

A Local Area Agreement For Halton

April 2007 – March 2010



Halton Strategic  PARTNERSHIP

www.haltonpartnership.net

Halton's Local Area Agreement

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Introduction

People want to live in pleasant and thriving places. They want good quality services, a safe and attractive physical environment, accessible transport links, a strong sense of community and for there to be opportunities for all. Whilst that is the ideal, Halton is not alone in not meeting this standard. The intractable nature of many problems proves that long lasting remedies are not easy. Public services have improved markedly in recent years. However, despite this increasing efficiency significant and lasting improvements are only possible if underlying issues are addressed.

Change and uncertainty are at the heart of modern existence. To respond and make sense of this, communities need strong strategic leadership that brings together local partners to build a vision of how to address an area's problems and challenges in a coordinated way. In Halton, the introduction of the Halton Strategic Partnership (the LSP) and its development of a sustainable community strategy has helped the "place-shaping" of the borough to gather momentum. The essential ingredients of a successful partnership are a common vision, shared values and mutual respect. Effective partnership also needs strategic leadership together with robust mechanisms for agreeing priorities and monitoring the impact of interventions.

A Local Area Agreement (LAA) is three-year agreement, based on local Community Strategies that set out the priorities for a local area agreed between Central Government (represented by Government Office North West - GONW) and a local area, represented by its Local Strategic Partnership (LSP) – in our case the Halton Strategic Partnership. LAAs relax central government constraints and allow better decision-making at the local level. Greater freedoms provide the opportunity to think innovatively, and develop new solutions to local priorities.

Halton's Local Area Agreement provides a further tool for the Partnership to develop its strategic leadership role and to tackle some of the big crosscutting challenges that Halton faces. It provides an outcome-based approach that gives a framework for deciding what is delivered and how best to do it. It forms the delivery plan for Halton's sustainable community strategy focused on a relatively small number of priorities for improvement.

This LAA has been prepared in accordance with these principles. The Community Strategy is key, and provides an overarching framework through which the corporate, strategic and operational plans of all the partners can contribute. The LAA provides a mechanism by which key elements of the strategy can be delivered over the next three years.

Background

Making Halton a better place to live and work presents some major challenges and opportunities for us all. This LAA sets out the steps we need to take together to bring about real improvements that will change lives for the better. In particular, we need to achieve real progress on five strategic themes that are set out clearly in the Community Strategy and mirrored in this LAA:

- A Healthy Halton
- Halton's Urban Renewal

- Halton's Children and Young People
- Employment, Learning and Skills in Halton
- A Safer Halton

These priorities have been derived from what local people feel is important, and from facts and figures about conditions in Halton.

Halton is a largely urban area of 118,900 people. Its two biggest settlements are Widnes and Runcorn that face each other across the River Mersey, 10 miles upstream from Liverpool. The population of Halton was in decline for over a decade, but has recently started to increase. Between 1991 and 2002 the estimated Borough population decreased by 6,500 people from 124,800 to 118,300 in 2002. However, in 2003 there was a small increase in the population and between 2003 and 2004 the estimated population increased by 500 people.

As a result of its industrial legacy, particularly from the chemical industries, Halton has inherited a number of physical, environmental and social problems. The Council has been working hard to resolve these issues ever since the borough was formed in 1974. Gaining unitary status in 1998 has helped to co-ordinate more activity over a wider front and increased the resources the Council, and its strategic partners have been able to invest in Halton. However, there still remains much to be done.

Halton shares many of the social and economic problems more associated with its urban neighbours on Merseyside. The latest Index of Multiple of Deprivation (IMD) for 2004, not only contains some of the latest data available, but also is one of the most comprehensive sources of deprivation indicators, as some 37 different indicators are used. It shows for example that overall, Halton is ranked 21st nationally (a ranking of 1 indicates that an area is the most deprived), but this is 3rd highest on Merseyside, behind Knowsley and Liverpool, and 5th highest in the North West. St Helens (36th), Wirral (48th) and Sefton (78th) are way down the table compared to Halton.

The Index of Multiple of Deprivation for 2004 suggests that levels of deprivation have decreased in the borough. In 2004 the IMD ranked Halton as 21st most deprived Authority in England for rank of average score compared to a rank of 16th in the 2000 Index. The proportion of Halton's population in the top category (i.e. the top 10% of wards in 2000 and the top 20% of super output areas in 2004) has also decreased from 54% in 2000 to 50% in 2004. However, there is still room for improvement. Halton's concentration of deprivation has gone up from 38th position in 2000 to 20th worst in England in 2004. Concentration is a key way of identifying hot spots of deprivation within an area. Within Halton there are 6 super output areas in the top 975 Super Output Areas in England, i.e. within England's top 3% most deprived. The highest neighbourhood is ranked 193rd out of 32,482 and is situated in southern Widnes.

Bespoke research to get a better picture of life in Halton was commissioned in 2005. The Local Futures Group produced a 'State of the Borough' Audit of economic, social and environmental conditions. This is a timely and necessary assessment of the challenges and issues that face Halton. Performance is assessed according to how well the borough scores on a range of carefully selected benchmark indicators of economic, social and environmental well being. It provides a perspective on the state of Halton by looking at how it compares with other districts, how it rates within the North West Region, and also how it performs compared to the country as a whole.

The Audit demonstrates that the borough is performing well in terms of its current economic performance and structure. However, the level of human capital and trends in economic growth may present problems for the future. This is particularly so given the district's poor performance in terms of social and environmental indicators, which may create difficulties attracting the best qualified people to the borough. Halton's performance on education and skills, and low levels of home ownership point to problems of inclusiveness, with groups of residents not sharing in the current levels of economic prosperity.

The Forward Vision

This Local Area Agreement sets out a clear vision of making changes across many issues that will make a big difference to life in Halton. It aims to give people opportunities and choices. We want to build people's aspirations and abilities so they can exercise greater control and choice in their lives. Having done so we want to ensure we provide the quality of life and opportunities locally so that people choose to live and work here. This approach mirrors that set out in Halton's recently adopted Community Strategy.

LAAs are normally based upon four blocks established around the shared priorities for Government. However, the priorities agreed for Halton's Community Strategy were framed with the advent of the LAA in mind. They largely mirror the four blocks, with the addition of Urban Renewal. Local flexibility in how LAAs are structured is allowed - therefore, the starting point for the Halton LAA is that it is being framed around our agreed five priorities from the Community Strategy rather than the four blocks.

The strategic framework of the LAA is largely drawn from the Community Strategy. The sections that follow summarise our strategy and approach.

Vision

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

Priorities

- **A Healthy Halton** - To create a healthier community and work to promote well being - a positive experience of life with good health.
- **Halton's Urban Renewal** - To transform the urban fabric and infrastructure, to develop exciting places and spaces and to create a vibrant and accessible borough.
- **Halton's Children and Young People** - To ensure that in Halton children and young people are safeguarded, healthy and happy.
- **Employment, Learning and Skills in Halton** - To create an economically prosperous borough that encourages investment, entrepreneurship, enterprise and business growth.
- **A Safer Halton** - To ensure pleasant, safe and secure neighbourhood environments where people can enjoy life.

Approach

- **Closing the gap** between the most deprived communities in the borough and in Halton overall.
- **Tackling inequality** and promoting community cohesion, so that no community is disadvantaged.
- **Making what we do sustainable** so that our quality of life is protected and enhanced for the benefit of current and future generations.
- **Investing in preventative activity** that stops problems occurring rather than paying for actions to fix things that are going wrong. We need to invest more in success, rather than in failure.

Principles

- **Leadership** – *the Partnership's role is to give clear strategic leadership to the borough and enable people to make the necessary contributions to make a difference.*
- **Fair and inclusive** – *promoting equal access to opportunities and facilities. This includes the need to positively target activity at the most deprived geographical areas or particular groups of people.*
- **Good value** – *being economical, efficient and effective in delivering 'Best Value' for the public.*
- **Collaborative** – *this is about collective responsibility for making things better and embedding partnership approaches in everything that we do.*
- **Evidence-based** – *ensuring we learn from best practice elsewhere and make good use of research about what works in addressing the borough's priorities.*

Structure

The LAA has to be read alongside Halton's Sustainable Community Strategy. It forms the operational plan of that strategy. The structure of the LAA – its framework and delivery – is based clearly on the strategy. It is worth just summarising the current standpoint on our five priorities:

Health - is a key strategic priority and supporting an aging population is a medium-term driver to achieving this. It is clear that the health problems of Halton will only be addressed by a more discriminating approach in how services are delivered. We need to better concentrate on the wider determinants of health. We also need to target specific initiatives both geographically and demographically, especially recognising the needs of an increasingly ageing population. In essence our approach to health follows the model of good practice recommended in the Choosing Health White Paper:

- Local authorities and PCTs as commissioning organisations developing a new partnership as leaders in promoting health, well being and inclusion based on a robust assessment of the health and care needs of local populations.
- Promotion of outcomes that address health inequalities, inclusion and well-being across the range of public services that affect people's lives – beyond health and social care to housing, education, careers, transport and leisure.

- Trying to shift the focus from acute hospital care to preventative services, health promotion and services in community settings.
- A sustained realignment of health and social care systems into a 'whole system' so that services in community settings are delivered in an integrated way.

The drivers to achieve this include: shared outcomes, performance measures, inspection regimes, aligned budget cycles, increased joint commissioning, and integrated workforce planning. All of this is starting to be reflected in the LAA, and is better exemplified in the emerging Delivery Plan for Health. Our Commissioning Strategy has identified changing patterns of need and expectations and, an overall aging population in Halton. Existing provision has been overly focused on meeting crisis and emergency problems rather than preventing them getting to the point they need more intensive intervention. The health outcomes in the LAA Delivery Plan will include a range of targets shared across the system. Targets will be specifically focused on those people most at risk of using higher level services - or at risk of exclusion from mainstream services.

Children & Young People - Development in early childhood, success while at school through educational and other achievement, and the acquisition of important, employable skills are key determinants of individuals' life and employment chances. The Children and Young People's Alliance aim to build on existing cooperation. Firstly, through developing policies based on evidence of what works most effectively that are focused on key areas for policy development. We must then create a model of what measures and services to enhance life chances and employment need to be to make the most positive impact in Halton. Finally, capture this in an action plan to make any changes needed to shift from the measures and services that exist now, to what they need to be in the future.

All children's services priorities agreed with Government inspectors (Halton's 9 priorities) are included in the LAA. Those targets identified in the Community Strategy and Children and Young People's Plan which are not included in the LAA will be addressed by the Children and Young People's Alliance Board using the "Halton Ziggurat" performance management framework. This has been established to bring together national and local outcomes, outputs, targets and funding streams. The system is used for performance self-assessment and review, both within the Alliance Board structure and commissioned services. In addition, they are managed via robust action plans. Performance against the priorities will be reported via priorities conversations and the Annual Performance Assessment.

Safer Halton - The Safer Halton Partnership has a wide-ranging remit focused on two major concerns of Halton people. Crime and the local environment have consistently been two areas the public have raised as high priorities in successive consultations over the last few years. We want to make Halton a great place to live with an attractive quality of life and excellent local environment. However, this is very much dependent on reducing current levels of crime, tackling anti-social behaviour and improving the local environment in our neighbourhoods. Recent years have seen reductions in total recorded crime and for key crimes such as burglary and car crime. However, this remains the most pressing problem for most people in Halton, and fear of crime remains at unacceptable levels and impacts upon too many lives. At the same time, whilst general satisfaction levels are rising with Halton as a place to live, it is the condition of the local environment which is of most concern to residents.

Therefore, the LAA aims to increase the confidence of communities in their neighbourhoods. This is about improving local conditions and encouraging people to get involved in helping to shape what happens in their local area. We want to encourage active citizenship, volunteering and community activism. Tackling the causes as well as the symptoms of neighbourhood distress is a responsibility shared by all partners. Increasingly, we will look to better co-ordinate activity through neighbourhood management arrangements for greater impact. This will increase the effectiveness of work that can prevent and intervene early in the conditions that lead to dissatisfaction.

Employment & Skills - Despite a range of Government and Halton's own initiatives, the borough is still characterised by widespread deprivation. Skills and employment are key factors. Educational attainment at school and the acquisition of important, employable skills are key determinants of individuals' lives and employment chances. They have a major effect on the ability of people to get a job, on the income they earn, on their aspirations, behaviour, health and longevity, and on the range of positive choices they are able to make in life. The creation of a strong, knowledge-based economy able to compete in the increasingly global market can only be achieved by investment in skills, a vibrant employment market and a robust culture of entrepreneurship.

High economic inactivity rates across the borough, with particular pockets of high deprivation and social exclusion are endemic in the local economy. The Halton economy is heavily reliant on a narrow range of industry sectors and is susceptible to global pressures which could have a negative effect. There is a lack of an enterprise culture in Halton, with generally low levels of business start-up, survival and growth. However, Halton has the basis of a thriving knowledge economy and key sectoral opportunities especially around its science and environmental technologies offer. These form the basis of the issues which the LAA seeks to address.

Urban Renewal - Whilst much has been done in recent years to improve the quality of the urban fabric and quality of life, the job is far from complete. The creation and maintenance of high quality places and spaces that support a twenty-first century economy and lifestyles, and are accessible and well connected is a pre-requisite of the Community Strategy. Failure to address the challenges that Halton faces, which are often concentrated in particular locations, will seriously damage the economic regeneration effort. A thriving and prosperous economy supporting dynamic urban living is the foundation of the Halton approach. This is one of the underlying root causes of the more obvious signs of social distress which define the continuing deprivation of Halton, such as poverty, crime or poor health outcomes.

Negative perceptions about Halton still prevail. Environmental improvements and better quality open spaces, in addition to a better quality built environment, are vital as steps to promote Halton's assets. An important step forward is the emphasis placed on sustainable construction methods and design codes bringing forward physical development. A positive image is a key requirement if we are to boost the confidence and aspirations of local people and business.

Strategic & Geographic Focus

This LAA is concerned with addressing social exclusion. This is about what happens when people face a multitude of problems such as poor housing, high crime, poor health, worklessness, discrimination and poor relationships. The people of Halton,

and a focus on responding to their full range of needs, are the key cross cutting theme that underpins this strategy. The needs analysis allows us to anticipate likely changes and plan accordingly. We want to sustain progress and increasingly provide a much greater range of opportunities, and the ability to take advantage of them. We want to sharpen up service delivery and focus on the things that will make the most difference. The key measure of whether service delivery is transformed is how far and how fast we can narrow the gap in outcomes for the most disadvantaged in Halton, as measured by comparison with both Halton and national averages. Our ways of working will focus on:

- Poverty and material deprivation.
- Choice and quality in neighbourhoods and housing.
- Equality of opportunity for everyone and ending discrimination.
- Responding to the needs of older people as the population ages.
- Policies and programmes that look forward and help to achieve sustainable development.

The LAA has developed out of the established partnership structure and strategic planning process. It is important that it adds value to the established landscape of partnership plans and activity. It can do this by helping to refocus current activity and drive concerted actions on key challenges, neighbourhoods and target beneficiaries. Using evidence and intelligence we intend to close the gap between the most deprived people and places and national norms.

The Halton Strategic Partnership exists to meet the needs of all of Halton. However, we recognise that a successful Halton depends on the vibrancy of both Greater Merseyside and the North West Region overall. Many of the partners involved in Halton, and many of the issues we deal with, have a remit beyond the borough. Part of the task is to narrow the gap between Halton and its neighbours, and indeed with national averages. Therefore, the Halton Strategic Partnership works adeptly to contribute to sub-regional and regional arrangements, and ensure the commitment of others to helping to address Halton issues.

