regional contracting will continue to force many local authority providers out of this work. Additionally it is likely to result in increased fragmentation of service through multiple sub contractors.
- The long awaited government proposals to overhaul the New Deal programme will soon be available. It is understood all existing New Deals will end and one new super 'flexible' New Deal will be introduced.
- The regionalisation of the Business Link network by the NWDA is having a clear impact with reduced contact and partnership working
- The increasing need to focus effort on a number of floor targets coupled with the newly proposed PSAs.
- The increasingly short timescales given by government departments when inviting bids or requesting submissions is becoming more challenging.
- Increased commitment of officer resources in support of enhanced levels of scrutiny
- The government decision to scrap future rounds of the Local Enterprise Growth Initiative is a blow. Whilst Halton is a priority area for enterprise within the Regional Economic Strategy there will be no dedicated funding either from the government or the NWDA.
- Details are awaited off the NRF successor –the working neighbourhoods fund. It will be much smaller in scale and eligibility is to be more focused so it is not yet clear whether Halton will be able to access the fund.

- City Employment Growth Strategy Pathfinder – Progress is slowly being made but the partnership is having difficulty in engaging Jobcentre Plus – mainly due to JCP reorganisations and staff reductions. Related to this is the JCP decision to move Halton into the Warrington and Cheshire JCP district thus isolating it from the rest of the CES partnership. Formal objections were lodged at chief executive level but JCP proceeded anyway.
- The LSC has frozen its budgets for community learning yet again. This will see reductions in courses and increased charges for learners. As such, it is expected that learner numbers will fall. In a borough where we need to encourage adult learning this seems short sighted though we need to recognise this is due to the national agenda and not so much the local office.
- The evolution of Children’s Centres has lead to a welcomed increased in funding for adult learning. This will enable more local courses being delivered to the needs of specific centres.

3.1.2 Economic Climate

The bulk (75%+) of the departmental expenditure is from non-council mainstream sources. This method of funding has been highly effective in delivering a programme of activity that meets the priorities of the corporate plan in terms of employment, learning & skills and urban renewal. However, in March 2008 a large number of these sources will cease.

The scale of the effects cannot be underestimated and will hit particularly hard on the employment and enterprise activity of the department. It is estimated that the department could **see budget reductions of £1.7m** (and a further £150,000 in December 2007). This equates to some 60% of the departmental budget. The services affected would be –

- Halton People into Jobs
- Employment Outreach team
- Supported Employment
- Employment Team
- Enterprise Development
- E-Halton
- Business Aftercare
- Business Parks Improvement Programme
- Skills Development

The department will continue to seek external funding wherever possible, but many of the goalposts have been moved, many sources will only be awardable at sub-regional or regional basis and in some instances funding will cease altogether. At this time, it is highly likely that the E-Halton team will cease in December 2008 and that the Employment Team and HPIJ will be merged on a reduced basis.

- Close proximity to the Merseyside Objective 1 transitional area and the related financial incentives on offer to businesses.
- Warrington's Omega site is now to proceed and thus will create increased competition for inward investment.

3.1.3 Social Factors

- The government focus on worklessness has clear workload implications for HPIJ, the Employment Team and the Adult learning and Skills service.
- The increased commitment of resources to support area forums and neighbourhood management.
- The need to increasingly engage harder to reach adults into learning classes will be made more difficult due to LSC budget freezes.

3.1.4 Technological Developments

The ability to use new technology as a way of improving service delivery is a major driver for business that means location is much more fluid than it used to be and investments do not now mean a company staying for life.

3.1.5 Legislative

- Under the 2004 Civil Contingencies Act, Council's have a duty to promote business continuity to businesses and voluntary sector agencies in their administrative area. In taking this forward, Halton Council's Business Development Division in conjunction with the Risk Management Division, continues to play a lead role in discharging the Council's responsibilities under the Act.
- A new duty of economic development is under consideration by the government.

3.1.6 Environmental

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 Plan 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.

