



Executive Board

Thursday, 23 September 2010 2.00 p.m.
Marketing Suite, Municipal Building

A handwritten signature in blue ink, appearing to read 'David W R'.

Chief Executive

ITEMS TO BE DEALT WITH IN THE PRESENCE OF THE PRESS AND PUBLIC

PART 1

Item	Page No
1. MINUTES	
2. DECLARATION OF INTEREST	
Members are reminded of their responsibility to declare any personal or personal and prejudicial interest which they have in any item of business on the agenda no later than when that item is reached and, with personal and prejudicial interests (subject to certain exceptions in the Code of Conduct for Members), to leave the meeting prior to discussion and voting on the item.	
3. CHILDREN YOUNG PEOPLE AND FAMILIES PORTFOLIO	
(A) HSCB SAFEGUARDING ANNUAL REPORT	1 - 72

Item	Page No
(B) APPOINTMENT OF DIOCESAN REPRESENTATIVE TO CHILDREN, YOUNG PEOPLE AND FAMILIES PPB	73 - 75
(C) SUMMARY OF EDUCATIONAL ATTAINMENT 2010	76 - 80
4. HEALTH AND ADULTS PORTFOLIO AND ECONOMIC DEVELOPMENT PORTFOLIO	
(A) SCRUTINY REVIEW OF EMPLOYMENT PRACTICES FOR PEOPLE WITH LEARNING OR PHYSICAL DISABILITIES OR MENTAL HEALTH ISSUES	81 - 118
(B) REVIEW OF HALTON HOUSING TRUST BOARD COMPOSITION	119 - 123
5. ECONOMIC DEVELOPMENT PORTFOLIO	
(A) BARRIERS TO WORK SCRUTINY TOPIC GROUP	124 - 146
6. ENVIRONMENTAL SUSTAINABILITY PORTFOLIO	
(A) HOUSEHOLD WASTE RECYCLING CENTRES - VEHICLE PERMIT SCHEME & ACCESS POLICY	147 - 161
(B) WASTE MANAGEMENT STRATEGY REVIEW	162 - 167
7. PHYSICAL ENVIRONMENT PORTFOLIO	
(A) DARESURY SCIENCE & INNOVATION CAMPUS (DSIC) - JOINT VENTURE PARTNERSHIP BOARD NOMINEES	168 - 171
8. RESOURCES PORTFOLIO	
(A) REVIEW OF THE COUNCIL'S GOVERNANCE ARRANGEMENTS	172 - 175
(B) REVIEW OF THE CONSTITUTION	176 - 179
PART II	

**ITEMS CONTAINING “EXEMPT” INFORMATION
FALLING WITHIN SCHEDULE 12A OF THE LOCAL
GOVERNMENT ACT 1972 AND THE LOCAL
GOVERNMENT (ACCESS TO INFORMATION) ACT
1985**

In this case the Board has a discretion to exclude the press and public and, in view of the nature of the business to be transacted, it is RECOMMENDED that under Section 100A(4) of the Local Government Act 1972, having been satisfied that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 3 of Part 1 of Schedule 12A to the Act.

(C) PROPERTY REVIEW

180 - 186

In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation procedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.

REPORT TO: Executive Board

DATE: 23rd September 2010

REPORTING OFFICER: Chair of Halton Safeguarding Children Board and Strategic Director, Children & Young People

SUBJECT: Halton Safeguarding Children Board Annual Report

WARDS: Boroughwide

1.0 PURPOSE OF THE REPORT

- 1.1 To advise Members of the publication of Halton Safeguarding Children Board's (HSCB) Annual Report 2009 -10 as agreed by the HSCB Main Board on 21st September.

2.0 RECOMMENDATION: That the Executive Board Members endorse the Halton Safeguarding Children Board (HSCB) Annual Report 2009-10.

3.0 SUPPORTING INFORMATION

- 3.1 The Apprenticeships, Skills, Children and Learning Act 2009 sets out a statutory requirement for Local Safeguarding Children Boards (LSCBs) to produce and publish an Annual Report on the effectiveness of safeguarding in the local area. The purpose of the Annual Report is to provide an assessment of the effectiveness of local arrangements to safeguard children, set against a comprehensive analysis of the local area safeguarding context. It should recognise achievements and the progress made in the local authority area as well as providing a realistic assessment of the challenges that still remain.
- 3.2 The report should provide robust challenge to the work of the Children's Trust Board to safeguard children. It will therefore be used by the Children's Trust Board to inform the Children & Young People's Plan.
- 3.3 The report will also provide information to the Chief Executive and Lead Member as part of their responsibility to hold the Director of Children's Services accountable for the effective working of the LSCB.
- 3.4 The report highlights the considerable amount of work undertaken by HSCB and the developments that have taken place over the past 12 months. These are in line with the core functions of LSCBs as set out in primary legislation and regulations. This includes:

3.4.1 Thresholds, policies and procedures, monitoring and evaluation functions:

HSCB has established processes to scrutinise practice across the borough; for example, multi-agency file audits, specific audits of safeguarding children practice in Adult Services and Section 11 audits of organisations with a legal duty to safeguard children. The Board also uses a performance framework in the form of a Report Card. This data-based tool enables the Board to track the progress of multi-agency work against set targets relating to its priorities. The Report Card focuses on three key priority areas: improving parenting support to children in need of safeguarding; ensuring that robust safeguarding processes are in place; and, improving outcomes for children in need of safeguarding. (Section 6 provides an up-date on the Report Card.)

The Policies and Procedures Sub group has ratified a number of policies, procedures and practice guidance over the year. This has included revisions to the Pan-Cheshire Sudden Unexpected Death in Infancy Protocol, review of the HSCB Escalation Process and guidance on the purpose of Core Groups, as well as ratification of the Child Protection Procedures of a number of agencies.