In addition a key focus is to narrow disparities in outcomes between neighbourhoods in Halton. In order to focus on “closing the gaps” we needed to identify a coherent set of priority geographic areas. In the past, available analysis has largely been at ward level. We now have excellent information available at the ward level of around 25,000 people and are developing information at the “Super Output Area” level of around 3,000 people.

The following wards have been selected as those for which “closing the gap” targets across the LAA will be monitored. The wards were identified on the basis of census and IMD data and are:

- Castlefields
- Windmill Hill
- Halton Lea
- Riverside
- Kingsway
- Appleton

Progress in outcomes will be monitored to evidence “closing the gap” between these wards and Halton average outcomes. These wards have amongst the highest Multiple Deprivation Index scores in Halton and in England. All six wards have unemployment rates above the Halton average of 3.5%. All priority wards have instances of long term limiting illnesses above the national rates.

For some targets, there are additional parts of Halton with poor outcomes in particular areas. In these cases the individual target specifies which additional areas are involved. During the first year of the Agreement, we will refine this analysis to look at smaller Super Output Areas to identify patches of poor outcomes within wards across Halton, and look at neighbourhoods which “make sense” to local people.

Detailed maps of the key target outcomes across Halton, down to “Super Output Area” level, are being developed as part of the Halton Data Observatory. They will enable very targeted approaches to achieving improvements in these outcomes. Some of our neighbourhoods face particularly widespread and deep difficulties. Areas of Halton have already benefited from local initiatives such as SRB. We will use a new Government grant (the Neighbourhood Element) to co-ordinate local services and support community engagement, starting in neighbourhoods in the six eligible LAA priority wards. It will employ innovative neighbourhood management practices and models to deliver sustainable change. This will include the reconfiguration of local public services so that they better meet the needs of local people, and thereby help to close the gap by reducing a number of deprivation differentials, which exist between the area and more affluent parts of Halton.

Transformational Issues

The purpose of the LAA is to take the joint thinking of the Partnership enshrined in the Community Strategy, and make it happen through joint planning and delivery. As set out above, the key challenge is how best to frame the response to the major issues that Halton faces through the LAA. To do this we intend to focus heavily on key challenges and through the LAA to channel extra resources year on year into efforts to achieve challenging targets in each chosen priority area.

The question that the Halton Strategic Partnership has been addressing is: What added value can be brought by an LAA to existing partnership frameworks and activity? The Partnership believes that the answer lies in using the LAA to focus on a small number of issues, which, if we were successful at addressing, would make a significant improvement to quality of life in the borough. These transformational issues have been identified on the basis of two criteria:

- Those where progress has not been as significant as we would have liked – identified from statistics, public perception and concern, and areas for focus in recent LSP reviews.
- Those which would have a positive impact across a range of our objectives and targets.

We want the LAA to bring a greater concerted effort to those key issues. We want the LAA to focus on our most intractable problems, and in doing so make a significant impact upon them. It has been agreed that the following four areas best fit the criteria outlined above - Employment & Skills, Alcohol Harm Reduction, Anti-Social Behaviour and Liveability.

We intend to use the “energy” and focus an LAA brings to make measurable progress in those intractable areas. Our intention is to use these as a means to exemplify the joined-up nature of how the Halton Strategic Partnership addresses key issues which cut across all five blocks of the LAA. The following table gives a summary of the current position on the four transformational issues.

Alcohol Harm

Why is this an issue?

Alcohol misuse can be a source of considerable harm. The National Alcohol Harm Reduction Strategy identifies certain critical harms connected to alcohol misuse:

- Health – up to 22,000 premature deaths per year
- Crime and antisocial behaviour – 1.2 million associated violent incidents per year
- Loss of productivity and profitability – calculated at £6.4bn. per year
- Harms to family and society – between 780,000 and 1.3 million children are affected by parental alcohol problems

Halton itself suffers from more than its fair share of alcohol related issues. A recent study on alcohol misuse in the North West conducted by the North West Public Health Observatory highlights Halton's position against some of the key indicators for alcohol, and on all Halton ranks in the worst quartile.

Indicator

Figure plus North West ranking (out of 43 L.A.s)

Synthetic estimates of binge drinking.
23.8%, 5th highest

Hospitalised admission for alcohol specific conditions
Males: 6.14 per 1k, 7th highest
Females: 3.13 per 1k, 6th highest

Hospitalised admissions for all conditions attributable to alcohol
Males: 13.68 per 1k, 4th highest
Females: 7.56 per 1k, 3rd highest.

All violent offences attributable to alcohol
8.63 per 1k, 10th highest.

Reduced life expectancy for all causes attributable to alcohol
Males: 13.46 months of life lost, joint 4th highest.
Females: 10.43 months of life lost, 2nd highest.

How will we work to address this issue across the LAA?

The cost of alcohol misuse, both social and economical provides serious cause for concern in Halton, particularly given the latest statistics. We know that if we can reduce alcohol harm across the borough we will make an impact on improving a range of associated issues. Our Alcohol Harm Reduction Strategy prioritises certain key aims:

- To improve the information available to individuals and to start the process of change in the culture of drinking to get drunk.
- To better identify and treat alcohol misuse.
- To prevent and tackle alcohol-related crime and disorder through better coordination and enforcement.
- To work with the alcohol industry to promote responsible drinking.

How will we work differently?

Halton aspires to be a place where:

- People can enjoy alcohol in moderation in a good quality environment that is safe and attractive, and as part of a healthy and pleasurable lifestyle.
- Alcohol is supplied responsibly, in a way that contributes to the quality of leisure, social life and a thriving local economy.
- Alcohol ceases to be a significant cause of crime or ill-health, anti-social behaviour, family disruption, abuse or neglect, violence, including domestic violence, or any other related harm.
- The costs to the general public from alcohol misuse are kept to a minimum and where possible eliminated.

No single partnership or agency can act alone on such a complex issue. In order to meet the significant challenge of reducing the harm caused by alcohol all partners in Halton must recognise the relevance of alcohol to their core business and must include it as a cross-cutting issue. A multi-agency task group has been established and a comprehensive Alcohol Harm Reduction Strategy developed. An Alcohol Intervention Officer has the primary purpose to ensure the delivery and implementation of the Strategy and Action Plan, which aims:

- To increase people's awareness of the harms associated with alcohol misuse.
- To increase knowledge and understanding of what works to reduce the harms associated with alcohol misuse.
- To reduce the level of alcohol-related health problems.
- To reduce alcohol-related crime, disorder and antisocial behaviour.
- To prevent the harm caused to children and young people by alcohol misuse.
- To reduce the economic impact of alcohol misuse.
- To strengthen local communities to respond effectively to the problems caused by alcohol misuse.
- To increase the positive contribution of alcohol consumption to regeneration developments in Halton.

How do we propose to deliver on this area?

The achievement of Halton's vision depends on certain guiding principles:

- Everyone has responsibilities.
- Cooperation and partnership is the key to success.
- Costs must be shared fairly.
- Health and safety are paramount.
- Clear regulations and enforcement set the standards.

In order to deliver on this area of the LAA we intend to focus on 5 key priorities, which bring together the strategic priority areas identified in Halton's Alcohol Harm Reduction Strategy. These are Health, Crime and Licensing, Children and Young People, Workplace and Communities and Regeneration. Under each area we have picked the key outcomes and targets that we feel the LAA can help us to achieve. This action plan will be monitored and delivered by the Alcohol Task Group and will sit alongside the main Alcohol Harm Reduction Strategy and action plan. Relevant Specialist Strategic Partnerships (SSPs) will also need to take responsibility for outcomes relating to their priority area.

How Will We Measure Success?

Our approach is long term and preventative, and will look to:

- Reduce premature mortality rates from heart disease and strokes.
- Reduce alcohol-related hospital admissions.
- Drive up social responsibility standards in the industry.
- Increase provision of education and advice on alcohol impacts.
- Reduce alcohol related crime and disorder.

Employment & Skills

Why is this an issue?

Since the mid 1990's the number of people employed in the United Kingdom has risen. However, for some areas of the country such as Halton, this masks the stubbornness of the rates of economic inactivity that have largely stayed the same. Despite a concentration on residents who are unemployed, there is a much larger group of working age people that are economically inactive, many of whom want to work. In May 2006 36% of the Halton population were economically inactive.

The analysis of the spatial concentration of economically inactive people in Halton shows that 6 wards have inactivity rates at or in excess of 25% - Castlefields, Windmill Hill, Halton Lea, Kingsway, Riverside and Grange.

How will we work to address this issue across the LAA?

The LAA mirrors the strategic priorities of the Community Strategy which were arrived at through extensive consultation with both the community and partners, and through research and analysis into the prevailing conditions within the borough. Although the worklessness agenda and associated strategy lie within the Employment, Learning and Skills Strategic Priority, inroads can only be made to addressing the issue through a comprehensive cross-partnership and multi-agency approach.

The structure of Government funding often prevents pooling as national organisations lack freedom due to the existence of nationally delivered schemes. This is an area for further consideration within the context of this Local Area Agreement.

How will we work differently?

It is evident that there is a need to achieve a step change in employment-related work if the level of worklessness in Halton is to be significantly reduced. The key elements in achieving this should include:

- A formal recognition that worklessness and not just JSA claimants should be the focus.
- Targeting will be necessary to achieve step change – both in terms of groupings and geography.
- To be effective, interventions will need to be holistic and personalised to individual people's needs – this must involve a full range of partners all working together.
- Enterprise must be put at the heart of addressing worklessness.
- Connectivity with jobs must be improved.
- More work needs to be done to address the basic skills gaps.
- There is substantial scope for the voluntary sector to be developed in employment-related activity, particularly social enterprises.
- Stronger links need to be made between investment opportunities and local labour markets.

How do we propose to deliver on this agenda?

Whilst Halton has made great strides in the creation of new jobs and the general reduction in unemployment the gap between individuals and the labour market in some instances has not improved as much for certain groups. It is our intention to specifically target certain key groups and tailor interventions to their needs:

- Over 50's
- Economically inactive women
- Lone parents with dependent children
- Young long-term unemployed
- Sick and Disabled

There is clear evidence that the more general borough-wide approach towards unemployment has produced real progress. However, there is now a need to focus on those areas where unemployment and worklessness remain stubbornly high and where levels of worklessness are way above the borough average.

How Will We Measure Success?

We have a broad-based strategic approach that looks to tackle employability, workforce development and the creation of enterprise. At the same time we want to ensure equity in the economy i.e. that the wealth that is created in the borough is better shared around Halton. Specifically, we have targets to:

- Increase the overall employment rate.
- Markedly reduce the economic inactivity rate.
- Increase the number of adults qualified all levels.
- Reduce the number of adults with no qualifications.
- Increase the rate of self-employment.
- Increase the number of VAT registrations.

Anti-Social Behaviour

Why is this an issue?

The government has made a commitment to tackle anti-social behaviour. Social responsibility, respect for others and appropriate community behaviour are fundamental requirements of a thriving and successful community. The majority of our communities recognise this and contribute positively to community life, however, a minority do not. The conduct of this minority adversely affects the ability of people to enjoy the communities and facilities where they live, work and visit. This is not acceptable, and anti-social behaviour is not welcome in Halton and will not be tolerated.

Our Strategy advocates a holistic approach to achieving safer communities where people are not only safe but also feel safe, and where they are confident those who do not contribute positively to their community and behave inappropriately are dealt with quickly and effectively.

How will we work to address this issue across the LAA?

Halton's Strategy focuses on three specific areas:

- Prevent & Deter
- Protect & Punish
- Rehabilitate

Central to the strategy are the principles of prevention, education and community building, enabling communities to take action, supporting victims and taking quick and robust action against those who behave inappropriately.

The Anti-Social Behaviour Strategy relies for its success on the commitment and complementary working practices of a number of partner agencies within Halton Borough Council. It is therefore an overarching strategy embracing all 5 strategic priorities in achieving the strategic vision.

How will we work differently?

Dealing with anti-social behaviour (ASB) is a key element in the Crime and Disorder Strategy and the Community Strategy already developed by Halton.

The purpose of this strategy is to:

- Clarify ways of encouraging decent behaviour.
- Prevent Anti-Social Behaviour.
- Solve the problems which lead to Anti-Social Behaviour.
- Respond rapidly and effectively.
- Make perpetrators aware their behaviour is not acceptable and that they will face robust enforcement action if it continues.

These are robust categories that encompass the experiences of people living, visiting and working in Halton. We will develop a rounded response to ASB through:

- Integration of the strategy into the statutory framework for joint agency co-operation set out in the Crime and Disorder Act 1998.
- Accessing partnership resources to maximise service provision.
- Ensuring commitment to a borough-wide response to anti-social behaviour.
- Facilitating the flow of appropriate information to enable effective interventions.
- Recommending the realignment of mainstream resources to improve multi-agency service delivery and response to anti-social behaviour.
- Continuous improvement of the multi-agency response by developing common protocols and assessment pathways.
- Addressing the capacity, knowledge and skill requirements of key staff.

How do we propose to deliver on this area?

Prevent & Deter

- Identifying those perpetrators of ASB or those at risk of becoming perpetrators of ASB and intervening at an early stage to bring about behavioural change.
- Identifying appropriate routes to divert the focus of groups and individuals towards positive activity.
- Minimising the opportunity for anti-social behaviour by addressing the factors that support it. These may be physical e.g. 'uncared for' environments, or social e.g. influenced by alcohol or substance misuse.

Protect And Punish

- Use of civil and criminal legal remedies where appropriate.
- Harassment Notices and Orders, Anti-social Behaviour Orders, injunctions, housing-related measures, crack house closures, fixed penalty notices for disorder and litter etc.
- Providing support to the vulnerable and ensuring that complainants and witnesses are supported and informed throughout the process.

Rehabilitation

- Encouraging and reinforcing positive citizenship and pro-social behaviour, including activities aimed at wide groups e.g. community projects and citizenship programmes within schools as well as other activities targeted at groups who are at risk of social exclusion.
- ASB is not age restricted and adult education is equally important in shifting attitudes.
- Taking this work to the street or neighbourhood level, a factor recognised by the national 'Respect' agenda, will be crucial in making this strategy work.

How Will We Measures Success?

Overall, we aim to reduce the perception and reports of anti-social behaviour being an issue of concern to residents. More specifically, we will aim to:

- Reduce levels of expressed fear of crime and anti-social behaviour.
- Reduce the perception and reports of anti-social behaviour being an issue of concern by residents.
- Increase the percentage of people who feel informed about what is being done to tackle anti-social behaviour in their local area.

Liveability

Why is this an issue for Halton?

The visual quality of an area, namely the way an area looks, including levels of litter and rubbish, scruffiness of gardens and the prevalence of high rise flats or open space is of crucial importance in

determining quality of life in a local area.

A recent Mori poll asking people what most needs improving in their own local area found liveability issues are still top of the public priority list, well ahead of health and education. In Halton, the opinions of 2,500 local residents were surveyed in 2005. Removing rubbish and cleaning the streets and verges was felt to be the biggest environmental improvement that could be made. In the 2005 LSP consultation, residents thought that one of the most effective factors in improving the environment was to 'improve local parks and make them safer and tidier'.

How will we work to address the issue across the LAA?

The quality of the local environment impacts on people's health, their fear of crime, and the social and economic vibrancy of the area. Poor quality spaces are visible indicators of decline and disadvantage. Graffiti, street litter, abandoned vehicles and dog fouling drag down a local area and there is evidence that their presence signals a spiral of decline which can undermine communities. It is only through partners working together to tackle these issues and their causes that we are to bring about improvements in the liveability agenda and quality of life for local residents.