3.2 Service Developments

The department has undertaken and have been involved with a number of reviews during the course of 2007-08 and these have included PPB topic reviews.

PPB topic reviews

Adult Learning Post-Inspection Action Plan, with a focus on Skills for Life – reported and an action plan put in place (Employment Learning and Skills). The key recommendations were –

- Halton Borough Council re-commence provision of core funding to the Adult Learning & Skills Development Team;
 - a 'save to invest' approach is adopted within Halton Borough Council in terms of providing IT and Skills for Life training to employees;
 - more formal mechanisms are put in place whereby other services/teams within HBC can access Adult Learning & Skills Development provision;
 - full time tutors are employed, wherever possible, to ensure opportunities for developing and diversifying the service are enhanced;
 - the Adult Learning & Skills Development Team expands its languages provision to enhance and improve the delivery of English and other language skills in the borough, including supporting local schools (particularly primary) in offering a wider range of language choice; and
 - the Adult Learning & Skills Development Team liaises with the Learning & Skills Council and Job Centre Plus in supporting a Career Change Service for the over 40's, given the perceived lack of support for this age group in terms of making a decision to follow a new career path;
 - Halton People into Jobs reported and an action plan in place. (Employment Learning and Skills)
-
- funding be secured to continue to deliver HPiJ services beyond 31 March 2008 be recommended as a key priority;
 - the identification of alternative, more accessible and suitable premises for HPiJ in Halton Lea, preferably a shop front and an additional HPiJ base in Widnes Town centre should be pursued;

- HPIJ should apply for the Matrix Excellence Award and use this as the basis of securing further external income, particularly from Jobcentre Plus and the Learning and Skills Council;
- The promotion of HPIJ as the preferred recruitment supplier to employing organisations in Halton should be championed by the Council and Halton Strategic Partnership;
- Funding be secured to continue the Enterprising Halton programme to stimulate Entrepreneurship and Business Start-up beyond 31 March 2008 be a priority;
- The potential of creating local jobs through the Council Procurement Strategy should be explored and a Topic Group to address this issue be established;
- Further employment opportunities for young people aged 16-19 years of age, particularly those 'not engaged in education, employment or training (NEET)' should continue to be developed i.e. Council Apprenticeship Programme, Care Leavers Pre-employment programme;
- The feasibility and costs associated with the Council introducing the Princes Trust Team Challenge, a personal development programme for young people aged 16-25 years provided by Cheshire Fire and Rescue Service should be explored; and
- The Government should re-cycle a set percentage of the first year savings when unemployed people find work back into employment schemes. This would enable such schemes to continue and would reward success as opposed to just paying for process.

Town Centre Management - to report March 2008 (Urban Renewal)

Procurement policy and its role in developing local employment opportunities – to report March 2008 (Employment Learning and Skills)

Surveys

Business Improvement Districts

The proposals to establish BIDs on Astmoor and Halebank Industrial Estates were developed between July and October 2007. Each of the themes, and their content were selected following feedback from businesses derived from a number of BIDs consultations and events.

The consultations were undertaken in three stages. The first stage was a questionnaire/interview study undertaken in November 2006 (BID Feasibility Study). The second stage, involving meetings on the contents of the draft business plans with businesses on the two estates, was undertaken in September 2007. The third and final stage, in October 2007, was the launch of the business plans, again involving engagement with resident businesses at two specially commissioned launch events.

The outcome of the BIDs ballots on Astmoor and Halebank Industrial Estates were both positive and the BIDs themselves will become live as from April 2008.

Widnes Waterfront (Economic Development Zone) Study

The survey was undertaken in February/March 2007 and covers the Widnes Waterfront Economic Development Zone, as well as the neighbouring industrial areas along with Shell Green, Johnsons Lane and Gorsey Lane to the east.

The aim of the study was to assist the Council in determining priority actions within the area. This was to enable an expansion of the existing Business Parks Improvement Programme to the Widnes Waterfront area.