3.4.2 Training:

HSCB and the Children's Trust have worked together to provide frontline events to practitioners and managers to promote working together and raising the standards of practice across the workforce. The Board also delivers a multi-agency training programme, managed by the Training Sub group, which in addition to core courses on safeguarding process and practice has included input to events such as the annual Anti-Bullying and Third Sector conferences.

3.4.3 Recruitment and Supervision:

The Board has a Safer Recruitment Sub group that has driven forward the delivery of Safer Recruitment training across the children's workforce, as well as producing practice guidance for managers and selection panels. The Local Authority Designated Officer (LADO) also reports regularly to the Board to ensure it meets its functions in relation to investigations of allegations concerning persons working with children. The Annual Report also highlights the plans to broaden the remit of the Safer Recruitment Sub group by amalgamating with its counterpart in the Adult Safeguarding Board structure ensuring a more effective use of resources.

3.4.4 Private Fostering:

The Board has overseen a campaign to raise awareness of private fostering within the borough. This has included distributing information to the community, via the Safe Parenting Handbook, as well as to practitioners. This issue has also been incorporated in to multi-agency training. A multi-agency development group has met regularly to progress this work, and the Board receives an annual report on private fostering.

3.4.5 Communicating and Raising Awareness:

There has been progress in involving young people in the work of the Board by developing a "Shadow Board". Two events took place during the year and there are plans to develop this work further in the year ahead.

Community involvement will be a focus of the Board's work in future as recruitment to the role of Lay Member is planned for 2010. Two Lay Members will represent the community on the Board, establishing further lines of communication between the public and the Board and vice versa.

3.4.6 Functions relating to child deaths:

The Child Death and Near Miss Panel (CDOP) have met regularly to consider the factors related to the deaths/near misses of children across the borough. A number of work streams have been initiated by this group, such as the Early Years Child Safety Directory, work by Children's Centres highlighting safety equipment and a joint Child Safety Campaign between the HSCB and Children's Trust.

3.4.6 Serious Case Reviews:

The Board continues to monitor the implementation of recommendations and Action Plans from Serious Case Reviews. In addition the HSCB Executive also reviewed overall learning from Serious Case Reviews. The report from this exercise has been endorsed by the Board and will be incorporated in a review of training and a requirement for all HSCB member organisations to have a system in place for disseminating the learning from Serious Case Reviews to frontline staff.

3.5 HSCB continues to progress with a robust business plan which will build on the work already undertaken by the Board. (Section 9 of the Annual Report identifies all key activities identified for 2010-11.)

4.0 POLICY IMPLICATIONS

The HSCB Annual Report is used to inform the content of the Children & Young People's Plan which is produced by the Children's Trust. The Annual Report is one of the means whereby the Safeguarding Children Board holds the Children's Trust accountable for safeguarding children in the borough in order to ensure the effectiveness of the work of all partner organisations, including the local authority, in meeting their duties relating to safeguarding children.

5.0 OTHER IMPLICATIONS

There are no other implications arising out of the report.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

Priority 4 in the Children & Young People's Plan states that: Children and young people will feel safe at home, in school and in their communities. Halton Safeguarding Children Board holds the Children's Trust accountable for progress towards meeting this priority. A protocol has been agreed between the two Boards in order to enable the Safeguarding Children Board to effectively challenge and scrutinise the work of the Children's Trust. (See Appendix 2 in the Annual Report.)

6.2 Employment, Learning and Skills in Halton

The Annual Report comments on the Safeguarding Children Training activity undertaken by Halton Safeguarding Children Board. The aim of the training is to ensure that those working with Halton's children and families or parents/carers develop their knowledge and skills to safeguard children in order to ensure that the borough's children receive good quality services and timely interventions where necessary.

6.3 A Healthy Halton

The Annual Report comments upon areas Halton Safeguarding Children Board has identified as contributing to the health and wellbeing of children in the borough. Specific areas which HSCB is responsible for reporting on include:

- i) The work of the Child Death Overview Panel which identifies factors that could have potentially prevented or prevented the death of a child.
- ii) Serious Case Reviews where children have died, or suffered life threatening injuries, and multi-agency lessons can be learnt to prevent such situations occurring again.

6.3 A Safer Halton

The Annual Report highlights the work undertaken with the Safer Halton Partnership on the reduction of domestic abuse.

6.4 Halton's Urban Renewal

None identified

7.0 RISK ANALYSIS

Regular meetings between the Chief Executive of Halton Borough Council, the Lead Member, Chair of Halton Safeguarding Children Board, Strategic Director of Children & Young People and officers of Halton Borough Council take place to discuss a range of issues and explore risks.

8.0 EQUALITY AND DIVERSITY ISSUES

Equality and diversity issues are integral to the work of Halton Safeguarding Children Board as children may be more vulnerable due to factors related to their gender, age, disability, ethnicity or sexuality. They may also be more vulnerable due to their family's socio-economic background or their legal status, for example a child in a Private Fostering arrangement or a Child Looked After.

9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

None under the meaning of the Act.