How will we work differently?

Working in partnership to deliver joint initiatives has proven to be particularly effective and this approach will be developed across partner agencies, and in particular through the Safer Halton Partnership. Recent Police drug raids were supported by partner organisations that helped to deliver local environment improvements once the raids were completed - thus re-assuring the local community.

Three of the more deprived areas of the borough have been selected for the neighbourhood management pilot. A Neighbourhood Management Board has been established and Neighbourhood Boards will soon follow. By tailoring services to meet the needs of local communities across the LAA it is hoped that we can make a significant difference to their quality of life. Neighbourhood management is seen as an opportunity for partners to work more closely together and pilot new ways of working, which if successful can be rolled out across the borough.

How do we propose to deliver on this area?

The recently revised Safer and Stronger Communities Fund (SSCF) Agreement sets out a number of liveability targets across the borough and more specific targets for the neighbourhood management pilot areas. The SSCF Agreement will be monitored by the Performance Management Group of the Safer Halton Partnership (SHP), and also by the SHP's Engagement and Liveability Task Group which will take the lead in delivering on the liveability agenda.

How Will We Measure Success?

The liveability agenda is about creating places where people choose to live and work. In particular making Halton cleaner, safer and greener is a vital part of our sustainable community strategy. Our research demonstrates that clean, safe and green are key issues for Halton residents. Halton has restructured its service delivery around high visibility 'streetscene' services. These have already been found to have a huge impact. The current best value performance regime specifies a large number of liveability measures around:

- Street-scene
- Quality of Life
- Environmental services
- Community Safety

The LAA Delivery Plan will reference all of these.

Obviously, this is merely a very short summary position on each of these issues. Partners have strategies and action plans in place to take forward each of them.

Underlying each of the transformational issues are some important unifying concepts, like individual responsibility and self-respect. These are complex social issues with many dimensions, connections and impacts. They have many causal factors. The ongoing delivery of services will only take us so far in delivering our ambitions. The Partnership needs to better understand the aspirations, motivations and ambitions of people in Halton, and what causes certain behaviours to manifest themselves in certain key challenges. Underpinning our approach to the transformational issues is a strong commitment to social marketing i.e. the process of understanding individual motivations and designing interventions that incentivise positive behaviours.

The Development Process

The process to develop the LAA was important. It was vital that the process was inclusive. Many people and groups were involved so we could build a clear picture on how we should go forward. The LAA's timescales meant that there has been limited scope to involve residents directly in the LAA negotiation. However, the community strategy was built upon a 12-month period of intense engagement with residents, the voluntary and community sector, and other partners. Some of the key steps included:

- A review of our achievements since the first Community Strategy was launched four years ago, and an honest assessment of how well partnership arrangements have worked.
- A new State of Halton Report was commissioned to look objectively at statistical conditions and changes and trends in social, economic and environmental conditions.
- A major telephone survey of residents (3000 people) backed up by focus groups was carried out to seek their views on what life is like, and should be like in Halton.
- A review of regional and national strategies, and those of partners, was carried out to assess the likely impact of this activity in Halton.
- An inclusive process of debate and discussion on the way forward took place with members, officers, officials and volunteers of all the organisations involved with the Partnership.
- A thematic assessment of the challenges facing the borough, and a thorough review of outcomes, outputs and targets was carried out. These helped to demonstrate how the strategy and partnership working could make a difference in the future.

This process of engagement with people and partners was vital. More specifically, Halton established a Lead Officer Group (LOG) to lead the development of the LAA. This is made up of key leaders from all partners, including the VCS. This cross-agency corporate steering group has met regularly to co-ordinate the development of the LAA and ensures a consistent and holistic approach. In addition, a wide variety of organisations, teams and individuals have been involved in developing the detail for each of the blocks. This process has been actioned through the SSPs – our well-established thematic working groups. Wherever possible we have ensured that the work has been integrated into existing cross-agency structures, e.g. the Older Peoples Local Implementation Team.

Within each block various methods have been used to engage people such as workshops and mini-conferences. Regular activities have involved monthly LOG meetings to discuss the focus and content of the LAA, backed up by regular meetings with GONW to test this; thematic partnership meetings to discuss the detail, agree outcomes, map resources and relationships, and identify enabling measures; all partner seminars and workshops to develop coherence and consensus around the

overall agreement; and a micro-website as part of an overall communication effort to keep all partners in touch with progress (already set up on www.haltonpartnership.net).

Key milestones in the process include:

- An early decision to align our Community Strategy with the LAA blocks. We were also able to use the consultation that had been done on the Community Strategy to inform the LAA.
- Extensive briefing across sectors; putting in place the appropriate project management structures and disciplines; identifying lead officers and forming working groups and teams;
- Stimulating thinking across agencies and across the 5 blocks to clarify our ambitions and develop them into a cohesive statement, together with identifying the key challenges to Government and ourselves;
- 14 July – an ‘all-partners’ conference at Halton Stadium to agree the ambitions and the challenges;
- July/August – cross agency teams for each block focused on developing the outcomes framework for the block; identifying appropriate indicators, and proposals for pooled funding and freedoms and flexibilities;
- September – meetings of the Halton Strategic Partnership Board and the Council’s Executive Board Cabinet to endorse the LAA.

Involving the Communities of Halton

The voluntary and community sector (VCS) is an integral part of the structure and activities of the Halton Strategic Partnership, and has been since its inception. In addition, the Partnership has spent a considerable time over the last year in developing a radical new approach to community engagement in the borough. The VCS plays a powerful role in developing the LAA, and will continue to do so in its implementation. The HSP Board has already agreed that compact-plus principles will underpin the governance and operation of the LAA. HVA Together (the CEN) has taken the responsibility of working with partners to develop the Statement of Community Involvement that maps out the principles of this relationship in the LAA. This is attached at Appendix 3.

We have worked closely with HVA Together to involve the voluntary and community sectors in the development of the LAA. At the outset there were briefings with the HVA Together Executive. In September, HVA Together organised a series of Forum Meetings which focused on developing the LAA and the involvement of groups and individuals. Representatives of groups and networks have been involved both in the Lead Officers Group and the SSPs developing each block.

In response to developing the LAA and the subsequent challenge to deliver and achieve the outcomes, HVA Together has established its forums, corresponding to the blocks. This enables it to select its nominees to the SSPs and also provides a forum for them to debate issues and give feedback. Within the agreement we have outcomes and indicators to show the growth and vibrancy of the sector and its capacity to contribute to the delivery of the LAA.

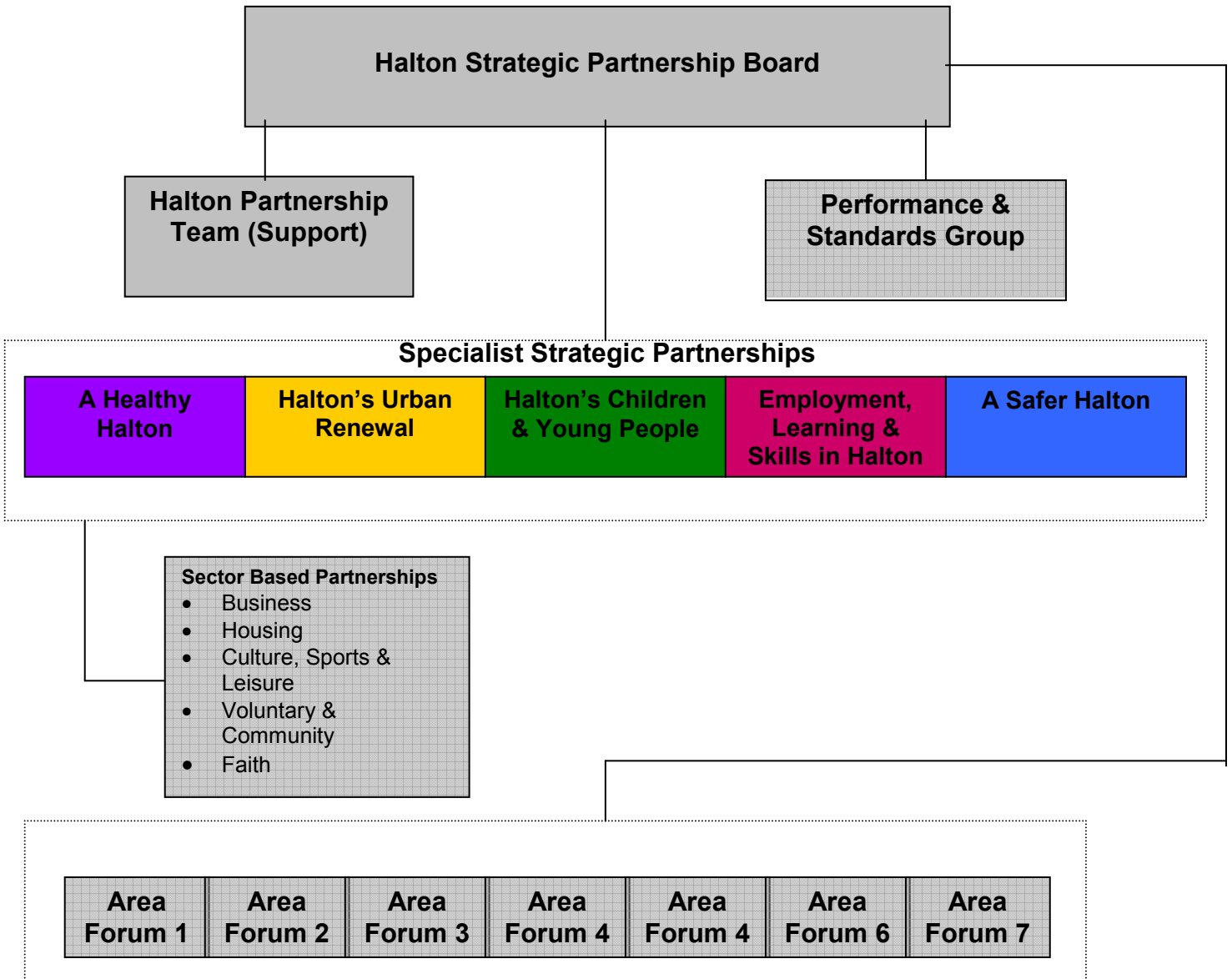
Governance

Halton already has in place well established and robust partnership arrangements. These are based on a Strategic Board supported by five thematic partnerships, a performance management group and a number of specialist subsidiary partnerships. This includes representation at all levels by all stakeholders including significant representation from the voluntary and community sectors. The structure has been recently reviewed, refreshed and rationalised through an overhaul of governance arrangements supported by Manchester Business School. The current governance structure is represented overleaf.



Halton Strategic **PARTNERSHIP**

The Virtual Organisation



The recent governance review took place in the knowledge of the advent of LAAs and was framed accordingly. It is proposed that the LAA will be managed through the existing Partnership structure, which along with the adopted performance management framework is considered wholly fit for purpose.

Any successful organisation must ensure that its strategy, structure and culture are perfectly aligned. Therefore, the latter is as important in achieving outcomes as the structure itself. The building and nurturing of relationships inside and outside the Partnership is crucial. The LAA has proved an ideal vehicle to strengthen relationships amongst partners in Halton, with Government Office and other agencies in the region. It has helped forge a wider shared understanding of Halton and the factors that influence its vitality. In its delivery, the LAA gives an opportunity to further bolster these relationships and drive up performance and efficiency. The issues we face are many and complex. The governance arrangements are framed to be flexible, responsive and allow a greater sense of responsibility and accountability to be shared across the Partnership.

Funding

The LAA represents only a small, albeit important, subset of Partnership activity in Halton. Currently, the Partnership invests £450M annually in the borough, and address almost 1000 targets. However, we recognise that the ambition of the LAA is to achieve marked and sustained change in the quality of life for Halton people. That crucially depends on how mainstream resources are used alongside welcome injections of specific and targeted special grants. The opportunity to join up funds to better effect is a boon, especially when used alongside a smarter performance management framework. This should allow us to target interventions where performance is not strong or happening quickly enough. Over time we will see a convergence of investment on the key priorities set out in the LAA.

Halton partners have noted the funding arrangements for LAAs. The mandatory pooling by Government of a number of external funding streams is welcomed. It is felt that this will simplify the performance management arrangements, reduce the transaction costs of programme management and lead to efficiencies. Given that Halton is a single-pot authority, the scope to make investments unfettered by the block structure is a welcome flexibility.

The Halton Strategic Partnership does not propose to pool any other funding streams within the LAA in Year 1. Some local and specific pooling of funding by partners will take place, as indeed it does now. However, we do not seek to embed these pooling arrangements within the auspices of the Agreement. Instead Partners will concentrate their efforts on wider moves to align appropriate budgets behind the Agreement. This position will be reviewed for Years 2 and 3 of the Agreement and we may seek to pool additional funding in later years of the agreement where this is helpful in achieving the outcomes agreed.

Partners are committed where appropriate to aligning the use of resources (including funds, personnel, buildings and land use) to support the aims of the LAA. Appendix 2 outlines our current thinking on aligning and pooling funding in the LAA. Our approach has been mainly to align funding in this first year.

A distinct financial benefit of the LAA can be the reward element. Halton has already agreed its LPSA2 with Government. This is being incorporated into the LAA, and a copy of the agreement is attached at Appendix 5.

Resources Management

All the objectives and targets of the LAA are set out in the Outcomes Framework, attached at Appendix 1. How well and how quickly progress happens depends crucially on the availability of resources and how smartly they are used. That means money, people, physical resources, proper intelligence and information, allied with the strength of will to use them in the best way. A key purpose of the LAA is to ensure that the resources available are targeted and used effectively to bring about improvements in the borough. This means:

- Being clear and agreeing about what we need to achieve so we are all pulling in the same direction.
- Maximising the funding we can generate or draw in to benefit Halton and developing our own resources and the capacity to help ourselves.
- Co-operating to be more effective, cutting out duplication and waste, and pooling budgets, knowledge and efforts of different organisations and groups where this makes sense.
- Listening and responding to what matters most to people locally.
- Targeting what we do to where it can make most difference.
- Doing the kind of things that experience has shown will really work and be successful.
- Checking on progress, letting people know how we are doing, and adjusting where necessary to keep on track.

To underpin this, the Partnership has made a big commitment to improving the way information is gathered, used and shared. Of particular note are:

- A data observatory has been set up to hold key statistical information on all aspects of living conditions in Halton. This will keep data at a variety of spatial levels – super output area, ward, neighbourhood and district level – and allow for comparison with our neighbours and regional and national averages. It will greatly help people to understand the geography and nature of disadvantage in Halton. It will be especially useful in informing the spatial targeting of activity under this LAA.
- The Partnership is setting up a database of consultation and community engagement in Halton. This will enable people to access a rich source of attitudinal data on a range of issues. It will also help people to plan and execute better community engagement in the borough - a key underpinning of this LAA.

Enabling Measures

Halton takes a pragmatic view of the opportunity offered to negotiate freedoms and flexibilities. The development process has identified a number of key enabling measures, which would benefit the LAA in its operation. These potential freedoms and flexibilities are summarised below:

Children & Young People

- Flexibility on benefits – Residence Order Allowance; Special Guardianship Allowance; Adoption Order Allowance.

Health & Older People

- Continued use of Supporting People Funding if Halton Borough Council fails to retain its excellent status.