The study comprised a comprehensive consultation exercise that sought to obtain the views of businesses and property developers on the following issues:

- General views about the industrial estate.
- Transport and access.
- Inter-trading.
- Waste management and joint purchasing.
- About Widnes Waterfront and the services currently delivered.
- Local recruitment.
- Developing links with the community.
- Environmental management and pollution prevention.

Subsequent to the publication of the report, a meeting of businesses in the Widnes Waterfront area was convened in October 2007 to share the findings of the report and as a preliminary to establishing a business-led steering group to agree and drive forward priority actions identified in the report.

Procurement Survey

During June and July 2007 a survey of local businesses was commissioned to address concerns being expressed by businesses concerning the ability to access business opportunities with the Council. Over 800 businesses were surveyed, with an exceptional response rate of circa 25%, comprising 105 businesses in Runcorn and 93 in Widnes. The issues identified by businesses as part of the survey included -

- No general notification of when tenders go out
- Additional insurance requirements
- Terms of the contract
- Seeming reluctance to place new companies on the tender lists
- Little feedback if unsuccessful

The results of the survey were fed back to the Council's Procurement and Commissioning Group who are considering the findings as a basis for developing an action plan to address the issues raised. The results will also be used to underpin some of the work being undertaken by the Employment, Learning and Skills Policy and Performance Board Scrutiny Topic Group, who are evaluating procurement policy and its role in developing local employment opportunities, as part of the 2007/08 scrutiny programme.

Business Perceptions Survey

A second Business Perceptions Survey to ascertain the perceptions of employers in the area with regard to the local workforce, their understanding of current training opportunities and the skills that are likely to be required by their employees in the future, is to be undertaken by February 2008. It is expected that the findings from this survey will help inform the outcomes from the Scrutiny Topic process around skills in the borough

Benchmarking activities

The service and Health & Community's Adults of Working Age Department have jointly commissioned consultants to develop an Employment Strategy and Implementation Plan for People with Disabilities. The aim of the strategy is to establish a Disability Employment Network that develops a collaborative approach with partners and stakeholders to introducing a more accessible employment pathway for people with disabilities. The consultants have been asked to identify and recommend national best practice that can be adapted and implemented locally.

Future considerations

Astmoor Industrial Study

In response to an evaluation of the current and future supply of land in the borough, undertaken by the BE Group, which highlighted the poor amenity, image and under investment at Astmoor Industrial Estate, an officer group was established to develop an issues paper and options for improvement. This will be a pre-cursor to developing a full master planning exercise.

Science Action Plan

Following a meeting of partners and other interested parties, led by the Council's Chief Executive, a Science Work Programme/Action Plan has been developed that will seek to raise the profile of the science offer in the borough as a means to attracting additional investment to the area. The actions include:-

- Developing new centres/locations to support science business start-ups
- Developing support to assist new/emerging science business start and support for science businesses wishing to grow within or relocate to Halton
- Developing closer relationship between schools/Riverside College and science-based businesses
- Identifying jobs currently available in science-based businesses and matching competences to jobs
- Establishing a Strategic Science Board for Halton

Economic and Tourism Development Strategy

A review of the current Economic and Tourism Development Strategy is scheduled to be undertaken between January and March 2008, in preparation for drafting the new Strategy for the period 2008 to 2011, during

the spring/summer of 2008. However, as part of the recent sub national review the government is to consult on the future role of local authorities and the need to deliver economic assessments. As such, it may be wise to postpone this work pending that consultation.

Single Investment Agency

The Single Investment Agency, established by the Mersey Partnership, primarily to secure business investment across the Merseyside sub-region at a substantially higher level than was previously the case, has not delivered any outcomes to date. A sales team was appointed in October 2007 to actively work with priority sectors in the region and it is envisaged that the benefits will start to accrue during 2008/09. The effectiveness and value for money of this team will need to be kept under close review as it is likely to cost Halton in excess of £50,000 p.a.