HALTON SAFEGUARDING CHILDREN BOARD

ANNUAL REPORT 2009 - 2010

AND

BUSINESS PLAN 2010 - 2011

CONTENTS

Foreword by the Chair of Halton Safeguarding Children Board	3
Executive Summary	4
1. The structure of the HSCB	9
2. Strategic links with the Children's Trust and other forums	12
3. HSCB income 2009-2010	17
4. Key achievements of the HSCB during 2009-2010	18
5. The work of the Child Death Overview and Near Miss Panel	34
6. Update on the HSCB Performance Framework	39
7. Serious Case Reviews	46
8. Future challenges for the HSCB	49
9. Business Plan for 2010-2011	51

APPENDICES

1. Membership of the HSCB, the Executive Board and the Sub-groups	54
2. Protocol between Halton Children's Trust and the HSCB	58
3. CYPP Promises and progress on their delivery – May 2010	61

FOREWORD

This Annual Report describes the work and achievements of the Halton Safeguarding Children Board over its fourth year of operation. This work has continued in a rapidly changing national context, where all agencies who work with children and young people are being challenged to target their resources more effectively, and to demonstrate that positive outcomes for children and young people are being achieved. The Board in Halton has continued to rise to this challenge, re-affirming its commitment to ensuring that all agencies remain clearly focused on child safeguarding issues in all aspects of their work, and that they continue to develop their cooperative working arrangements.

The newly published 'Working Together' 2010 now includes guidance on the content of LSCB Annual Reports, emphasising a greater focus on performance analysis, rather than just on descriptive processes. While this guidance does not become mandatory until next year, the Annual Report that I am presenting here is very much informed by this new framework.

This Report illustrates how the HSCB has broadened its perspectives to meet the specific needs of particular groups of children and young people in the borough, developing work beyond its primary remit of 'child protection'. In doing so, individuals and organisations across the borough have continued to work together to ensure that, not only are children protected from harm and neglect, but that imaginative and effective initiatives are also driven forward to promote their welfare in wider contexts.

The Board's targets and aspirations for the children and young people of Halton remain ambitious, and our achievements would not be possible without the skills, energies, and commitment of the staff in all our partner agencies to whom I am immensely grateful.

On a final note, it was with shock and sadness that we learned, during last year, of the sudden death of Tony Morrison, Independent Social Work Consultant and friend and supporter of the Halton Safeguarding Children Board. Tony had, for a number of years, worked closely with both the Board and its predecessor, the ACPC, to help us refine our thinking and develop our practice, and his imaginative insights and valued criticism will be much missed. We remember him with fondness, and the thoughts of all members of the Board remain with his family.

Audrey Williamson

Chair, Halton Safeguarding Children Board

EXECUTIVE SUMMARY

The Halton Safeguarding Children Board (HSCB) has just completed its fourth year of operation, and has maintained the clear vision that places safeguarding at the centre of the borough's overall commitment to supporting and valuing the community it serves:

"All children and young people in Halton will grow up and thrive in safe environments, communities, homes and families. Where children are harmed, or at risk of harm, all agencies will actively cooperate to promote their welfare".

This Report outlines the progress that has been made in achieving these targets, and how the Board has built on its work over the previous three years. It also sets out the priorities for 2010-2011.

1. The structure of the Board in Halton

The structure of the HSCB is described in Section 1. While the main Board is responsible for the overall activity of the HSCB, and the setting of its strategic priorities, the day to day work is driven by an Executive Board and delivered through 6 Sub-groups.

The membership of the main Board, and the Executive and Sub-groups, are set out in Appendix 1.

The HSCB has a dedicated staff team to take forward its programme of work, and this is funded by partner agencies. Details on the team are provided in Section 1.

A breakdown of the overall HSCB budget for 2009-2010 can be found in Section 3.

2. Linking with the Children's Trust and other forums in Halton

The HSCB remains the key body in Halton which ensures that the various strategic plans for children and young people, and the services that are provided for them, embrace effective safeguarding practice.

The HSCB has developed its links with the strategic, and other, planning and development structures in Halton, but the key relationship is now with the Children's Trust. While the two bodies have worked well together in implementing and refining the Halton Children and Young People's Plan, structures and processes have also been put in place to ensure that the HSCB has been able to carry out its essential function of challenging and scrutinising the Trust regarding its role in the safeguarding of children and young people in the borough.

Much work has taken place to forge links between the Safeguarding Children Board and the developing Safeguarding Adults Board, and the year has also seen the growth of a children and young people's 'Shadow' HSCB.

Information on all these issues is provided in Section 2.

3. The work of the HSCB during 2009-2010

Section 4 details the achievements of the HSCB over the year, including its work on key priorities and its commitment to driving new developments and initiatives:

- The HSCB has consolidated its role in providing the strategic lead for children's safeguarding in the borough, and its input into a robust and comprehensive Children & Young People's Plan has been effective
- The HSCB has continued to engage well with safeguarding issues on the ground, and this has been facilitated by hosting Frontline Events with practitioners from agencies across Halton, and by promoting a culture of Active Learning that critically scrutinises practice and enhances safeguarding practice and the raising of standards
- This scrutiny of practice across the borough has been assisted by a robust approach to auditing and quality assurance, and Section 4 outlines the processes and structures used by the Board, including a focus during the year on auditing child safeguarding practice in adult-oriented services
- The HSCB has maintained its commitment to the development of services to support parents who have been the victims of domestic abuse, given the safeguarding implications for children who live in households where this occurs, and has been proactive in engaging with the community to increase the reporting of private fostering arrangements in the borough
- Support, leadership, and scrutiny has been maintained by the HSCB in respect of child safeguarding policies and procedures that are developed by both the Board, itself, and by individual agencies in Halton
- Leadership and support have also been evident in the Board's commitment to driving E-safety initiatives, a new Locality Working Pilot on the operation of the Levels of Need Framework, and the prevention of injuries to children. Section 4 contains update information on all these initiatives
- A core component of the HSCB's work that helps drive improved safeguarding practice has been the commitment to multi-agency training, and Section 4 also details the achievements in this area over the past year. In addition to organising formal courses and briefings, the Training Sub-group has led on the provision of workshops and conferences designed to raise awareness and drive new ways of thinking around issues as diverse as anti-bullying, the impact of parental mental health on children's well-being, and the needs of lesbian, gay, bi-sexual and trans-sexual young people
- The Child Death Overview and Near Miss Panel (CDOP) has continued to meet over the year to review the individual and collective factors related to the

deaths/near misses of children and young people across the borough, and Section 5 is devoted to a full report on this work. In addition to CDOP's core function to review cases, this report also highlights its role in public education around child safety, and the raising of practice standards.