Employment Learning & Skills

- Incapacity Benefit -rewarding the Halton LSP for a reduction in IB recipients. Savings could be counted if the individual did not go through Pathways to Work, and would be 50% of the saving. This would be allocated to the LSP by adding it onto Deprived Area Funding in order to support city employment strategies.
- Permitted Work Lower Limit Rules - Ability to amend the earnings disregard rules in targeted areas so that people can earn 6 hours of minimum wage without affecting other benefits.
- Data Sharing - There is a need to give greater freedom around data sharing protocols, i.e. in the case of seconded JCP staff where they lose access to data, particularly around individuals. Data should be accessible by seconded JCP staff (they will not share the details of that data with others).

Safer & Stronger Communities

- Paying the NTA pooled treatment money - in whichever form it comes - to the Council instead of the PCT. Criminal justice money is paid to the Council and having both funding streams in one place makes it easier for us to manage as Council Employees, and strengthens/simplifies our contracting arrangements with commissioned agencies.

We realise that it is a major task for Government to consider these properly. However, each is commended as being important if we are to fully realise our ambitions. An initial business case for each has now been presented separately to Government. We hope that these are resolved before the LAA receives final sign off.

Sustainability

The focus in Halton is to build a sustainable community that balances and integrates social, economic and environmental progress; that meets current expectations and prepares for future needs; and that respects the diversity of the place and people. Sustainability is about linking cohesion into the mainstream of service delivery and ensuring that our vision can be delivered over time and in the face of conflicting demands and diminishing resources. It involves more than changing plans and policies as it involves changing hearts and minds. What is important is that foundations are properly and securely laid at the outset for enabling any project or initiative to make an impact into the future. The LAA has been developed by adopting this approach.

In short, we want to build a sustainable community that balances and integrates social, economic and environmental progress; that meets current expectations and prepares for future needs; and that respects the diversity of the place and people. The Partnership has identified the following components as being crucial to success.

- (a) *Respect and Enjoyment*
- (b) *Thriving Places*
- (c) *Well Planned*
- (d) *Accessibility*

- (e) *Well Served*
- (f) *Well Run*

Halton already has a number of key strategies that commit to sustainability – detailed in the linkages section of the LAA. However, the Partnership believes that this is not enough. It recognises that there is growing scientific consensus about the environmental reality of climate change. Therefore, it has resolved to produce a bespoke climate change strategy. This will look to encompass the sustainability implications of everything the Partnership does. This will include the actions to take forward the LAA and the operational management of the Partner's organisations themselves.

A key element will be the need for the strategy to specify tangible outcomes and targets that can be actioned and monitored. Some of these are already contained in other strategies, for example our work in tackling fuel poverty in the housing strategy. It will be our intention to add a number of sustainability indicators to this LAA at the "Review and Refresh" stage.

Managing Risk

The Partnership recognises the scale of its ambition and is realistic in its expectations of what can be achieved given the scale of resources being deployed. It also recognises that risk management must be an integral part of the performance management framework and business planning process. This will increase the probability of success (and reduce the likelihood of failure) by identifying, evaluating and controlling the risks associated with the achievement of its objectives.

The risk management process focuses attention and resources on critical areas, provides more robust action plans and better informed decision-making. It also fosters a culture where uncertainty does not slow progress or stifle innovation and ensures the commitment and resources of the Partnership to produce positive outcomes.

As part of implementing this LAA the Partnership will use its agreed Risk Management Strategy and establish a Strategic Risk Register. This will set out the risk management objectives, the role and responsibilities for risk management of the Board and individual SSPs, and will categorise the risks and the approach to risk management action plans.

The risk management objectives include the;

- Adoption of Risk Management as a key part of the LAA
- Identification, evaluation and economic control of strategic and operational risks
- Promotion of ownership through increased levels of awareness and skills development

The Partnership's risks can be broadly categorised as either "strategic" or "operational". Strategic risks cover those threats or opportunities which could impact upon the achievement of medium and long-term goals. The review of strategic risks will be carried out when the LAA has been adopted. This will be followed up by an assessment of operational risks through each of the SSPs as part of their Action Planning of the LAA implementation process.

Equality & Diversity

The Partnership is determined to deliver its vision of a better future for Halton's people. We are committed to equality for everyone regardless of age, sex, caring responsibilities, race, religion, sexuality, or disability. We are leaders of the community and will not accept discrimination, victimisation or harassment. This commitment to equity and social justice is clearly stated in the adopted equal opportunities policy of the Partnership, and covers this LAA.

The Partnership wants to create a culture where people of all backgrounds and experience feel appreciated and valued. Discrimination on the grounds of race, nationality, ethnic or national origin, religion or belief, gender, marital status, sexuality, disability, age or any other unjustifiable reason will not be tolerated. As a Partnership we are committed to a programme of action to make this policy fully effective.

Partners will work collaboratively to develop effective procedures and policies to combat all forms of unlawful discrimination and to share good practice. They will ensure that all services are provided fairly and without discrimination. Reasonable adjustments will be made so that services are accessible to everyone who needs them. People's cultural and language needs will be recognised and services will be provided which are appropriate to these needs. Partners will monitor the take up of services from different sections of the population. The information collected will be used to inform service planning and delivery. Equality Impact Assessments will also be carried out on Partnership policies and services to assess how policies and services impact on different sections of the community. The results of the Equality Impact Assessments will highlight areas for improvement, which will be dealt with through the Partnership Improvement Plan.

A key focus of this work is to ensure mainstream service delivery is adequately meeting the needs of the diverse communities of Halton. Equity and accessibility are the two key drivers of how we will do this. Work is underway to examine the full range of community cohesion issues in Halton. As part of this a dataset of cohesion indicators has been developed, based on the Home Office model. They have been baselined in 2005/06 and will now form part of the datasets held by the Halton Data Observatory. This gives us a mechanism to track changes over the life of this LAA and beyond.

Performance management arrangements

The LAA seeks to raise the bar in terms of achieving challenging outcomes. This requires a step change in Partnership performance and will need careful management. The revised governance structure of the Partnership means that the Board and SSPs have all set up performance management groups. In order to support them considerable resources have been invested in the Data Observatory. The purpose of this is to provide a repository of real time performance data on all of the outcomes, indicators and targets set out in the LAA. The performance management framework then allows for this intelligence to inform the investment decisions of partners and helps hold them to account for the quality of those decisions in terms of actual performance achieved.

The LAA sets out clear targets for outcomes in the five thematic block areas and on key crosscutting transformational issues. The Halton Strategic Partnership Board

(HSPB) has delegated responsibility for developing and monitoring delivery of the annual LAA Action plan to the Performance and Standards Group (PSG). The PSG will review delivery of the LAA targets and operational plan actions on a six-monthly basis, with lighter-touch intermediate quarterly reviews of financial performance. The HSPB and PSG are supported by a dedicated performance management capacity from the Halton Strategic Partnership Team. The existing performance management framework of the Partnership has been updated and revised to take account of the needs of LAA management. This is attached at Appendix 4.

The performance management framework is comprehensive, strategic and operational. It will test the vision and approach of the LAA, including its preventative, sustainable and targeted aspects, and the priorities. This will include taking account of existing and emerging borough-wide, regional and national frameworks and initiatives that provide useful information and intelligence about the performance of Halton. It is designed to plan, monitor and review in a timely manner and will include targeted and LAA-wide evaluations. During the first year of LAA we will develop an annual trajectory for each of the three years of the Agreement, building on the trajectory analysis produced for the LSP review in 2006.

Our thematic partnerships – the SSPs - will be responsible for the delivery of the relevant “block” outcomes of the LAA. SSPs will review their arrangements to ensure these are “fit for purpose” to ensure delivery of the LAA. Responsibility for individual targets in the LAA will be clearly designated in the action plan to be developed before the spring with particular lead partners and named lead officers. Each partner’s normal accountability and corporate governance procedures apply to the initiatives they take responsibility for. The Service Level Agreements with individual projects will task project deliverers with addressing key outcomes of the LAA, including underpinning issues such as sustainability and social inclusion.

All action plans will include appropriate tracking of performance at six-monthly or more frequent intervals (except where outcome data is only available annually – for example, for school examination results). A "monitoring level" will also be set for targets: this will be the level that triggers performance management action. The PSG will agree all targets and "monitoring levels" through its oversight of annual action plans.

Ladder of intervention

Our annual planning cycle is designed to fit with the established budgetary and project management cycles of partners in Halton. In summary, the planning cycle for the LAA is as follows:

Timing	Activity	Outputs
July - Sept	Annual review of progress against LAA outcome targets and delivery of previous year’s action plan	Report to HSP Board Annual report. Financial report.

Aug – Oct	Draft action plans submitted by SSPs (covering proposed activities, outcomes and funding arrangements). PSG to challenge prioritization and plausibility.	Feedback to SSPs. Report to HSP Board on draft plans, including recommendations for changes. Financial report.
Nov	Mid-year (Apr-Sept) update on spending and activities (against action plan) from SSPs.	Exception / summary report to HSP Board. Performance report. GONW Monitoring Meeting
Dec	Finalised action plans submitted by SSPs. PSG challenge as appropriate.	Final proposed operational plan to HSP Board. Financial report.
Feb/March	Quarter 3 (Oct-Dec) update on spending and activities (against action plan) from SSPs	Exception / summary report to HSP Board. Financial report.
May	End of year update on spending and activities (against action plan) from SSPs	Exception / summary report to HSP Board. Performance report.

Tackling under-performance will be the greatest challenge for the performance management regime in the wider LAA context. A three-stage process is proposed for the LAA. This ladder of intervention will be reviewed over time. However, from the outset we intend to put in place systems which provide clear monitoring and reporting and make available a mutually accountable and supportive approach to enable partners to improve performance. This reporting would result in a clear picture of performance against the LAA in our annual report and then provides the basis for future planning as LAA implementation rolls forward.

For specific funding streams, performance management action could be triggered when performance against a particular target fails to achieve the agreed "monitoring level".

- Stage 1 If a six monthly monitoring report shows that performance against the action plan or a particular target has failed to achieve the agreed "monitoring level", the lead partner will be expected to take appropriate action, working as appropriate with other agencies. It will be asked to report on progress to the relevant SSP within three months.
- Stage 2. If a six monthly monitoring report shows that performance against the action plan or target has failed to achieve the agreed monitoring level for two consecutive six monthly periods, the SSP will be expected to agree a plan with the relevant agencies to tackle the under-performance. It will be asked to report on progress to the PSG within three months.

- Stage 3. If performance continues to fall below expected levels despite action by the SSP, the PSG will nominate one of its members to agree a revised plan to tackle under-performance, details of which will be reported to the PSG within three months.

The PSG will retain the right, in consultation with the relevant SSP, to trigger performance management action at either Stage 1, 2 or 3 in other circumstances where there is evidence of under-performance against target. The PSG will report every six months to the Board on all performance management actions, and especially those at Stages 2 and 3. These arrangements will be implemented and tested during the first year of the LAA 2006/7.

Linkages

As noted above, the LAA itself covers a small, albeit very important, subset of actions to which the Partnership is committed to deliver our agreed sustainable community strategy. That strategy provides clear signposting to the full range of activities, which the Partnership undertakes to deliver our vision. This LAA forms part of the medium term delivery plan for the Strategy. Delivering on the LAA also means ensuring that all our strategies and plans fit together. The main strategies and plans which underpin our priorities are:

- Local Development Framework.
- Integrated Equality & Diversity Policies.
- Economic Development & Tourism Strategy.
- Town Centre Strategies.
- Local Transport Plan.
- Crime and Disorder Reduction Plan
- Education Development Plan.
- Children & Young People's Plan.
- Health Strategy.
- Sport Strategy.
- Joint Commissioning Strategy for Older People.
- Air Quality Action Plan.
- Household Waste Management Strategy.
- Halton Community Strategy.
- Crime and Drugs Strategy.
- Housing Strategy.
- The National Service Framework for Children, Young People and Maternity Services
- Healthy Schools Standards and Plan
- Local Safeguarding Children Board Plan
- Looked After Children Strategy
- Building Bridges Strategy for Children with Disabilities
- Halton and Warrington Youth Justice Plan
- The Local Delivery Plans of the Health Trusts
- Cheshire Fire Service Plan
- Cheshire Constabulary Plan
- Cheshire Probation Plan
- Cheshire Criminal Justice Board Plan
- Safer Halton Partnership Plan

The LAA is linked to this whole range of other plans, strategies and reports. These fit together as a system designed to achieve progress on Halton's key strategic priorities and to deliver improvement for local people.

Attachments

- Appendix 1 Outcomes Framework
- Appendix 2 Funding
- Appendix 3 Statement of Community Involvement
- Appendix 4 Performance Management Framework
- Appendix 5 LPSA2 Agreement

Halton Local Area Agreement – Initial Outcomes Framework

Those indicators highlighted **in blue** are those included in the LPSA2 agreement which now merges into the LAA. Those indicators highlighted **in red** are the mandatory items. Those indicators **in black** are the local discretionary targets

Children & Young People Block

<i>Outcomes</i>	<i>Indicators</i>	<i>Baselines 2006/07 (Unless otherwise stated)</i>	<i>Targets 2007/08 (including any stretch targets, and their annual unstretched targets)</i>	<i>Targets 2008/09 (including any stretch targets, and their annual unstretched targets)</i>	<i>Targets 2009/10 (including any stretch targets, and their annual unstretched targets)</i>	<u><i>Lead partner</i></u>
Help achieve economic well-being	Reduce Percentage of 16-18 year olds not in education, employment or training to fewer than 7%	10.3%	9.4%	8.6%	7.7%	Connexions
Tackle the underlying determinants of ill health and health inequalities	By reducing the under-18 conception rate by 50% by 2010 as part of a broader strategy to improve sexual health (1998 Baseline)	-7.0% (2004 data)	-15%	-30%	-50%	Preventative mini-trust

Be Healthy	The percentage annual increase in the number of schools with an approved school travel plan (STP) required to achieve 100% STP coverage by March 2010	Baseline – 18% in 2003/04	64%	76%	88%	HBC Travel Adviser
Target 1	Increase the % school attendance of children who have been looked after for at least 12 months	89.6%	91%	92.6%	93.5%	HBC CYPD
Target 2	Increase % of LAC under 16, looked after for more than 2.5 years, that have been in their current placement for at least 2 years (LAC 24)	77%	81.5%	83%	85%	HBC CYPD LAC mini-trust
Target 3	Increase the percentage of year 11 pupils gaining 5 GCSEs at grades A*-C or DfES agreed equivalents, including English and Maths	37.1%	40.5%	42.0%	45.5%	HBC CYPD
Have security, stability and are cared for	Reduce the ratio of children looked after per 10,000 child population	57.1	56.2	55.0	53.5	HBC CYPD

To help children attend and enjoy school	To reduce unauthorised absence towards the national average in both primary and secondary schools by 6% and 10% respectively	Primary 5.65 Secondary 9.52	Primary 5.54 Secondary 9.20	Primary 5.43 Secondary 8.88	Primary 5.31 Secondary 8.56	HBC CYPD
To help children attend and enjoy school	Reduce number of days lost through chronic ill health through the development of joint working with the health sector.	Primary 5.25 Secondary 7.50	Primary 5.22 Secondary 7.46	Primary 5.19 Secondary 7.42	Primary 5.16 Secondary 7.37	HBC CYPD
Achieve stretching educational standards inclusively	To reduce the proportion of pupils with statements of special education needs to 2.8%.	3.0%	2.95%	2.9%	2.8%	HBC CYPD
Prepare young people for employment	To increase the number of 19 year olds with Level 2 qualifications.	55%	60%	65.5%	71.5%	LSC
Prepare young people for employment	Increase the % of young people achieving Level 3 by 19	(2004/05) 36%	Targets to be agreed in 2006-07			HBC CYPD