Lewis Carroll Visitor Centre

Although this project is being managed by the Daresbury Parish Church Council, who has scaled down the original proposal to a more manageable product, the project is still being driven by a group that includes the Promotions and Tourism team and the External Funding Division of Halton Borough Council. Ongoing negotiations and various planning activities are underway to try and ensure the delivery of this much-needed facility in the borough.

ICT Investment for Growth Project

This European funded project, that has been supporting local Small to Medium sized Enterprises (SME's) with the implementation of technologies to assist e-Business since 1998, is scheduled to close in December 2008, due to lack of continuation funding. The process of managing the closure will start with the loss of the Project Officer in July 2008, followed by the Senior Project Officer and Admin Assistant in December 2008.

Tourism Dispersal

The tourism dispersal function, established in 2006, which is supporting and engaging tourism businesses in Halton with The Mersey Partnership (TMP) initiatives and other local tourism related activities, will come to an end in December 2008, again, due to lack of continuation funding.

Business Parks Improvement Programme

The Business Parks Improvement Programme (BPIP), which has been assisting with security, landscaping, signage improvements etc on Astmoor, Halebank and Riverview Industrial estates since 2004 will also close on 31 March 2008, due to lack of continuation funding. Some elements of the work programme will continue, if there is a 'yes' vote in the BIDs ballots being undertaken with businesses on Astmoor and Halebank.

As a consequence, a review of the management arrangements for the Widnes Waterfront (EDZ) business led Steering Group, established in 2007/08, will be undertaken, as it is currently managed via the Business Parks Improvement Programme.

3MG Skills Assessment

In line with the proposed development of the Mersey Multimodal Gateway (3MG), an audit of skills in the logistics sector was commissioned through the Employment, Learning & Skills SSP in July 2007. The assessment was undertaken to identify the potential job growth areas as a result of the 3MG expansion, together with highlighting any expected skills shortages in the logistics sector. During the assessment process, a takeover by the Stobart Group of the 2 main logistics companies located on the 3MG site (O'Connor Group of Companies and AHC Warehousing & Distribution) was announced. This will obviously have an impact on the training and employment opportunities in the logistics sector, and this will need to be explored more fully in 2008-09.

3.3 Efficiency Improvements

Cashable – £14,355

It is confirmed that last years identified savings have been achieved.

3.4 National Regional and Sub-regional Focus

The Northern Way

This is aimed at lifting productivity of the three northern regions (by £29b) and bringing the jobs, investment and quality housing that can create sustainable communities. The programme is now starting to roll out its activities across the regions.

Regional Economic Strategy

This strategy sets out the key economic activities for the next three years in the North West. There are important references to Halton's key projects of the Mersey Gateway and key investment/regeneration sites. It also identifies Halton as a priority for improvements in skill development and reductions in worklessness.

Regional Spatial Strategy

This is at inquiry stage and will ultimately replace Regional Planning Guidance (RPG). The contents and the impact it will have on the regeneration of Halton cannot be under estimated. The Halton priorities must be included to further the regeneration work delivered to date.

Liverpool City Region Development Plan (CRDP) and Merseyside Action Plan (MAP)

These documents set out the sub regional strategy and actions to support the Northern Way. The timetable for preparation and approval by government has recently been extended. Halton must continue to play an active role in the CRDP preparation to ensure the needs of the borough are included.

Skills Strategy (HM Government 2003)

This document set out an ambitious agenda for tackling the long-standing weaknesses in the way young people and adults are equipped with the skills they need. The strategy aims to ensure that employers have the right skills to support the success of their businesses and that individuals have the skills they need to be both employable and personally fulfilled. The document made the distinction between 'learning for personal development', and 'first step' learning, leading to a level 2 qualification.

Skills: Getting on in Business, getting on in work (HM Government 2005)

Following on from the Skills Strategy (July 2003), this White Paper sets out the Government's Plans for the next major phase of reform in making England a world leader in skills.