3. The HSCB performance framework

The HSCB has committed itself to enhancing the monitoring and analysis of outcomes in respect of the work undertaken in the borough to safeguard children and young people and promote their welfare, and Section 6 describes the systems used to achieve this. The Board has introduced a new data-based tool - the Report Card - to track the progress of multi-agency work against set priority targets, and some early trends have been reported to the HSCB in quarterly reports during the year.

The majority of performance measures have met the set targets over the year, though concerns have been identified regarding the completion of formal Assessments following referrals into Children's Social Care. Information on this is provided in Section 6.

Section 6 also contains the quantitative data on performance, as provided through the Report Card to the HSCB.

4. Serious Case Reviews

The HSCB has taken very seriously its responsibilities to undertake thorough Serious Case Reviews when these have been required, but also to monitor the implementation of Recommendations and Action Plans in respect of SCRs that have been completed, and to ensure that learning is internalised and disseminated. Section 7 highlights the work that has been undertaken during the year in these areas.

The Executive Board has led on this work and, in December 2009, met for an extraordinary session to review overall learning from SCRs undertaken in the borough, and a report from this to the main Board is also contained in Section 7. The Board accepted the report, and next steps have included a review of training needs across the borough, and an HSCB requirement for each partner agency to have effective systems in place to ensure the systematic dissemination of learning from SCRs to all frontline staff.

5. Future challenges and areas for development

In addition to celebrating the positive achievements of the past year, this Annual Report also reflects the self-critical approach to performance evaluation that underpins the culture of the HSCB, and Section 8 highlights areas where more development is needed to enhance the Board's effectiveness. Some of these are key issues:

- Demonstrating outcomes - the Board has agreed that the identification and evaluation of outcomes from its work needs to become more robust. This relates

to all aspects of its work, and needs to more centrally inform ongoing strategic development, the allocation of resources, and the approach to multi-agency training

- Challenging the Children's Trust – while the relationship between the HSCB and the Children's Trust is relatively new and still developing, the HSCB will need to use all opportunities to provide constructive and robust challenge to the Trust on child safeguarding issues
- Fully implementing the CAF - the implementation of the Common Assessment Framework by the Children's Trust has been reviewed during the year, and more work is necessary to ensure that the Trust is supported in moving from a culture of referral to Children's Social Care to a fully integrated model, whereby all agencies are confident in planning and delivering coordinated services to children and families
- Continuing to engage with frontline staff - the HSCB has seen some significant successes in the face-to-face events it has hosted with front line staff. In recognising that the effectiveness of child safeguarding practice is dependent on a motivated, supported, and skilled workforce, the HSCB intends to build on this initiative over the coming year
- Working effectively with the Safeguarding Adults Board - the relationship between the HSCB and its Adults counterpart is in its early stages of development. The challenge ahead will be to translate the mutual commitment to collaborative working into meaningful outcomes for both bodies, and for the whole population of Halton
- Involving the community and service users in Board processes - a priority for the HSCB has been to enhance the involvement of sections of the community in its work. An encouraging start has been made in the early development of the shadow Board for children and young people, and this initiative remains high on the HSCB agenda.

The Board also aims to develop structures for gathering meaningful feedback on its work, from families who engage with children's safeguarding processes in the borough.

- Gaining community representation on the HSCB - new government requirements will soon include direct representation from the local community on the HSCB, and work has already started to facilitate the inclusion of lay members on the main Board.

4. Key Objectives and the Business Plan for 2010-2011

Much has been done over the fourth year of the HSCB to consolidate and develop its objectives, and, to take this work forward, a Business Plan for 2010-2011 has been agreed by the Board.

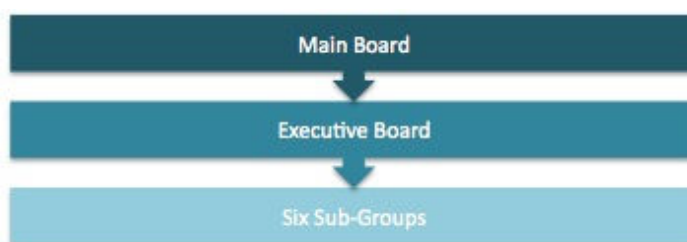
Section 9 details the Key Objectives for the forthcoming year, the breadth and scope of which demonstrate the scale of the HSCB's ongoing ambitions for the children and young people of Halton.

SECTION 1

THE STRUCTURE OF THE HSCB

The overall structure of the HSCB

The structure of the Halton Safeguarding Children Board (HSCB) has remained broadly unchanged since its inception in February 2006, though the number and range of its Sub-groups has increased. It continues to deal with business at three levels:



The membership of all these groups, and the agencies they represent, are detailed in Appendix 1 of this report.

The main Board

Audrey Williamson has continued to chair the main Board and, as the Adult Services Operational Director of HBC's Health and Community Directorate, this continues to provide an appropriate degree of independence.

The Board has met on a quarterly basis, and its membership has continued to comprise a good range of senior representatives from local agencies.