Give young people the chance to attend and enjoy school	Reduce the number of pupils permanently excluded from Halton Schools	40 (pending confirmation of 2005-06 figure by DfES)	32	To be agreed	To be agreed	HBC CYPD
Give young people the chance to attend and enjoy school	To reduce the number of schools with over 25% surplus capacity	January 2006 29% of Primary Schools and 25% of High schools	Reduction to 12% primary and 12.5% secondary – based on revised net capacity – will be effective in September 2008 unless adjudicator allows in year change from 2007	12% primary and 12.5% secondary	To be agreed	HBC CYPD
Children and young people are mentally and emotionally healthy	A full range of CAMH services is commissioned for children and young people with learning disabilities	(component rating) 3	(component rating) 3	(component rating) 4	(component rating) 4	CAMHS mini children's trust
Children and young people are mentally and emotionally healthy	16 and 17 year olds have access to mental health services appropriate to their age and level of maturity	(component rating) 2	(component rating) 3	(component rating) 4	(component rating) 4	CAMHS mini children's trust

Children and young people are mentally and emotionally healthy	24 hour cover is available to meet urgent mental health needs of children and young people and specialist mental health assessment undertaken within 24 hours.	(component rating) 2	(component rating) 3	(component rating) 4	(component rating) 4	CAMHS mini children's trust
Children and young people are mentally and emotionally healthy	Protocols are in place for partnership working between agencies for children and young people with complex, persistent and severe behavioural and mental health needs.	(component rating) 2	(component rating) 3	(component rating) 3	(component rating) 4	CAMHS mini children's trust
Children have security, stability and are cared for	Children with disabilities will have improved security, stability and care within their home environment by all eligible families being offered a carers' assessment by 2009	Baseline and targets to be established in 2006-07				Children with Disabilities Mini trust
Develop self-confidence and successfully deal with significant life changes and challenges	100% of young people with disabilities progress into further education, work or other positive destinations each year	Baseline and targets to be established in 2006-07				Children with Disabilities Mini trust

*** All school performance baseline data refers to 2004/05 academic year.

Halton Local Area Agreement – Initial Outcomes Framework

Healthier Communities & Older People Block

Outcomes	Indicators	Baselines 2006/07 (Unless otherwise stated)	Targets 2007/08 (including stretch targets, and their annual unstretched targets)	Targets 2008/09 (including stretch targets, and their annual unstretched targets)	Targets 2009/10 (including stretch targets, and their annual unstretched targets)	Lead partner
Improved Health and reduced health inequalities:	Reduce health inequalities between Halton and the England population by narrowing the gap in all-age, all-cause mortality by at least 10% by 2010 (2009-11)	802 (2003-05)	750	733	717	Halton & St Helens PCT and Partners
Reduce premature mortality rates and reduce inequalities in premature mortality rates between wards/neighbourhoods with a particular focus on reducing the risk factors for heart disease, stroke and related diseases (CVD) (smoking, diet and physical activity)	Reduce the death rates from All Circulatory Diseases (in under 75s) by 53% by 2010 (2009-11)	2003-2005 Data Period 112.0 per 100,000	2004-2006 Data Period 107.6 per 100,000	2005-2007 Data Period 103.2 per 100,000	2006-2008 Data Period 98.8 per 100,000	Halton & St Helens PCT and Partners
	Reduce the death rate from all cancers (in under 75s) by 26% by 2010 (2009-11)	2003-2005 Data Period 168.2 per 100,000	2004-2006 Data Period 163.1 per 100,000	2005-2007 Data Period 158.0 per 100,000	2006-2008 Data Period 152.9 per 100,000	Halton & St Helens PCT and Partners

	Reduce health inequalities within Halton, by narrowing the gap in all-age, all-cause mortality between the 20% of wards experiencing the highest rate and the Halton average by at least 25%	2003-2005 Data Period Halton: 803.7 Highest wards: 1368.4 Gap: 70.3%	2004-2006 Data Period Gap: 67.3%	2005-2007 Data Period Gap: 64.4%	2006-2008 Data Period Gap: 61.5%	Halton & St Helens PCT and Partners
	Reduce adult smoking rates to under 22%. With focus on most deprived wards which have the highest smoking prevalence	2004 estimate: 34%	33%	32%	31%	Halton & St Helens PCT and Partners
	People reporting to NHS Stop Smoking Services who set quit date and still stopped at 4 week review	850 (2005/06)	1000	1200	2000	Halton & St Helens PCT and Partners
Enhance the health & well being of Halton people inc. vulnerable seldom heard group i.e. Older people, BME, C & YP, carers	Increase take up of physical activities by adults including carers* by 5%	24% Sport (2004) 35% Culture (2005)	25% 36%	27% 38%	29% 40%	HBC and partners

Improved care for long term conditions and support for carers	Unplanned emergency bed days (for aged 65+)	58,649 (04/05)	2% reduction	4% reduction	6% reduction	HBC & partners
	Carers receiving specific carer service after assessment or review	195 (04/05)	250	400	600	

Halton Local Area Agreement – Initial Outcomes Framework

Employment Learning & Skills Block

<i>Outcomes</i>	<i>Indicators</i>	<i>Baselines 2006/07 (Unless otherwise stated)</i>	<i>Targets 2007/08 (including stretch targets, and their annual unstretched targets)</i>	<i>Targets 2008/09 (including stretch targets, and their annual unstretched targets)</i>	<i>Targets 2009/10 (including stretch targets, and their annual unstretched targets)</i>	<i>Lead partner</i>
Within each NRF district, for those living in the wards identified by DWP as having the worst labour market position (as at February 2004), significantly improve their overall employment rate and reduce the difference between their employment rate and the overall employment rate for England	Within that NRF district a reduction by 2007-8 of at least 1.6 percentage point in the overall benefits claim rate for those living in the Local Authority wards identified by DWP as having the worst initial labour market position.	<p>Appleton 24.9%</p> <p>Castlefields 34.9%</p> <p>Halton Lea 34.3%</p> <p>Kingsway 26.3%</p> <p>Norton South 25.4%</p> <p>Riverside 30.0%</p> <p>Windmill Hill 45.4%</p> <p>Stats DWP website 9/06 (dated 2/06)</p>	23.9	22.9	21.9	Job Centre Plus

<p>Within that NRF district a reduction by 2007-8 of at least 1.6 percentage point in the difference between the overall benefits claimant rate for England and the overall rate for the local authority wards with the worst initial labour market position.</p>					
<p>Increase number of adults qualified to Level 3 by 5%</p>	<p>12,200 (Jan-Dec 05)</p>	<p>150</p>	<p>200</p>	<p>260</p>	<p>LSC</p>
<p>Increase number of adults qualified to Level 2 by 1%</p>	<p>14,300 (04-05)</p>	<p>250</p>	<p>300</p>	<p>314</p>	<p>LSC</p>
<p>Reduce number of adults with no qualifications by 6%</p>	<p>14,400)</p>	<p>400</p>	<p>500</p>	<p>720</p>	<p>LSC</p>
<p>Increase rate of self-employment by 9%</p>	<p>5.7%</p>	<p>5.8%</p>	<p>6.0%</p>	<p>6.2%</p>	<p>Chamber</p>
<p>Increase number of VAT registrations by 9%</p>	<p>235 p.a.</p>	<p>242</p>	<p>249</p>	<p>256</p>	<p>Private Sector</p>

	Adults gaining Skills for Life 1or 2 or ESOL SfL at Entry level 1 to 3	19 (04/05)	30	40	46	HBC
Helping people improve their literacy, numeracy and spoken English	IB recipients sustaining 16 hrs+ employment for 13weeks+	18 (05/06)	50	100	179	HBC
Increase IB recipients into work or self employment						

Halton Local Area Agreement – Initial Outcomes Framework

Urban Renewal Block

<i>Outcomes</i>	<i>Indicators</i>	<i>Baselines 2006/07 (Unless otherwise stated)</i>	<i>Targets 2007/08 (including stretch targets, and their annual unstretched targets)</i>	<i>Targets 2008/09 (including stretch targets, and their annual unstretched targets)</i>	<i>Targets 2009/10 (including stretch targets, and their annual unstretched targets)</i>	<i>Lead partner</i>
Increase job supply for Halton residents	Increase the numbers of jobs in Halton by 5%	53,086 (2005)	53,686	54,486	55,740	Private Sector
Improvement of the environment through land reclamation	Bring 24ha of derelict land back into beneficial use	0	8	8	8	HBC
Secure private sector investment in commercial premises in order to create more jobs for local people	Facilitate bringing to market of at least 60,000 sq. m. of new and replacement commercial floorspace	0	20,000	20,000	20,000	Private Sector

As part of an overall housing strategy for the district ensure that all social housing is made decent by 2010, <i>unless a later deadline is agreed by DCLG as part of the Decent Homes programme</i>	Proportion of social housing meeting required standard	64.3%	75%	85%	100%	RSLs
Reduce waste to landfill and increase recycling	Reduce household waste arisings sent to landfill (BVPI 82d)	76.8%	74%	72%	70%	HBC Env. Dir.
Reduce waste to landfill and increase recycling	Ensure 40% of municipal waste is recycled or composted	24% (2005/06)	26%	32%	40%	HBC Env. Dir.

Halton Local Area Agreement – Initial Outcomes Framework

Safer & Stronger Communities Block

<i>Outcomes</i>	<i>Indicators</i>	<i>Baselines 2006/07 (Unless otherwise stated)</i>	<i>Targets 2007/08 (including stretch targets, and their annual unstretched targets)</i>	<i>Targets 2008/09 (including stretch targets, and their annual unstretched targets)</i>	<i>Targets 2009/10 (including stretch targets, and their annual unstretched targets)</i>	<i>Lead partner</i>
Reduce overall crime in line with Halton's Crime and Disorder Reduction Partnership targets and narrow the gap between the worst performing wards/neighbourhoods and other area across Halton (Source ((PSA 1) SSCF Agreement))	Reduction in overall British Crime Survey comparator recorded crime (PSA1)	9421 (03/04)	7776	To be negotiated	To be negotiated	Cheshire Police
	Narrow the gap between worst performing wards and Halton average	Appleton Castlefields Halton Lea Kingsway Norton South Riverside Windmill Hill	Baseline data currently being agreed from I-Quanta analysis	To be negotiated	To be negotiated	Cheshire Police
	Reduce violent crime rates from serious wounding and common assault	2,133 (03/04)	1,999	1913	To be negotiated	Cheshire Police

	Reduce criminal damage	4349 (03/04)	3462	To be negotiated	To be negotiated	Cheshire Police
	Reduce burglary from dwellings	593 (03/04)	356	To be negotiated	To be negotiated	Cheshire Police
	Reduce the number of thefts of vehicles	753 (03/04)	625	588	To be negotiated	Cheshire Police
	Reduce the number of thefts from vehicles	1108 (03/04)	920	749	To be negotiated	Cheshire Police
Reduce the proportion of prolific and other priority offenders who re-offend:	The reoffending rates of PPO's currently on the scheme measured against the equivalent period prior to entering the scheme.	To be confirmed on Jan 07 figures showing both actual cohort numbers and percentages	-20%(on 07 baseline)	-25%(on 07 baseline)	TBC	Cheshire Police

	Adults (over 18)	Being negotiated nationally				Cheshire Police
	Youth (under 18)	97 in cohort 41.2% recidivism (2004)	39.2%	37.2%	36.2%	YOT
	Youth (under 18)	Proportion subject to ISSP completing their order				
Reduce the harm caused by illegal drugs	Increase the total numbers of individuals in treatment	604 (2004/05)	665	790	810 (based on current funding)	DAT
	Increase the retention rate in treatment for 12 weeks	80% (2004/05)	85%	88%	89% (based on current funding)	DAT
	Increase number of young people with a substance misuse problem choosing to have treatment	37 (2005)	59	94	150	Preventative Services Mini- Trust

	Increase number of young people and their families accessing specialist support services	7 (2005)	20	40	60	Preventative Services Mini-Trust
	Reduce public perception of local drug dealing or drug use as a problem	Establish baseline April 07 Source – Halton 2000 Survey				DAT
Build respect in communities and reduce anti-social behaviour	Increase in percentage of people who feel informed about what is being done to tackle anti-social behaviour in their local area	LoGUS data expected Dec 06				SHP
	Increased percentage of people who feel that parents in their local area take responsibility for the behaviour of their children	LoGUS data expected Dec 06				SHP

	Increased percentage of people who feel that people in their area treat them with respect and consideration	LoGUS data expected Dec 06				SHP
	Reduce people's perception of anti-social behaviour (using the 7 issues stated in the survey).	Baseline 2005 33.6%	27%	25%	23%	SHP
	Reduce ASB incidents recorded by Police	3086 (05/06)	2870	TBA	TBA	Cheshire Police
	Increase the perception of safety after dark	2003 baseline 50%	55%	60%	65%	Cheshire Police/ HBC

	Increase Percentage of residents who feel they can influence decisions affecting their local area	2005 baseline 30% (Consulting Communities in Halton Survey)	33%	34%	35%	HSPB
Reassure the public reducing the fear of crime	Maintain the capacity of the local VCS in the borough as measured by volume of public service delivery (CSCCF Mandatory)	1.3% (05/06)	1.3%	1.3%	1.3%	HSPB
Empower local people to have a greater choice and influence over local decision making and a greater role in public service delivery	Increase number of people who feel that their local area is a place where people from different backgrounds can get on well together	80% (Consulting Communities in Halton survey 2005)	82%	84%	85%	HSPB

	Increase the number of people recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the past year.	Baseline 2005 26% (Consulting Communities of Halton Survey)	28%	29%	30%	HSPB
Cleaner, greener and safer public spaces	Increase the number of parks and green spaces with Green Flag Award	5 (2006)	6	7	8	HBC Env. Dir
	Increase the number of residents satisfied with local parks and open spaces (BV119e)	71% (03/04) (Triennial survey & local fill-in survey)	73%	75%	77%	HBC Env. Dir

	An increase in the percentage of abandoned vehicles removed within 24 hours from the point where the local authority is legally entitled to remove the vehicle (BVPI 1218b)	Respond to report within 24 hours – 70.76% (05/06)	85%	100%	100%	HBC Env. Dir.
		Legally remove – 77.31% (05/06)	85%	93%	100%	HBC Env. Dir.
	Graffiti % of incidents of offensive graffiti responded to within 24 hours of notification	77.22% (05/06)	85%	100%	100%	HBC Env. Dir.
	Reduce detritus and litter density (BVPI 199(a))	16% (3 year average 03/04 - 05/06)	16%	14.25%	13%	HBC Env. Dir.
Improve the quality of the local environment by reducing the gap in aspects of liveability between the worst wards/neighbourhoods and the district	Percentage of residents in Halton's NM Pilot areas reporting an increase in satisfaction with their neighbourhoods	72% (NM Resident Survey autumn 2006)	TBA	TBA	TBA	HBC NM Unit

as a whole, with a particular focus on reducing levels of litter and detritus	Raise satisfaction levels with the neighbourhood area where people live (BVPI 89)	57.9% (04/05)	63.7%	69%	70%	HBC Env. Dir.
Increase domestic fire safety and reduce arson	Reduce deliberate number of incidents of vehicle arson to non-derelict vehicles	195 (Jan – Dec 05)	160	135	130	Fire Service
	Reduce fly tipping (fly capture)	2,100 (05/06)	1890	TBA	TBA	HBC
	Reduce deliberate property fires by 10%	111 (2005)	100	90	82	Fire Service
	Maintain the number of accidental fire related deaths in the home at current level	Nil	Nil	Nil	Nil	Fire Service
	Reduce Accidental dwelling fires	101	94	87	80	Fire Service