Foster Review: Realising the Potential (November 2005)

This document provides a review of the future key strategic issues, challenges and opportunities facing further education colleges. The final report sets out a vision for FE colleges and a clear set of values.

Sub-National Review of Economic Regeneration

This document places economic regeneration at the heart of the government agenda and advocates a locally lead approach that will strengthen the role of local authorities. It proposes a new economic development duty for Local Authorities and makes it clear that neighbourhood renewal should focus more on economic renewal.

Leitch Review final report (December 2006)

The Government commissioned the Leitch Review to identify the UK's optimal skills mix in 2020 to maximise economic growth, productivity and social justice, and to consider the policy implications of achieving the level of change required. The final report was published in December 2006 and contains significant proposals to achieve a step change in skills levels for the country.

Business Support Simplification Programme.

The government is rolling out a new framework designed to remove the confusion nationally of so many business support programmes. Within this there is a reduction from some 3000 nationally to less than 100. With Business Link being the prime gateway into publicly funded business support and Train to Gain being expanded there is real prospect of advancement in this area. It is important to note that in future all local schemes will be expected to conform to the new framework.

Opportunity, Employment and Progression

Department of Work and Pensions (November 2007) – This sets out the principles of welfare and skills reform –

- A stronger framework of rights and responsibilities
- A personalised, responsive and more effective approach
- Not just jobs, but jobs that pay and offer retention and progression

- Partnership – the private, public and third sectors working together
- Targeting areas of high worklessness by devolving and empowering communities.

There will be a major push on integrating employment and skills, identifying barriers to sustainable employment and progression and organising welfare and skills systems around them. There is to be a new adult advancement and careers service with provision of systematic skills screening and support. There is to be a new legal entitlement to basic and intermediate skills and qualifications and the provision of new skills accounts. Increased emphasis will be on employers needs, more Local Employment Partnerships and more apprenticeships.

Ready for Work

Department of Work and Pensions (December) – This sets out the next phase of welfare reform. Key elements include –

- Lone parents being encouraged and supported to return to work earlier (by October 2010 when the youngest child is 7)
- Employment and Support Allowance to replace Incapacity Benefit and the roll out of personal capability assessments.
- Increased personalisation for all jobseekers.
- A new better off in work credit to assure people on long term benefits that their weekly income will be at least £25 more than staying on out of work benefits
- An expanded programme of support for lone parents and disabled people

DWP Commissioning Strategy

This is to be published in early 2008. The interim report (November 2007) explains the rationale for this as the need to spend the c£1 billion of employment provision effectively to produce the best outcomes for every customer. Key elements will include –

- Larger contracts delivered by top tier providers allowing for packages based on city regions
- Contracts increasingly linking to LAAs and MAAs
- Most business (c80%) will be with core providers – sub-contracting to smaller providers is envisaged
- Payment strategy will be more on sustainable job outcomes (6 months minimum)
- Different models of outcome payments will be tested.
- Increased emphasis on the customer experience

LSC's Annual Statement of Priorities

Priority 1 – Creating demand for learning and skills;

Priority 2 – Transforming the Further Education system to meet demand; and

Priority 3 – Delivering better skills, better jobs, better lives.

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 it delivers.

In particular this is encapsulated in the adopted equal opportunities policy. This states that the Council is committed to promoting equal opportunities in Halton; values diversity and encourages fairness and justice; wants equal chances for everyone in Halton to work, learn and live free from discrimination and victimisation; and, will combat discrimination throughout the organisation and will use its position of influence in the Borough, wherever possible, to help overcome discriminatory barriers.

Each year Equality Impact Assessments are conducted to examine the equality implications of all 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.

Any high priority actions within the Equality Action Plan applicable to this service, that fall within the life of this plan, and that are yet to be completed, are detailed in section 6 of this service plan.

3.6 Unforeseen Developments

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

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

Each significant Programme has its own management and reporting procedures through, for example, the Castlefields Implementation Group and the 3MG Executive Sub-Board. These will be used to manage previously unforeseen developments.