The Executive Board

The Executive Board drives the work that is delegated from the main Board. For the first 3 months of the year, it was chaired by the Operational Director, Specialist Services in HBC Children and Young People's Directorate, but, following his promotion to a post in a neighbouring local authority, he was replaced by the Operational Director of Child and Family Health in Halton and St Helens PCT. It has now been agreed that the chair of the Executive Board should be rotated annually between key agencies, so that the expertise of senior managers outside the local authority can be optimised in this key position.

The Executive Board has met on 6 occasions throughout the year, and has reported to each meeting of the main Board. Its key responsibilities have included:

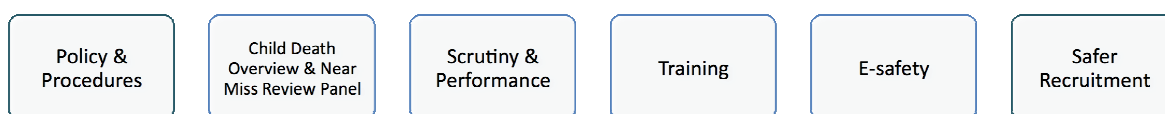
- planning the agenda of the HSCB main Board

- ensuring that the business of the main Board is driven forward and kept on track
- co-ordinating and driving the activities of the Sub-groups
- agreeing and monitoring the HSCB budget plan and other resources
- identifying national and local issues that require a response from the HSCB

The role of the Executive was formally reviewed during the year by the main Board, and its terms of reference were amended to extend membership to Adult Services in the local authority and to additional health agencies.

The Sub-groups

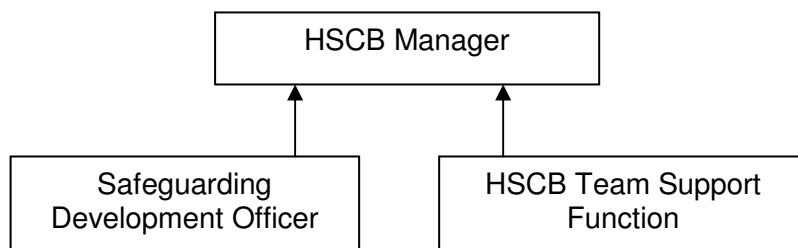
Six Sub-groups have met on a regular basis throughout the year:



Each Sub-group has been chaired by a senior manager from key partner agencies, and has reported to each meeting of the main Board. The HSCB Manager has continued to sit on each of the Sub-groups to ensure continuity and collaboration between the work streams.

The staff team

The HSCB continues to be supported by a dedicated staff team, and the costs of this have been met from contributions by partner agencies. There are three posts in the team:



There is an additional post of Child Protection Development Officer, which is funded by the Children & Young People's Directorate. This postholder delivers multi-agency safeguarding training in line with the HSCB Key Objectives, as well as delivering training for staff within the Directorate.

HSCB Manager

This post-holder:

- leads and coordinates the work undertaken by the HSCB
- is responsible for the work of the staff team, ensuring that it continues to deliver the expertise and professional support to enable the HSCB to achieve its stated objectives and targets
- is the central point of contact regarding all HSCB issues for senior managers and front-line staff in the partner agencies and across Halton
- represents the HSCB in public, multi-agency and regional forums

Safeguarding Development Officer

The specific focus for this post is on:

- supporting the HSCB in its responsibilities to monitor and develop the quality of safeguarding practice in the borough.
- working closely with the HSCB's Training Sub-group, and managers in various agencies, to help plan, commission, deliver and evaluate multi-agency safeguarding training.
- developing links with community and voluntary groups across the borough and supporting Lay Members.
- supporting the development of the Shadow Board.

HSCB Team Support Officer

This post:

- provides the dedicated clerical and administrative support for the HSCB and its Sub-groups
- is the key officer responsible for maintaining and monitoring safeguarding information and related data on behalf of the HSCB

While the Manager reports to the Chair of the HSCB, the team has also developed formal links with the local authority's Children's Safeguarding Unit. This ensures that the work of the HSCB is integrated into the key policy and practice initiatives within the local authority.

SECTION 2

STRATEGIC LINKS WITH THE CHILDREN'S TRUST AND OTHER FORUMS

The HSCB is the key body in Halton which ensures that the various strategic plans for children and young people, and the services that are provided for them, embrace effective safeguarding practice.

The HSCB has built on a number of very effective strategic links across the borough over the past year:

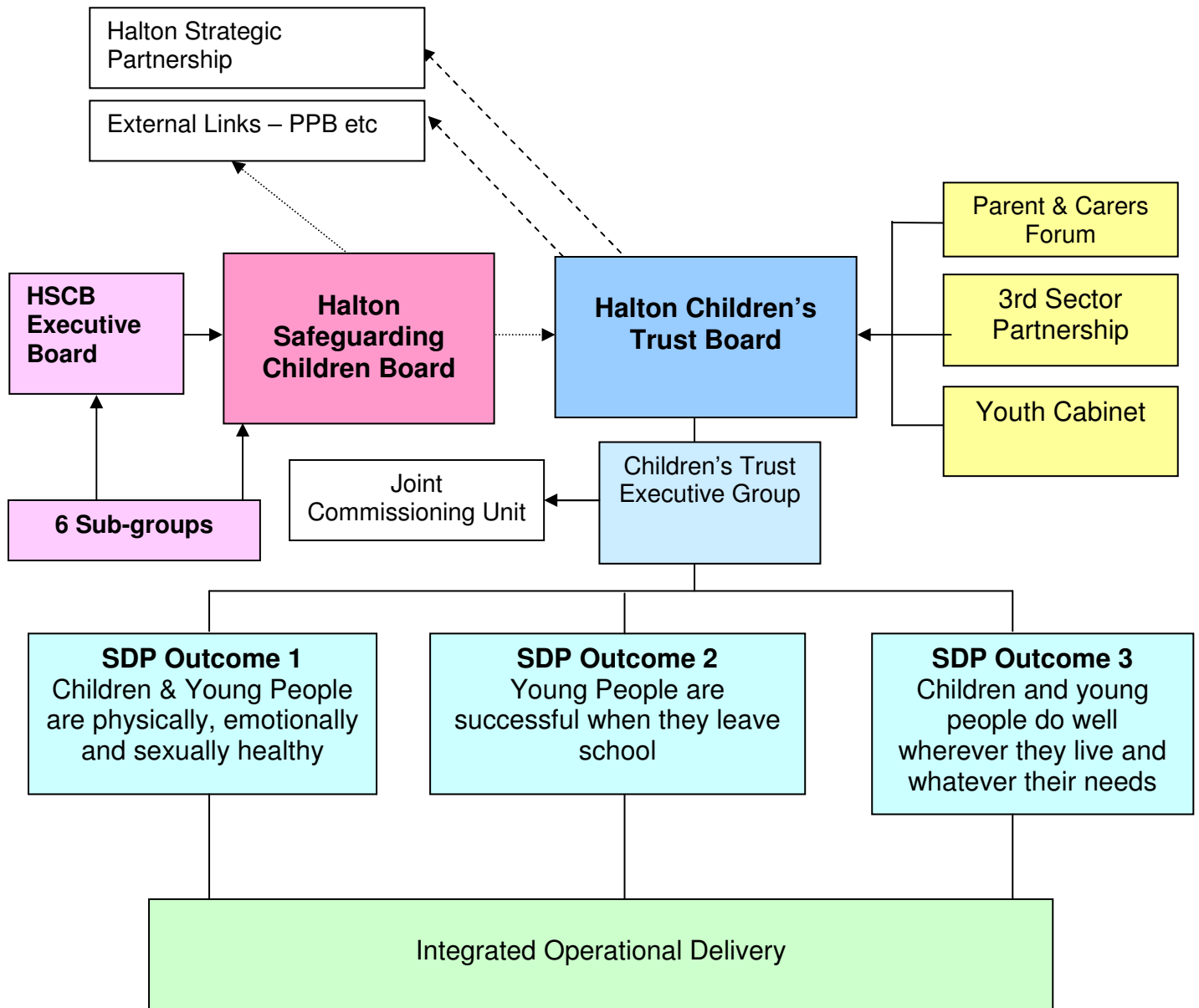
- It continues to play a central role in Halton's children and young people's strategic planning arrangements.
- This is achieved partly by the chair of the HSCB sitting on the main Board of the Children's Trust, which is now the key multi-agency strategic forum in the borough responsible for the delivery of the Children and Young People's Plan. A protocol clarifying the roles and accountabilities of the HSCB and the Children's Trust was agreed during the year, and minutes of Children's Trust meetings are presented to the HSCB main Board. The HSCB Executive Board also meets with the Children's Trust Executive.

The relationship between the HSCB and the Children's Trust is described in more detail below.

- Not only do major elements of the HSCB's work programme stem from the Children and Young People's Plan, but the work of the HSCB directly informs its development, ensuring that the safety and welfare of children and young people remain central to all strategic planning, service development, commissioning, and high-level decision making in the borough.
- The HSCB contributes to – and works within – the joint commissioning framework in Halton, to ensure that the commissioning of services takes into account the need to safeguard and promote the welfare of children and young people. The CYPD Commissioning Manager has remained a member of the HSCB Executive Board.
- The HSCB remains responsible for ensuring that agencies are checking the suitability of people who work with children and young people, and for ensuring that those people are properly trained and supervised. To help achieve this, the HSCB, via its Safer Recruitment Sub-group, feeds into the Halton Workforce Strategy.
- In maintaining its commitment to engage with - and listen to - children, young people and their families, the HSCB has continued to link with the various consultative forums that have been established in the borough, so that these

stakeholders can contribute their views on its work. This has included the development of a 'Shadow' Board consisting of young people; this is described in Section 4 of this report.

The following diagram illustrates how the HSCB fits into the strategic planning structures of the borough:



The Children's Trust

Halton's Children's Trust Board was established in 2008 in line with national requirements that became statutory on April 1st 2010. The Trust built upon the Children and Young People's Alliance Board that was developed in the borough in 2006 and its responsibilities (rather than the local authority's) now include jointly producing, publishing, reviewing and signing off the Children & Young People's Plan.

The purpose of the Children's Trust Board is to bring together all partners who have a role in improving the five Every Child Matters outcomes for children and young people and to agree and implement a common strategy on how they will co-operate to improve children's wellbeing.

Halton's Children's Trust has identified key issues where a strong partnership approach is needed to improve outcomes for children and young people, and these form the basis and focus for the Children and Young People's Plan 2009-11:

- Children and young people do well wherever they live and whatever their needs
- Children and young people are physically, emotionally and sexually healthy
- Young people are successful when they leave school

However, as safeguarding plays a crucial role in each of these areas, and in order to continue embedding the message that *safeguarding is everybody's business*, the Trust has identified a fourth priority area:

- Children and young people will feel safe at home, in school, and in their communities

The HSCB's relationship with the Children's Trust

Clear guidance on this relationship is contained in the new 'Working Together' 2010, and it is made very clear that the HSCB is not an 'operational sub-committee' of the Children's Trust. Rather, while the work of HSCB clearly contributes to the wider aims of the Trust, it has a discrete focus on safeguarding and promoting the welfare of children and young people.