	Increase the number of victims of domestic abuse accessing support	270	324	Target to be agreed at end of 07/08		The Relationships Centre
	Increase year on year the arrest of perpetrators where a crime has been committed (LCJB)	36 per month	38	40	42	Cheshire Police
	To increase the number of incidents of domestic abuse reported to the police (directly or through a third party)	1613 (05/06)	1774	1863	1956	Cheshire Police
	Increase the number of incidents of domestic abuse, which result in sanctioned detections	269 (20% of all incidents for 05/06)	282	288	294	Cheshire Police

	To reduce the number of repeat victims of domestic abuse reported annually to the police (directly or through a third party) in the same period who are repeat victims	Baseline 162 (21% of all victims)	154	146	139	HDAF
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Appendix 2

FUNDING : LOCAL AREA AGREEMENTS

SINGLE POT

Category	Funding Stream	2006/07 (£000)	2007/08 (£000)	2008/09 (£000)	2009/10 (£000)
Centrally Pooled (Mandatory)	Neighbourhood Renewal Fund	6,049	5,377	TBC	TBC
	Children's Services Grant	462	585	TBC	TBC
	Kerbcraft	30	TBC	TBC	TBC
	Key Stage 3 – Behaviour and Attendance	68	68	TBC	TBC
	Key Stage 3 – Central Co-ordination	332	128	TBC	TBC
	Primary Strategy Central Co-ordinator	326	140	TBC	TBC
	School Travel Advisers	17	17	TBC	TBC
	School Development Grant (LA element)	1,132	TBC	TBC	TBC
	Anti-Social Behaviour Grant	25	TBC	TBC	TBC
	Building Safer Communities	149	TBC	TBC	TBC
	Neighbourhood Element	413	516	413	258
	Domestic Violence	7	TBC	TBC	TBC
	Partnership Support Grant (Drug Action Team)	66	TBC	TBC	TBC
	Single Community Programme	115	TBC	TBC	TBC
	Waste Performance & Efficiency	252	252	TBC	TBC

Centrally Pooled (Discretionary)	Extended Schools (Standards Fund)	254	-		
	Teenage Pregnancy Grant	106	106		
	Children's Fund	483	-		
	School Improvement Partners	23	-		
	Supporting People	7,931	7,535		
	Rural Bus Subsidy Grant	37	37		
Aligned *	Connexions	1,400			
	14-19 Funding and Organisational Pilots	280			
	Direct Schools' Funding	83,600			
	LEA Music Services	143			
	School Meals	162			
	Youth Opportunity Fund	34			
	Child and Adolescent Mental Health Services	270			
	Basic Command Unit	100			
	National Treatment Agency (Drug Treatment)	1,207			
PCT Mainstream (adult drug treatment)	369				

Code

Black
Red
Green
Blue

General
C&YP
Health
Safer Halton

HALTON LOCAL AREA AGREEMENT

DRAFT STATEMENT OF COMMUNITY INVOLVEMENT

Introduction

This statement of community and voluntary sector involvement (SCI) demonstrates how we have worked together so far, and how we will build on this for the future.

There are many voluntary organisations and community groups in Halton. Their objectives and activities are shared with other stakeholders in the borough. Since 2001 all of these interests have come together to jointly commit to improving life in the borough under the banner of the Halton Strategic Partnership (HSP).

The Halton Strategic Partnership is committed to ensuring that a diverse range of voluntary and community groups are involved in decision-making, resource allocation, neighbourhood renewal and service delivery at an area level. This is fully set out in the recently adopted sustainable Community Strategy for Halton. In taking this forward through the Local Area Agreement (LAA) it is vital that it is based on a shared understanding that all partners are responsible for achieving this.

Engaging residents

The LAAs timescales meant that there has been limited scope to involve residents directly in the LAA negotiation. However, the Community Strategy was built upon a 12-month period of intense engagement with residents and the voluntary and community sector. It was vital that the process was inclusive. Many people and groups were involved so we could build a clear picture on what was important and how we should go forward. Some of the key steps included:

- A review of our achievements since the first Community Strategy was launched four years ago, and an honest assessment of how well partnership arrangements have worked
- A new State of Halton report was commissioned to look objectively at statistical conditions and changes and trends in social, economic and environmental conditions
- A major telephone survey of residents backed up by focus groups was carried out to seek their views on what life is like, and should be like, in Halton
- A review of regional and national strategies, and those of partners, was carried out to assess the likely impact of this activity in Halton
- An inclusive process of debate and discussion on the way forward took place with members, officers, officials and volunteers of all the organisations involved with the partnership
- A thematic assessment of the challenges facing the borough, and a thorough review of outcomes, outputs and targets was carried out. These helped to demonstrate how the strategy and partnership working could make a difference in the future.

This process of engagement with people and partners was vital. It is only if there is a shared view of the challenges that Halton faces, and a broad sense of ownership of the resulting strategy, and how it will be taken forward through the LAA -that there will be any chance of its ambitions being realised.

We are committed to consulting and listening to local people and ensuring that their priorities shape the strategic direction of Halton. To underpin this commitment the Partnership has adopted a new and innovative approach to community engagement enshrined in a strategy adopted in October 2005. This has begun to identify best practice models of community empowerment and work to support all partners to develop their practice further. There is a commitment to continue this approach as the LAA is developed.

While partners are effectively consulting local residents in a variety of ways, and can demonstrate that their priorities are shaping the strategic direction of the partnership, we recognise that there is more work to be done. In the first year of the LAA (and the final months of this year) we will focus on further developing the links between our LAA and the community engagement strategy.

Building on existing partnership working

Halton's LAA is built on a broad base of existing partnership working, especially with the voluntary and community sector. Halton already has well established and robust partnership working arrangements. As detailed in the LAA this is based on a hierarchy of Partnership Board, SSPs (thematic partnerships), Performance and Standards Group, and a range of subsidiary partnerships. The community is well represented on all of these bodies with at least 2 representatives per partnership, and indeed the Community Empowerment Network's Chair is the HSP's Vice-Chair.

In addition there are geographical engagement mechanisms through area forums, participation and delivery meetings and putative neighbourhood management boards in our three pilot areas. The Area Forums will shortly refresh area action plans and take on board any ramifications from the LAA. They will be based on wide consultation with local residents, neighbourhood based groups and cross-borough communities of interest and communities of identity. The Area Action Plans will both reflect the emerging priorities of the LAA and act as a mechanism for understanding local priorities to feed into the LAA.

Developing the LAA together

From the outset there has been a commitment to informing the Voluntary Community Sector (VCS) about the LAA process and to consulting on the developing LAA. Underpinning this, the LAA Lead Officers Group includes two voluntary sector members from HVA Together.

A range of activities have been planned to keep all stakeholders informed of the development of the LAA and to shape its direction at critical points. In response to demand events will be held during working hours and also evenings / weekends so that the needs of smaller community organisations and Board Members are met. Even at this early stage we can demonstrate that concerns raised during stakeholder events have influenced the developing LAA. For example:

- The importance of poverty as across cutting issue

- Transport and accessibility
- Properly representing the full range of needs of older people
- A strategic approach towards funding the voluntary sector, moving away from short-term project based funding.

The LAA is now a standing agenda item for monthly Community Empowerment Network (CEN) Executive Board and network meetings so that the VCS infrastructure organisations of the Borough are consulted and informed at regular intervals. Lead negotiators for each block will ensure that the VCS are involved in and inform the emerging priorities targets and actions.

Implementing the LAA

There is a clear opportunity for the LAA to enable an increase in opportunities for the voluntary and community sector organisations to be delivery agents. We welcome the mandatory outcome on the growth of the voluntary and community sector and partners are considering how to support this. Work to achieve this mandatory outcome will build on the continuing work of the Partnership who:

- Support commissioning agencies to develop models for commissioning services that enable VCS organisations to hold contracts
- Promote the contribution the VCS can make in public service delivery
- Build the capacity of VCS organisations to develop the standards, systems and skills required to become 'fit for purpose', bidding for and potentially winning contracts for service delivery.

Making a financial contribution

There is considerable scope for the voluntary and community sector to add value to the LAA:

- In Halton for each £1 of local authority grant investment, the sector levers in a further £6
- When volunteer time is recognised with a notional value of £8 per hour, it would amount to a further £50 million added value to Halton.
- The Small Grants Fund offers voluntary and community groups grants of up to £5,000 to achieve their goals.

We have not addressed in detail whether and how specific funding streams will be brought into the LAA, but Change Up investment plans and the Big Lottery Fund are under discussion.

Purpose of the SCI for Halton

Acknowledging the diversity and independent status of all partners, the SCI for Halton's purpose is to:

- Be a fundamental reference document setting out processes for improving, monitoring and evaluating the input of local people and partners, relationships, partnerships and cross-sectoral working, at all levels.
- Establish key principles, shared vision and undertakings.

- Promote understanding between the sectors, and work together to develop a culture of mutual trust and empowerment.

The SCI for Halton is a framework for the way in which organisations from the community voluntary & public sectors work together. It is based on a number of shared principles:

1. Voluntary action is an essential part of a democratic society.
2. If society is to thrive and work well, it needs to have an independent and diverse community and voluntary sector.
3. All partners are committed to working in partnership towards common aims, whilst recognising that each contributes in different ways.
4. It is recognised that policies and services will be much closer to peoples real needs and wishes if they are engaged and involved in putting their ideas into action.
5. By involving people in decisions and helping them take part in the delivery of services, long-term relationships with the partners are built.
6. All partners recognise and respect equality and diversity and will work to enhance and encourage the implementation of these principles.

To be successful, the SCI aims to involve residents and the VCS in developing the LAA, and more importantly in its implementation. It will:

- Widen access for communities to be involved in or influence the decision-making process.
- Develop the relationship between all sectors and at all levels.
- Improve the flow of information and communication channels between and in, all sectors and the community.
- Develop the network and networking, between and across, all sectors.

Established protocol

The Halton Strategic Partnership has already agreed a protocol, which sets out the expectations in terms of the actions and relationships between partners. The Board has also stated its intention that each of the blocks of the LAA should be underpinned by a similar commitment to involve and engage all partners, and especially the community and voluntary sector, in the design and implementation of the LAA. It is worth highlighting some of the key commitments included in the Halton protocol:

Shared Commitments for Halton Strategic Partnership and HVA Together

1. All involved in the HSPB, HT and all the relevant sub partnerships will be aware of and sign up to the Community Strategy, priorities process, partnership strategies and terms of reference as required.
2. All members' organisations must comply with the equality and diversity policies of HSPB, adhering to the principles and values of the Partnership on equality and fairness.
3. At all levels of representation HSPB and HT will work towards eliminating any barriers for members to access and fully participate in the process. This will include an induction for new representatives, and relevant training and ongoing support from Partnership and HT staff.
4. HSPB and HT will actively work towards a relatively even spread of representation over the geographical area of Halton.

5. The HSPB will recognize the full range of responsibilities that HT is charged with by central government and the relevant levels of emphasis placed on each.
6. Whilst recognizing that Members represent organizations, within Partnership structures they will act in the best interests of the borough rather than advancing their own personal or organizational agendas.

Commitment of Halton Strategic Partnership Board to support the full involvement of HVA Together

1. There will be at least 2 HT representatives on the HSPB and each of the Specialist Strategic Partnerships (SSPs)
2. Wherever possible, each SSP will invite representation from HT onto all sub partnerships and working groups.
3. All representatives are entitled to receive appropriate support and assistance from the Halton Partnership Team, Halton Together support team and or SSP coordinators to enable them to fully participate in meetings

Commitment of HVA Together to support the advancement of the LAA

1. HT representatives will be openly and democratically elected through the Halton Together Network and its recognised sub networks and forums.
2. Halton Together will endeavour to ensure that all representatives have the relevant expertise or are provided with opportunities to develop their knowledge.
3. HT representatives will have the responsibility to ensure that they gather information from and feed back to the wider network the content and context of their involvement and will in turn report to and inform the relevant aspect of the HSPB of the work of HT.

This SCI will form the basis on which the working protocol for involvement of partners in managing the LAA will spring from.

Conclusion

This Statement of Community Involvement seeks to be a fundamental reference document which will establish key principles, shared vision and undertakings, to promote understanding between partners so that they may work together to build trust and improve the lives of people who live and work in Halton through the Local Area Agreement (LAA).

This provides a basis to help the Halton Strategic Partnership (HSP) to utilise the LAA to streamline and improve service provision, with the maximum inclusion of local people and the community and voluntary sector at every level and to respond to and be driven by the needs of the local community.



Halton Strategic Partnership Board

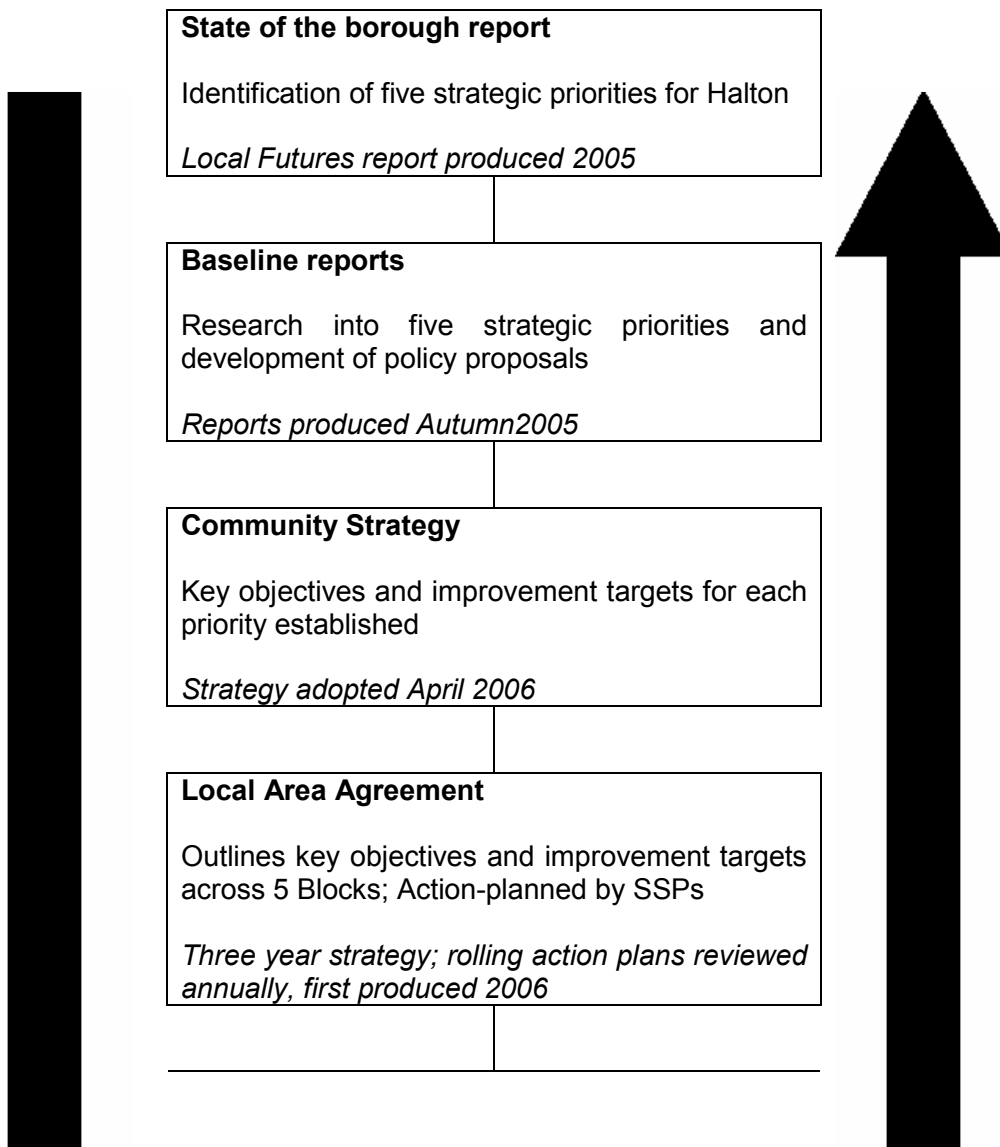
LAA Performance management framework (Draft)

August 2006

Section 1: reviewing delivery

The Halton Strategic Partnership Board (HSPB) has a structured strategic planning and performance management framework in place, with strong linkages between the two processes. This has been revised and extended to encompass the needs of Local Area agreements (LAA).