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

Revenue Budget 2008/09 – to be inserted

Local Strategic Partnership Schemes 2008-09 to be inserted

External or Grant Funded Schemes 2008-09 to be inserted

4.2 Human Resource Requirements

As stated above, a substantial number of external funding streams that have underpinned the work of the department will cease in March 2008. The teams/activities most affected by this are -

- Halton people into Jobs (20 staff)
- Employment Initiatives Team (5 staff)
- Enterprise Development (1 staff)
- Business Parks Improvement (1 staff)
- Business Aftercare (1 staff)
- Supported employment (5 staff)
- Growing e-Halton (3 staff)

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

Year	Business Development	Enterprise and Employment	Adult Learning & Skills Development	Number FTE
2007/08	15FTE	28FTE	21FTE	64
2008/09	11FTE	21FTE	21FTE	53

Due to the loss of substantial external funding in March 2008, this is the likely staff reduction unless alternate funding is obtained.

4.3 ICT Requirements

In addition to general maintenance and replacements-

The merger of the Employment Team and HPIJ may mean relocating all staff in to Rutland and thus the IT provision will need moving.

IT suite X 3 – equipment will need replacing every 4 years (next replacement due September 2008)

To replace the existing Clever Board at the Acorn Centre with a Smart Board (equivalent to that which is in the IT suite at Kingsway), enabling standardisation of teaching sessions in both centres

Relocation from Heath.

4.4 Accommodation and Property Requirements

It has been confirmed in the Accommodation Strategy that the department will vacate its offices in the Heath with a provisional date set for July 2008. Alternative premises will need to be identified. With the fluctuating numbers of the department as contracts are won/lost, any provision needs to be flexible enough to take up to an additional 10% more staff in some sections.

The cost of accommodation at Kingsway coupled with the reductions in funding for adult learning may necessitate a reduction in the amount of space taken.

The majority of the work that the Adult Learning & Skills Development service delivers takes place in outreach venues and the Team will continue to have some health and safety and risk assessment responsibilities within each of these venues. Review of venues used is ongoing, with a substantial amount of adult/family learning provision taking place in schools, community centres and Children's Centres.

A decision to develop the Acorn Centre into an additional Children's Centre (campus model) has been made within the Children & Young People Directorate. This may well have some implications for the accommodation available at the Acorn Centre in the future, however, the changes are more likely to be superficial rather than major structural changes.

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.) – **NB Yet to be identified**)

Corporate Priority:	To be inserted
Key Area (s) Of Focus:	To be inserted

Service Objective:	ER 1 - To foster a culture of enterprise and entrepreneurship and make Halton an ideal place to start and grow economic activity
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Key Milestones		Responsible Officer		
2008 - 09	• <i>Enterprising Halton Competition Nov 2008. (AOF30)</i>	DM E&E		
	• <i>Secure continuation of Enterprise coaches Jun 2008. (AOF30)</i>	DM E&E		
	• <i>Enterprise week programme Nov 2008. (AOF30)</i>	DM E&E		
	• <i>Launch Enterprising Halton DVD Dec 2008. (AOF30)</i>	DM E&E		
2009 - 10	• <i>Enterprising Halton Competition Nov 2009. (AOF30)</i>	DM E&E		
	• <i>Enterprise Week programme Nov 2009. (AOF30)</i>	DM E&E		
2010 -11	• <i>Enterprising Halton Competition Nov 2010. (AOF30)</i>	DM E&E		
	• <i>Enterpsie Weeks Programme Nov 2010. (AOF30)</i>	DM E&E		
Risk Assessment	Initial	TBC	Linked Indicators	TBC
	Residual	TBC		