Because of this, the HSCB must be able to challenge and scrutinise - effectively and impartially - the work of the Children's Trust and its partners, and the structures are already in place in Halton to ensure that this is being achieved:

- The HSCB's clear and distinct identity within the Children's Trust governance arrangements is being further defined by a Protocol between the HSCB and the Children's Trust that has recently been revised in the light of the new 'Working Together' guidance. This Protocol is attached as Appendix 2 to this Annual Report
- The Children's Trust, drawing on support and challenge from the HSCB, is already working to ensure that the Children and Young People's Plan reflects the strengths and weaknesses of safeguarding arrangements and practices in the

area, and to determine what more needs to be done by each partner to improve these arrangements.

- Based on a comprehensive analysis of safeguarding in Halton, the HSCB is positively challenging the work of the Children's Trust and its partners to ensure that necessary overarching structures, processes and cultures are in place to ensure that children are fully safeguarded
- Evidence and analysis contained in the HSCB Annual Report will be key tools for the HSCB to inform the Trust's development and review of the local Children and Young People's Plan, and the Plan will indicate how the Trust intends to respond to issues raised by HSCB

The Trust's Promises to children and young people

Halton's Children and Young People's Plan 2009 – 2011 contains 14 'promises'. These reflect the Trust's current priorities, and it is significant that many of them relate to the safeguarding of children and young people and the promotion of their welfare.

These promises, and the progress on actions that are being taken to deliver them (at the time of writing this Annual Report) are set out in Appendix 3.

Links with the Halton Safeguarding Adults Board

There has been encouraging progress over the year in the emergence of formal links between the borough's Safeguarding Children Board and the Safeguarding Adults Board.

The chair of the HSCB and the local authority's Divisional Manager for Children's Safeguarding, Quality and Review (who sits on the HSCB) also have seats on the Adults main Board. The Adults Board is in the relatively early stages of development, but while it particularly benefits from this relationship - in terms of the learning that is available from the HSCB experience - there will be advantages for the Children's Board as well. To further develop links and learning, a regular schedule of meetings for the chairs of the Sub-groups for the Adults Board has been arranged, and the HSCB Board Manager is also a standing invitee. It is recognised that this link addresses only the process requirements regarding the relationship between the two Boards, rather than achieving tangible outcomes.

However, future developments are being explored to take this forward over the coming year, including a joint approach to strategies around safer recruitment - possibly involving the creation of a joint Sub-group to both Boards - and closer working between the LADO and their corresponding officer in Adult Services. Some agencies might also benefit from a joint approach to training. A more concrete example of learning and development that the Children's Board has already identified from the Adults Board is the role and achievements of Halton's Dignity Officer – believed to be a unique role in the country - who has achieved significant

improvements in care environments for adults and this will be explored to ascertain the potential benefits for children.

SECTION 3

HSCB INCOME - 2009-2010

The chair of the HSCB would, again, like to formally record her thanks and appreciation to those agencies that have directly contributed to the Board's running costs. The income from agencies for 2009-2010 is set out below.

However, the chair further acknowledges that other agencies have made contributions in kind, in the considerable time that their staff have devoted to HSCB business, and in their contributions to the delivery of training.

Contributions from partner agencies

Halton Borough Council – CYPD	£44,693
Halton & St Helens PCT	£44,693
Cheshire Constabulary	£25,209
Connexions	£10,504
Cheshire Probation Service	£3,151
CAFCASS North West	£243

Other income

Child Death Review Grant	£23,000
Training income	£2,195
Balance c/f from 2008-2009	£80,599
Total income	£234,287

SECTION 4

KEY ACHIEVEMENTS OF THE HSCB DURING 2009-2010

The work of the HSCB remains underpinned by a clear purpose that is central to the borough's commitment to all the people of Halton.

Our continuing vision for children and young people

The HSCB has maintained a very clear vision that places the safeguarding of children at the centre of the borough's overall commitment to supporting and valuing the community it serves:

"All children and young people in Halton will grow up and thrive in safe environments, communities, homes and families. Where children are harmed, or at risk of harm, all agencies will actively cooperate to promote their welfare".

This vision embeds the work of the HSCB firmly into the borough's overall Children and Young People's Plan.

Equality and diversity

The HSCB's commitment to promoting equality and diversity and challenging discrimination, underpins everything that is described in this Annual Report. The main Board has taken the lead responsibility for ensuring that this commitment is explicitly met:

- In all its dealings and decision-making, the Board does not discriminate on the grounds of culture, ethnicity, religion, gender, sexual orientation, or disability
- It actively challenges discrimination and bullying, and has continued to translate this into practice development on the ground
- The Board promotes the safeguarding of particularly vulnerable groups
- In the services it develops, the policies and procedures it agrees, and in all its publicity and promotional materials, the Board promotes a positive image of our children and young people in Halton. Where required, the Board challenges and counteracts the negative stereotyping that can undermine their rights, and needs, to be safeguarded and have their welfare promoted.

The HSCB's key achievements during 2009-10

As noted in Section 1, the strategic direction and central oversight of the work of the HSCB has been the responsibility of the main Board. The day-to-day activity has been

undertaken by the various Sub-groups, and these have been driven, coordinated, and supported by the Executive Board. This Section highlights the key achievements of the HSCB over the year, to which all these elements have contributed.

HSCB Development Day – review of the year's overall progress

The HSCB main Board held its third successful, and well attended, Development Day in November 2009, again facilitated by Tony Morrison. In reviewing the overall progress and effectiveness of the Business Plan, and in considering how to further enhance its support to improving safeguarding practice on the ground, the Board examined some key issues that it felt were working well, and some that needed more focus.