The following diagram illustrates the Partnership's strategic planning process.

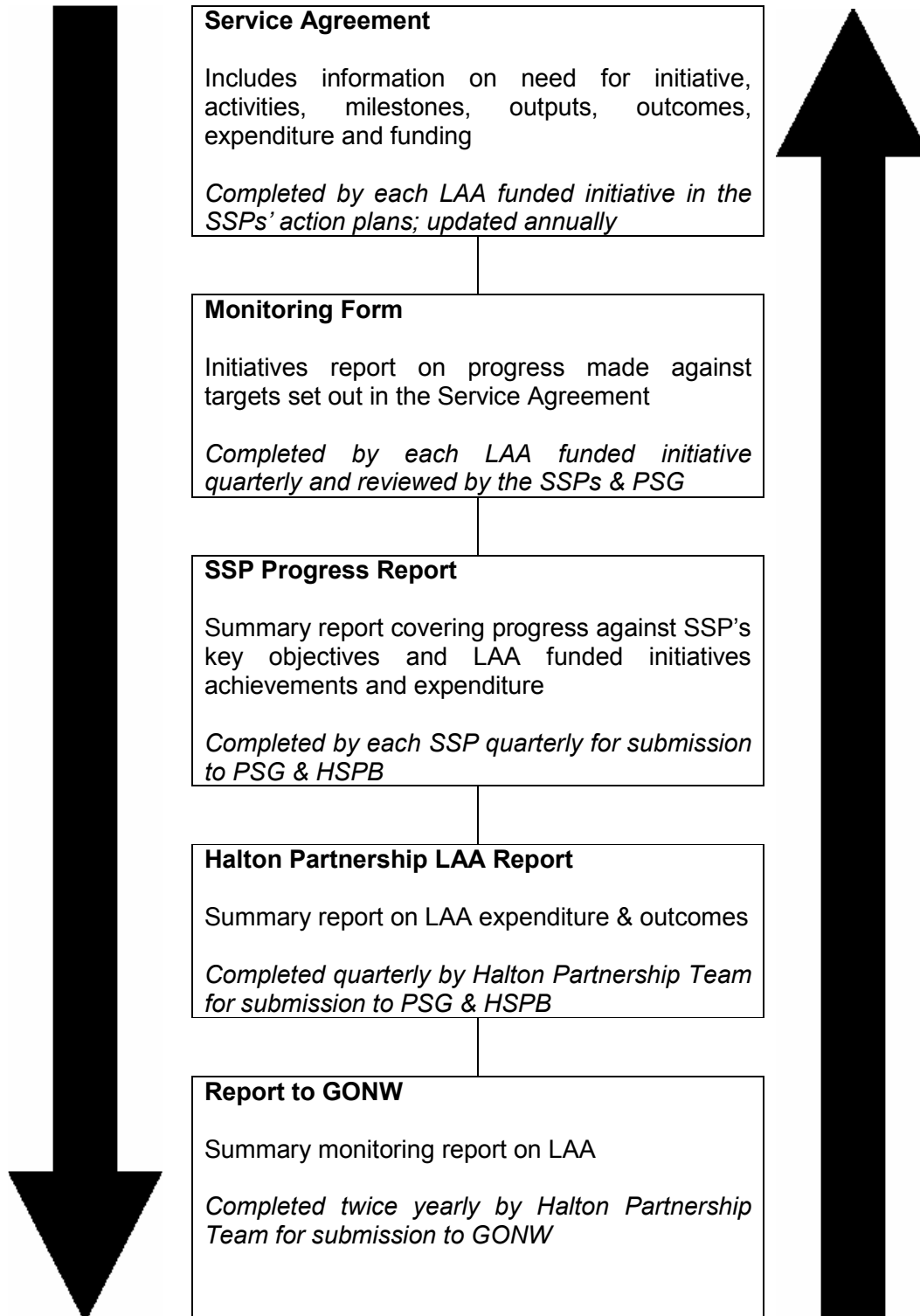


Performance review

Partnership analyses progress against the improvement targets and national floor targets

SSP Review by Block, Performance & Standards Group; Annual away day

The following diagram illustrates the Partnership's performance management process for Halton's LAA Funding.



Section 2. Annual Performance Review

The annual performance review is used to monitor progress against the Community Strategy's improvement targets and national floor targets. It provides an opportunity for a rounded assessment of progress across all aspects of Partnership activity. Partners are provided with a review of progress against the Community Strategy improvement targets and the national floor targets. This forms a central element published Annual Report of the Halton Strategic Partnership.

Each target is placed in one of the following categories:

- achievement likely (green)
- achievement difficult (amber)
- achievement unlikely (red)

A presentation is given to partners analysing the targets categorised as red and amber in more detail. Partners identify gaps in current service provision that need to be addressed to improve performance against these targets. Action points are drawn up following the discussion and agreed by the Halton Strategic Partnership Board at their next meeting. All the agreed action points are SMART and have clear lead individuals/agencies. Progress is reported to the Halton Strategic Partnership Board throughout the year.

The annual review of the SSPs strategies and action plans is used to challenge the plausibility of the actions aiming to deliver the targets. As part of the process for allocating LAA resources, clear links are established between the grant funded initiatives, the LAA outcomes framework and SSP Action Plan, and the Community Strategy improvement targets and key objectives. The criteria for LAA funded initiatives (attached) states that to receive grant initiatives should be based on evidence of what works and existing good practice in circumstances relevant to Halton.

When reviewing their strategies and action plans, the SSPs are required to use information from the performance review and from the monitoring of LAA funded initiatives to revise their plans to ensure they remain focused on what works in the achievement of the LAA and Community Strategy improvement targets and national floor targets.

The performance review and the SSPs updated strategies and action plans inform the updating of the LAA and the regular refresh of the Community strategy itself.

The information collected from each initiative through the monitoring process also includes the following in addition to the information outlined in the above diagram:

- progress towards sustainability, including mainstreaming where appropriate
- partnership working and development
- community engagement activities

The financial monitoring collects information on the use of LAA resource and on investment from other sources, including:

- cash match funding
- in-kind match funding
- leverage/complementary funding

Section 3. Performance management arrangements

The LAA sets out clear targets for outcomes in the five thematic block areas and on key cross-cutting transformational issues. The Halton Strategic Partnership Board (HSPB) has delegated responsibility for developing and monitoring delivery of the annual LAA Action plan to the Performance and Standards Group (PSG). The PSG will review delivery of the LAA targets and operational plan actions on a six-monthly basis, with lighter-touch intermediate quarterly reviews of financial performance. The HSPB and PSG are supported by a dedicated performance management capacity from the Halton Strategic Partnership Team. The existing performance management framework of the Partnership has been updated and revised to take account of the needs of LAA management.

The performance management framework is comprehensive, strategic and operational. It will test the vision and approach of the LAA, including its preventative, sustainable and targeted aspects, and the priorities. This will include taking account of existing and emerging borough wide, regional and national frameworks and initiatives that provide useful information and intelligence about the performance of Halton. It is designed to plan, monitor and review in a timely manner and will include targeted and LAA-wide evaluations. During the first year of LAA we will develop an annual trajectory for each of the three years of the Agreement, building on the trajectory analysis produced for the LSP review in 2006.

The thematic partnerships – the SSPs - will be responsible for the delivery of the relevant “block” outcomes of the LAA. SSPs will review their arrangements to ensure these are “fit for purpose” to ensure delivery of the LAA. Responsibility for individual targets in the LAA will be clearly designated in an action plan, with particular lead partners and named lead officers. Each partner’s normal accountability and corporate governance procedures apply to the initiatives they take responsibility for.

The role of the PSG is to:

- Prepare an annual LAA action plan for Board approval
- Review, and where necessary challenge, the annual action plans prepared by thematic partnerships (SSPs) and recommend their approval to the BSP Board
- Monitor performance against LAA targets twice a year and monitor financial performance quarterly
- Ensure effective arrangements are in place to collect and analyse information to support the development, monitoring and delivery of the LAA
- Undertake performance management action as outlined below

The Halton Partnership team supports the PSG. It is advising on the development and maintenance of information systems and analysis to support the LAA and its implementation. The Team will help join-up the performance management arrangements across all partnerships and help to ensure that action is effectively coordinated

The Role of SSPs – is to take responsibility for the overall delivery of the relevant block outcomes. They are primarily accountable for delivery against the LAA, including:

- Prepare an annual action plan for the block for submission to the PSG
- Monitor performance against LAA targets twice a year and monitor financial performance quarterly
- Undertake performance management action as outlined below.

SSPs must ensure their management arrangements are adequate for managing delivery of the relevant LAA outcomes. They will agree how responsibility for individual targets in the LAA is allocated to a lead partner and named lead officer. All agencies contributing to the delivery of a target will be expected, as part of their normal accountability and governance arrangements, to ensure:

- Appropriate delivery plans are in place
- Robust data on performance against target is collected and reported in accordance with overall arrangements for monitoring the LAA
- Under-performance against agreed targets and outcomes can be promptly addressed.

All action plans will include appropriate tracking of performance at six-monthly or more frequent interval (except where outcome data is only available annually – for example, for school examination results). A "monitoring level" will also be set for targets: this will be the level that triggers performance management action. The PSG will agree all targets and "monitoring levels" through its oversight of annual action plans.

Ladder of intervention

Tackling under-performance will be the greatest challenge for the performance management regime in the wider LAA context. The LAA has established a three-stage management process. This ladder of intervention will be reviewed over time. However, from the outset we intend to put in place systems which provide clear monitoring and reporting and make available a mutually accountable and supportive approach to enable partners to improve performance. This reporting should result in a clear picture of performance against the LAA in our annual report and then provides the basis for future planning as LAA implementation rolls forward.

For specific funding streams, performance management action could be triggered when performance against a particular target fails to achieve the agreed "monitoring level".

- Stage 1 If a six monthly monitoring report shows that performance against the action plan or a particular target has failed to achieve the agreed "monitoring level", the lead partner will be expected to take appropriate action, working as appropriate with other agencies. It will be asked to report on progress to the relevant SSP within three months.
- Stage 2. If a six monthly monitoring report shows that performance against the action plan or target has failed to achieve the agreed monitoring level for two consecutive six monthly periods, the SSP will be expected to agree with the relevant agencies a plan to tackle the under-performance. It will be asked to report on progress to the PSG within three months.
- Stage 3. If performance continues to fall below expected levels despite action by the SSP, the PSG will nominate one of its members to agree a revised plan to tackle under-performance, details of which will be reported to the PSG within three months.

The PSG will retain the right, in consultation with the relevant SSP, to trigger performance management action at either Stage 1, 2 or 3 in other circumstances where there is evidence of under-performance against target. The PSG will report every six months to the Board on all performance management actions, and especially those at Stages 2 and 3. These arrangements will be implemented and tested during the first year of the LAA 2006/7.

The annual planning cycle is designed to fit with the established budgetary and project management cycles of partners in Halton. In summary, the planning cycle for the LAA is as follows:

Timing	Activity	Outputs
July- Sept	Annual review of progress against LAA outcome targets and delivery of previous year's action plan	Report to HSP Board Annual report. Financial report.

Aug – Oct	Draft action plans submitted by SSPs (covering proposed activities, outcomes and funding arrangements). PSG to challenge prioritization and plausibility.	Feedback to SSPs. Report to HSP Board on draft plans, including recommendations for changes. Financial report.
Nov	Mid-year (Apr-Sept) update on spending and activities (against action plan) from SSPs.	Exception / summary report to HSP Board. Performance report. GONW Monitoring Meeting
Dec	Finalised action plans submitted by SSPs. PSG challenge as appropriate.	Final proposed operational plan to HSP Board. Financial report.
Feb/March	Quarter 3 (Oct-Dec) update on spending and activities (against action plan) from SSPs	Exception / summary report to HSP Board. Financial report.
May	End of year update on spending and activities (against action plan) from SSPs	Exception / summary report to HSP Board. Performance report.

Our ladder of intervention is framed to be able to inform the annual planning cycle in a timely and appropriate way.

Section 4: reviewing partnership working

The Core requirements have been introduced to ensure that LSPs do not just measure progress on delivery of targets, but also to ensure that what they are doing is right in the light of local circumstances. All actions need to be Specific, Measurable, Achievable, Resourced and Realistic, have a Time Limit and have clear lead individuals/agencies and progress reporting scheduled. The core requirements of LSP performance management arrangements are:

Reviewing outcomes - Monitor the implementation of the LAA (and Community Strategy) - measuring progress against relevant floor and local targets set out in the outcomes framework, and challenge the plausibility of actions to deliver. This is reviewed on an annual basis by the Board and twice a year by the PSG.

Reviewing partnership working - Assess the effectiveness of the partnership - ensuring that the LSP is strategic, inclusive, action-focused, performance managed, and

addresses skills & learning. This is reviewed annually as part of the LSP Improvement Plan and refreshed as a minimum every three years.

Improvement planning - Strengthen delivery arrangements. Devise action/improvement plans to address weaknesses. This is reviewed quarterly and refreshed annually following the GONW review.

The Halton Strategic Partnership Board's recently reviewed all aspects of its partnership working. Amended governance arrangements came into place in May 2006, which included strengthened performance managements and scrutiny arrangements through a dedicated Performance and Standards Group (PSG).

The PSG reports every six months on progress in implementing the SSP/LAA Action plans, highlighting issues for concern. The annual performance review away day is used to report on progress against the actions and for partners to raise any issues of concern and identify weaknesses that need action taking to address them.

Conclusion

The performance management framework is crucial to the delivery of both the LAA Outcomes Framework and Community strategy targets. It is also a way of each tier of the Partnership holding to account the next tier for delivery of their tasks and targets. However, this needs to be in a structured format that follows the same principles down through the tiers, and horizontally across the partnership groups at each tier. This performance management framework sets out how the Partnership will:

- agree improvement plans to build on strengths and overcome weaknesses;
- ensure that any proposed actions to meet targets are robust;
- monitor progress against defined targets; and
- review the effectiveness of the Partnership and its impact on services.

It focuses in particular on the relationship between the main Partnership, the Performance and Standards Group (PSG) and the thematic partnerships, and clarifies the roles that each undertakes. The performance management framework includes scrutiny arrangements to provide opportunities to look at and challenge annual performance and to promote accountability and transparency in monitoring the delivery of the Community Strategy and LAA.