Corporate Priority:	To be inserted
Key Area (s) Of Focus:	To be inserted

Service Objective:	ER 2 - To develop a culture where learning is valued and raise skill levels throughout the adult population and in the local workforce
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Key Milestones		Responsible Officer		
2008 - 09	<ul style="list-style-type: none"> Completed sector skills plan for logistics with first provision commencing Sep 2008. (AOF25 & 26) 	DM ALSD		
	<ul style="list-style-type: none"> Completed sector skills plan for Science with first provision commencing Mar 2009. (AOF25 & 26) 	DM ALSD		
	<ul style="list-style-type: none"> Recruitment of dedicated apprenticeship officer post Jul 2008. (AOF25 & 26) 	DM E&E		
	<ul style="list-style-type: none"> Halton Learner awards May 2008. (AOF25 & 26) 	DM ALSD		
	<ul style="list-style-type: none"> Delivery of 5 adult/family learning courses in each CYPAN area Mar 2009. (AOF15) 	DM ALSD		
2009 - 10	<ul style="list-style-type: none"> Halton Learner Awards May 2009. (AOF25 & 26) 	DM ALSD		
	<ul style="list-style-type: none"> Sector Skills Plan completed and first provision commenced Nov 2009. (AOF25 & 26) 	DM ALSD		
2010 -11	<ul style="list-style-type: none"> Halton Learner Awards May 2010. (AOF25 & 26) 	DM ALSD		
Risk Assessment	Initial	TBC	Linked Indicators	TBC
	Residual	TBC		

Corporate Priority:	To be inserted
Key Area (s) Of Focus:	To be inserted

Service Objective:	ER 3 - To promote and increase employability of local people and remove any barriers to employment to get more people into work
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Key Milestones		Responsible Officer		
2008 - 09	<ul style="list-style-type: none"> Complete reconfiguration of E&E division to embed outreach Jul 2008. (AOF27 & 29) 	DM E&E		
	<ul style="list-style-type: none"> Deliver targeted outreach campaigns (2 in each priority ward) Mar 2009. (AOF27 & 29) 	DM E&E		
	<ul style="list-style-type: none"> Launch pre-recruitment partnership Jul 2008. (AOF27 & 29) 	DM E&E		
	<ul style="list-style-type: none"> Complete Employment strategy for disabled and carers with launch of disability employment network Sep 2008. (AOF27 & 29) 	DM E&E		
2009 - 10	<ul style="list-style-type: none"> Deliver targeted outreach campaign (2 in each priority ward) Mar 2010. (AOF27 & 29) 	DM E&E		
2010 -11	<ul style="list-style-type: none"> Deliver targeted outreach campaign (2 in each priority ward) Mar 2011. (AOF27 & 29) 	DM E&E		
Risk Assessment	Initial	TBC	Linked Indicators	TBC
	Residual	TBC		

Corporate Priority:	To be inserted
Key Area (s) Of Focus:	To be inserted

Service Objective:	ER 4 - To develop a strong, diverse, competitive and sustainable knowledge based economy
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Key Milestones		Responsible Officer		
2008 - 09	• <i>Commence delivery of logistics campaign Sep 2008. (AOF13)</i>	DM BD		
	• <i>Deliver a new tourism promotion DVD Nov 2008. (AOF13)</i>	DM BD		
	• <i>Launch with SOG the Heath new build marketing programme Jul 2008. (AOF13)</i>	DM BD		
	• <i>Deliver Major events programme Mar 2009. (AOF13)</i>	DM BD		
	• <i>Deliver capital of culture youth event Jul 2008. (AOF13)</i>	DM BD		
2009 - 10	There are no milestones for this year.			
2010 -11	There are no milestones for this year.			
Risk Assessment	Initial	TBC	Linked Indicators	TBC
	Residual	TBC		

Corporate Priority:	To be inserted
Key Area (s) Of Focus:	To be inserted

Service Objective:	ER 5 - To create and sustain a twenty first century business environment
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Key Milestones		Responsible Officer		
2008 - 09	<ul style="list-style-type: none"> Commence delivery of Widnes Industrial Area Action Plan Dec 2008. (AOF15) 	DM BD		
	<ul style="list-style-type: none"> Complete Business Improvement District phase 1 actions (CCTV, security, signage) Mar 2009. (AOF15) 	DM BD		
2009 - 10	<ul style="list-style-type: none"> Complete feasibility study on Widnes Industrial BID Mar 2010. (AOF15) 	DM BD		
2010 -11	There are no milestones for this year.			
Risk Assessment	Initial	TBC	Linked Indicators	TBC
	Residual	TBC		