Halton Borough Council

Local Public Service Agreement

**LOCAL PUBLIC SERVICE AGREEMENT
BETWEEN HALTON BOROUGH COUNCIL AND
THE GOVERNMENT**

Introduction

1. Halton Borough Council and the Government have made this Local Public Service Agreement (Local PSA) with the intention of further improving the services to local people that Halton Borough Council provides. This agreement covers the period 1 April 2005 to 31 March 2008.
2. The agreement records the present intentions of the Council and the Government. It is entered into by both in good faith, but it is expressly recognised that neither can fetter the future discretion of the Council or of Ministers and Parliament. The agreement is therefore not intended to create legal relations. Subject to that, the following points are agreed.

The Intentions of Halton Borough Council

3. Halton Borough Council will use its best endeavours to achieve more demanding performance targets than those it would be expected to achieve in the absence of this Local Public Service Agreement. These enhanced targets are specified in Schedule 1 to this agreement.

The Intentions of the Government

4. The intentions of the Government set out in this agreement are subject to the outcome of any statutory consultations and any necessary approval of the Treasury and Parliament.
5. The Government will pay Halton Borough Council a grant of £868,429 in 2006 in support of the expenditures described in Schedule 3 to this agreement. The conditions attached to this “pump-priming” grant are also set out in Schedule 3.
6. The Government will pay a performance reward grant to Halton Borough Council, as set out in Schedule 4 to this agreement, if it achieves all the enhanced targets (“performance target with Local PSA”) specified in Schedule 1. Schedule 4 also sets out the grant it intends to pay if the Council secures a substantial improvement in performance that falls short of the target. The Schedule also stipulates the intended timing of payments of the grant. Halton Borough Council undertakes to provide audited information confirming the extent of improvement in their performance relative to the Local PSA performance targets set out in Schedule 1, as a precondition for the determination and payment of the performance reward grant.

Date of Agreement: April 2006

For Halton Borough Council

**For Her Majesty's
Government**

.....
Councillor Tony McDermott
On behalf of Halton Borough Council

.....
Phil Woolas MP
Minister of State, Office of the
Deputy Prime Minister

.....
Mr David Parr
Chief Executive

.....
**The Right Hon Des Browne
MP**
Chief Secretary to Her
Majesty's Treasury

The above ministers sign on behalf of their colleagues listed below:

The Right Hon John Prescott MP
Deputy Prime Minister

The Right Hon Gordon Brown MP
Chancellor of the Exchequer

The Right Hon Patricia Hewitt MP
Secretary of State for Health

The Right Hon Ruth Kelly MP
Secretary of State for Education and
Skills

The Right Hon Charles Clarke MP
Home Secretary

The Right Hon Tessa Jowell MP
Secretary of State for Culture, Media
Sport

The Right Hon John Hutton MP
Secretary of State for Work and
Pensions

SCHEDULE 1: PERFORMANCE TARGETS

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12	To increase the number of local residents currently on incapacity benefits moving into work or self-employment.	17

Target 1

Outcome

Reduce the level of violent crime

Indicator by which performance will be measured

Number of recorded incidents of violent crime within Halton (serious woundings and common assault).

Current Performance (2003/04)

2,133

Performance at the end of the period of the Local PSA (2007/08)

Performance expected without the LPSA

1,967

Performance target with the Local PSA

1,913

Enhancement in performance with the Local PSA

54

Target 2

Outcome

Reduction in vehicle crime in Halton

Indicators by which performance will be measured

- i) The number of thefts of vehicles in Halton
- ii) The number of thefts from vehicles in Halton

Police recorded crime data

Current Performance (2003/04)

- i) 753
- ii) 1108

Performance at the end of the period of the Local PSA (2007/08)

Performance expected without the LPSA

- i) 625
- ii) 920

Performance target with the Local PSA

- i) 588
- ii) 749

Enhancement in performance with the Local PSA

- i) 37
- ii) 171

Target 3

Outcome

Improving the health and well-being of residents.

Indicator by which performance will be measured

The percentage of adults in Halton participating in at least 30 minutes moderate intensity sport and active recreation (including recreational walking) on 3 or more days a week, as measured by Sport England's Active People survey.¹

Current performance (November 2006)

X%²

Performance at the end of the period of the LPSA (November 2009)

Performance expected without the Local PSA

X% (no change)

Performance expected with the Local PSA

X% + 5%

Enhancement in performance with the Local PSA

5%

Notes

¹ This indicator will be measured using Sport England's Active People survey. Results will be published in November 2006, with a follow-up survey being undertaken in October-November 2009. It is anticipated that the survey will attain a confidence interval at a 95% confidence level of 3%.

² X% = the result of the November 2006 Sport England Active People survey in relation to Halton. If Halton Council does not communicate the results of this survey question to ODPM and DCMS, within two months of receipt of the results from Sport England no PRG will be payable in respect of this target. Upon receipt, a definitive version of the target will be issued by ODPM.

Target 4

Outcome

Tackling the problems of domestic violence

Indicators by which performance will be measured

1. The number of incidents of domestic violence¹ reported to the police (directly or through a third party) in Halton.
2. The proportion of incidents of domestic violence¹ which result in a sanction detection².
3. The proportion of the total number of incidents of domestic violence reported annually to the police (directly or through a third party) in the same period who are repeat victims.³

Current performance

1. 1613 (1/4/04 - 31/03/2005 - CAVA data)
2. **S% = The proportion of incidents of domestic violence¹ which result in a sanction detection in 2005/06 - CAVA data)**
3. 23% (1/04/03 - 31/03/04 - MIU data)

Performance at the end of the LPSA period

The period over which the with LPSA performance will be measured will be 01/04/2007 to 31/03/2008

Performance expected without the LPSA

1. 1694
2. S% + 2%
3. 21%

Performance target with the LPSA

1. 1774
2. S% + 5%
3. 18%

Enhancement in performance with the LPSA

1. 80
2. 3 percentage points
3. 3 percentage points.

Notes

¹ The definition of incident of domestic violence is: any incident of threatening behaviour, violence or abuse psychological, physical, sexual, financial or emotional) between people who are or have been intimate partners or family members, regardless of gender.

² A sanctioned detection occurs when (1) a notifiable offence (crime) has been committed and recorded; (2) a suspect has been identified and is aware of the detection; (3) the CPS evidential test is satisfied; (4) the victim has been informed that the offence has been detected, and; (5) the suspect has been charged, reported for summons, or cautioned, been issued with a penalty notice for disorder or the offence has been taken into consideration when an offender is sentenced.

³ The definition of repeat is: an incident where the victim is the same victim as a previous incident (where the previous incident took place not more than 12 months before the incident to be counted).

The Performance Reward Grant on this target will be split between the above indicators in the following proportions:

1. 50%
2. 25%
3. 25%

With regard to indicator 2 above, Halton Borough Council undertake to let the LPSA team at ODPM know the actual figure represented by "S" by 30/8/2006.

Target 5

Outcome

Reducing the harm caused by drug misuse.

Indicators by which performance will be measured

- 1: The number of individuals in Halton who are in contact with structured drug treatment services as per the LDP definition and measured by the National Drug Treatment Monitoring System (NDTMS March 2006 methodology).
- 2: The percentage of individuals in Halton starting treatment who are retained in treatment for over 12 weeks as defined by the NTA methodology and measured by the National Drug Treatment Monitoring System (NDTMS March 2006 methodology).

Current performance (2004/05)

- 1: 604
- 2: 80%

Performance at the end of the LPSA period

This will be measured over the period 1/4/2008 to 31/3/2009

Performance expected without the Local PSA

- 1: 680
- 2: 85%

Performance target with the Local PSA

- 1: 790
- 2: 88%

Enhancement in performance with the Local PSA

- 1: 110
- 2: 3%

Note

Notwithstanding the provisions of Schedule 4 of this agreement, it is agreed that the potential Performance Reward Grant attributed to this target is £358,765.94.

Target 6**Outcome**

Reducing vehicle arson.

Indicator by which performance will be measured

The number of incidents of arson occurring to non derelict vehicles.

Current Performance

200 (Jan - Dec 2005)

Performance at the end of the LPSA period

This will be measured over the period (1/4/2007 to 31/3/2008)

Performance expected without the LPSA

170

Performance target with the Local PSA

140

Enhancement in performance with the Local PSA

30

Note

Notwithstanding the provisions of Schedule 4 of this agreement, it is agreed that the potential Performance Reward Grant attributed to this target is £146,000.00.

Target 7

Outcome

Improving health and well-being

Indicator by which performance will be measured

The number of people reporting to NHS stop smoking services in Halton who had set a quit date and who are still not smoking at the four weeks review, counted according to DH protocol.

Current performance (2005/6)

850

Performance at the end of the LPSA period

This will be measured over the period 1/4/2008 to 31/3/2009

Performance expected without the Local PSA

1200

Performance target with the Local PSA

2000

Enhancement in performance with the Local PSA

800

Note

Notwithstanding the provisions of Schedule 4 of this agreement, it is agreed that the potential Performance Reward Grant attributed to this target is £424,337.25.

Target 8

Outcome

Improved care for long term conditions and support for carers

Indicators by which performance will be measured

- i) Number unplanned emergency bed days¹ (Halton PCT registered population aged 65+)
- ii) Number of carers receiving a specific carer service² from Halton Council and its partners, after receiving a carer's assessment or review.

Current performance

indicator (i) 2004/05,

indicator (ii) first six months of 2004/05

(i) 58,649

(ii) 195

Performance at end of LPSA period

Indicator (i) 2008/09

Indicator (ii) 2008/09

Performance expected without the Local PSA

(i) Reduction of 2% from finalised 04/05 figure (provisionally 57,476)

(ii) 400

Performance target with the Local PSA

(ii) Reduction of 6% from finalised 04/05 figure (provisionally 55,130)

(ii) 600

Enhancement in performance with the Local PSA

(i) 4% of finalised 04/05 figure (provisionally 2,345 bed days)

(ii) 200

Notes

¹ Bed Days Figures are produced by Halton PCT based on HES data.

Bed days exclude primary diagnostic codes A00- B99 and 000 – Q99

The reconfiguration of Primary Care Trusts will require former Halton PCT GP practices to be monitored separately for the period 2005 – 2008.

² The definition of a specific Carer Service as identified in the guidance of the RAP in Adult Social Services.

<http://www.dh.gov.uk/assetRoot/04/09/91/56/04099156.pdf> pages 92 to 96

Notwithstanding the provisions of Schedule 4 of this agreement, it is agreed that the potential Performance Reward Grant attributed to this target is £424,337.25.

Target 9

Outcome

Improve educational attainment at Key Stage 4

Indicator by which performance will be measured

The percentage of year 11 pupils gaining 5 GCSEs at grades A*-C or DfES agreed equivalents, including English and Maths

Current Performance (2004/05)

32.5%

Performance expected without the LPSA (academic year 2007/08)

39%

Performance target with the Local PSA

40.5%

Enhancement in performance with the Local PSA

1.5%

Target 10

Outcome

Helping people improve their literacy, numeracy and spoken English.

Indicator by which performance will be measured

The number of adults who gain a Skills for Life Level 1 or Level 2 qualification in Adult Literacy (and or Numeracy) or an ESOL Skills for Life national qualification at Entry Level 1, Entry Level 2, Entry Level 3, Level 1 or Level 2

Current Performance (2004/05)

19

Performance at the end of the LPSA period (measured in academic year ending 31/8/2008)

Performance expected without the LPSA

52

Performance target with the Local PSA

116

Enhancement in performance with the Local PSA

64

Target 11

Outcome

Improved opportunities and levels of participation in education, training and employment by children in the care of the Halton Council.

Indicators by which performance will be measured

1. The percentage school attendance of children who have been looked after for at least 12 months
2. The percentage of children in the care of Halton Council who are under 16 years old and have been looked after for more than 2.5 years, that have been in their current placement for at least 2 years (LAC 24)

Current Performance

1. 89.6% (May 2005)
2. 64.4%

Performance at the end of the LPSA

This will be measured between:

1. 1/9/2007 to 30/5/2008
2. 1/4/2007 and 31/3/2008

Performance expected without the LPSA

1. 90.6%
2. 77%

Performance target with the Local PSA

1. 92.6%
2. 81.5%

Enhancement in performance with the Local PSA

1. 2 percentage points
2. 4.5 percentage points

Notes

The Performance Reward Grant allocated to this target is £107,071.56 and will be apportioned between the indicators on this target in the following proportions:

1. 14%
2. 86%

Target 12

Outcome

To increase the number of local residents currently on incapacity benefits moving in to work or self-employment during the period April 2006 – March 2009.

Indicator by which performance will be measured

The number of people who have been claiming an incapacity benefit* helped by Halton Borough Council into sustained employment of at least 16 hours per week for 13 consecutive weeks or more, as measured by Halton Borough Council performance data

* Incapacity Benefit (IB), Severe Disablement Allowance (SDA (TP)), Income Support (IS) on the basis of incapacity and those awarded National Insurance Credits (NICS) on the basis of incapacity.

Current performance (year ending 31 March 2006)

18

Performance at the end of the period of the Local PSA (three year cumulative for year ending 31 March 2009)

Performance expected without the Local PSA

54

Performance target with the Local PSA

179

Enhancement in performance with the Local PSA

125

Special conditions

1. When Pathways to Work is operational in Halton, the qualifying period for a beneficiary of this LPSA target will be 8 months or more on an incapacity benefit.
2. An individual will not be counted more than once for the purposes of this target.
3. For the purposes of this target, people gaining work during the period of the agreement may be claimed as sustained for up to 13 weeks after 31/3/2009.

Notwithstanding the provisions of Schedule 4 of this agreement, it is agreed that the potential Performance Reward Grant attributed to this target is £375,000.50.

SCHEDULE 2: FREEDOMS & FLEXIBILITIES

No freedoms and flexibilities were requested.

SCHEDULE 3: PUMP PRIMING GRANT

IN SUPPORT OF INVEST TO SAVE OR INVEST TO IMPROVE PROJECTS

To assist in achieving the targets set out in this Agreement, the Government will make a pump priming grant of £868,429 to Halton Borough Council as a contribution towards expenditure of an “invest to save” or “invest to improve” nature. This grant will be paid no later than the financial year following that in which this agreement was concluded.

The grant is intended to assist the authority in achieving the targets set out in the agreement. Conditions protecting the proper use of public funds will apply.

SCHEDULE 4: PERFORMANCE REWARD GRANT

The provisions of this Schedule are subject to any additional provisions on the performance reward grant elsewhere in the Agreement.

The total potential grant

The total potential grant is equivalent to 2.5% of the authority’s net budget requirement for 2004/2005. It is divided equally among the targets unless the description of a target in this agreement specifies otherwise. Where a target has sub-targets, the amount for the target is sub-divided equally among the sub-targets unless otherwise specified. The relevant net budget requirement was £146,841,000.

The reward for achievement on a target

The proportion of the potential grant attributed to a target or sub-target that is payable is the same as the proportion of the ‘enhancement in performance with the Local PSA’ specified in Schedule 1 that the authority achieves, subject to a maximum proportion of 100% and a minimum of 60%. If the authority achieves less than 60% of that enhancement in performance, nothing is included in the grant in relation to that target or sub-target.

Payment of the grant

The grant will be paid in two equal instalments in the financial year following that in which the end date of the Local PSA falls, and the next financial year. Half of each instalment of the grant will be paid as a capital grant, and half as a revenue grant.