Corporate Priority:	To be inserted
Key Area (s) Of Focus:	To be inserted

Service Objective:	ER 6 - To revitalise the town centres to create dynamic, well designed high quality commercial areas
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Key Milestones		Responsible Officer		
2008 - 09	• <i>Deliver a continental market in widnes Dec 2008. (AOF15)</i>	DM BD		
	• <i>Launch a weekly Runcorn street market Sep 2008. (AOF15)</i>	DM BD		
	• <i>Deliver gum cleaning programme Aug 2008. (AOF15)</i>	DM BD		
	• <i>Deliver Christmas programme Dec 2008. (AOF15)</i>	DM BD		
2009 - 10	There are no milestones for this year.			
2010 -11	There are no milestones for this year.			
Risk Assessment	Initial	TBC	Linked Indicators	TBC
	Residual	TBC		

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											
ER LI13	Cost per job created and/or safeguarded to which the authorities inward investment promotional activity has made a significant contribution. (£)(Audit Commission ECR18d)	CP4 AOF25	126	-	-	-	142	TBC	140	138	136
Fair Access											
There are presently no indicators of this type identified for the service											
Quality											
ER LI12	Percentage of business customers using the inward investment services (including aftercare) expressing satisfaction with the services & support provided (Audit Commission ECR18e)	CP2 AOF8	100	-	-	-	82	TBC	85	85	85
Service Delivery											
<u>ER LI1</u>	Number of local people into jobs	CP4 AOF22	671	-	-	-	300	TBC	180	180	180
<u>ER LI2</u>	Number of local people with disabilities into permitted/paid	CP4 AOF22	90	-	-	-	55	TBC	50	55	60

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
	work										
ER LI3	Number of learners accessing adult learning provision (Academic Year)	CP4 AOF20	3109	-	-	-	1952	TBC	1893	1836	1781
ER LI4	Number of learner enrolments (Academic Year)	CP4 AOF20	4402	-	-	-	3331	TBC	3231	3134	3040
ER LI5	Number of inward investment enquiries per annum	CP4 AOF25	294	-	-	-	300	TBC	280	250	250
ER LI6	Inward investment enquiry conversion rate (%)	CP2 AOF8	13.3	-	-	-	13	TBC	11.5	10	9
ER LI7	Contribution to the number of jobs created, as a direct result of the service/s being provided	CP4 AOF25	245	-	-	-	250	TBC	260	270	280
ER LI8	Contribution to the number of jobs safeguarded, as a direct result of the service/s being provided	CP4 AOF25	853	-	-	-	850	TBC	400	400	400
ER LI9	New business start-ups and self -employment starts	CP4 AOF25	10	-	-	-	15	TBC	60	65	70
ER LI10	No of day visitors per annum to the borough (Calendar year)	CP2 AOF8	NYA	-	-	-	0.02	TBC	0.02	0.02	0.02
ER LI11	Footfall in the town centres (millions)	CP2 AOF10	9.27	-	-	-	9.45	TBC	0.0002	0.0002	0.0002

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

5.5 Local Area Agreement Targets

To be inserted when new LAA is agreed.

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

Halton Economic Development and Tourism Strategy 2005-2008

Halton Employment Strategy and Action Plan 2006

Halton Enterprise Strategy and Action Plan 2006

Halton Workforce and Skills Strategy and Action Plan 2006

Appendix 1 – High Risks and Associated Mitigation Measures

To be inserted on completion.

Appendix 2 – Equality Impact Assessments – High Priority Actions

There are no high priority actions for this service.

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.