What was working well

- The Multi- Agency Safeguarding Unit was viewed as the 'delivery arm' of the HSCB, and was seen to be functioning effectively, with good potential to develop further
- The HSCB was providing an effective strategic lead in the borough in respect of child safeguarding, and was making timely and important decisions
- There was an increased engagement by schools in the work of the HSCB, evidenced by Board representation and attendance from schools on multi-agency training
- Locality Working Pilots were operating well, providing opportunities to enhance the implementation of the Common Assessment Framework and co-working across agencies
- The Children & Young People's Plan was seen to be robust and comprehensive, and the Board's input into this was seen to be effective
- The HSCB was working hard to engage with, and understand, safeguarding issues on the ground – for example, by holding Frontline Staff Events, and through the HSCB Chair sitting on the Children's Social Care duty desk to observe practice and discuss issues directly with staff
- The HSCB was achieving success in shifting its *modus operandi* to an Active Learning Model
- The HSCB had been able to evidence both support and challenge to agencies, in enhancing their safeguarding practice and raising standards. This was partly being achieved through multi-agency auditing processes, which were proving effective in encouraging a culture of learning and practice development

Issues that needed more focus

- The Board agreed that the Safeguarding Report Card needed to be developed further, and the evaluation of outcomes needed to become more robust. These issues are dealt with in more detail in Section 6 of this Report
- It was agreed that Learning Sets should be developed for use by the Board, to assist in the engagement with practitioners in improve the quality of performance, and in helping the HSCB enhance its evaluation of outcomes
- Facilitating the involvement of Lay Members on the Board was considered to be a priority, and some key factors were agreed as important in achieving this:
 - clarity about their role - what it involves and what it does not, and 'who' they represent
 - possible remuneration, such as the payment of expenses
 - induction, training, and support, including annual appraisals, to prevent them feeling overwhelmed
 - avoidance of tokenism
 - the consideration of a 'pool' of lay members, to maximise participation and representation from the community
 - making their experience of Board meetings meaningful and accessible, for example through the avoidance of jargon
- Significantly improve the engagement of general practitioners within the child protection processes.

Progress in our priority areas

The HSCB agreed priority areas for development at the end of 2008-09 and it has added to these over the past year. This section of the Report highlights the progress that has been made in these key areas.

1. Auditing of safeguarding activity

The auditing of practice in Halton is an integral part of quality assurance systems for all agencies who deliver services to children and young people, and this has provided the HSCB with an enhanced understanding of the quality and effectiveness of safeguarding work across the borough. Reports on the findings of audits are provided to meetings of the main Board by the Scrutiny and Performance Sub-group.

Auditing has been carried out in a number of different ways during the year:

- Routine, quarterly audits of cases by groups of managers and practitioners in Children and Young People's Services have now become a firmly embedded process

- Multi-agency audits have been introduced, whereby the practice and co-working arrangements of identified agencies involved in individual cases are scrutinised and reported to the Scrutiny and Performance Sub-group
- Specific audits have been carried out in Halton's Drugs & Alcohol and Adult Mental Health agencies - these are detailed below in this Section
- 'Section 11' auditing has been carried out in respect of those agencies specified in legislation as having a legal duty to safeguard children and promote their welfare
- Additionally, 'Section 11' auditing has been undertaken by service providers within the voluntary and 'third sector' where they are providing services directly to children and families

Learning from these audits is disseminated to professionals and agencies in the borough, for example through the ongoing 'frontline' practitioner events.

The HSCB also decided, during the year, to accept a recommendation from one of these staff events that a 'Good Practice in Safeguarding Recognition Award' be established in the borough. This has become a standing item for consideration on the main Board agenda, and nominations are forwarded to the Chair.

A safeguarding checklist for schools was introduced during the year, to allow teaching staff to more effectively assess their arrangements for promoting the welfare and safety of students. Effective completion of these assessment checklists carries the HSCB kite mark.

Child safeguarding in Adult Services

The Board has been concerned, over the year, to ensure that the safety and welfare of children and young people are appropriately monitored and safeguarded by professionals who work in predominately adult-focused services. This has specifically involved reviews in two key areas, both of which have been overseen by the Scrutiny and Performance Sub-group:

(i) Adult mental health

An independent audit of child safeguarding processes within adult mental health services was presented to the Board, which accepted its recommendations and Action Plan. This Plan focused on the interface between Children's and Adult Services, and recommended actions to:

- clarify process issues, and revise and re-issue the Joint Protocol for working across the two services
- develop a culture of working together and sharing roles and responsibilities

The Board agreed to host a Safeguarding event to help progress these actions, and to commission training regarding risk and protective factors in respect of children being cared for by adults with mental health difficulties.

(ii) Adult drug and alcohol services

A similar independent audit of the effectiveness of child safeguarding practice in the Halton Drug and Alcohol Teams was also commissioned during the year and a report was presented to the HSCB main Board. While, overall, the audit found no major concerns, a number of key recommendations were integrated into an Action Plan to be implemented by the DAT managers, and a follow-up audit to review progress was undertaken some months later.

2. Implementing the Common Assessment Framework

A significant focus of HSCB activity over the year has been the developing use of the Common Assessment Framework, and its importance in successful early intervention with families. An independent review of the CAF was undertaken for the HSCB and presented to the main Board in December 2009, and while it identified emerging good practice, aspects of the CAF's implementation were presenting challenges. Addressing those challenges has been a priority for the HSCB, not least because the responsibility for implementing the CAF rests with the Children's Trust, and a key function of the HSCB is to provide constructive and independent challenge to the Trust.

A central concern for the HSCB, regarding the CAF, has been to review and manage the protocols that determine how agencies are working together so that children and families are appropriately supported when Children's Social Care intervene in their lives or withdraw from involvement. This has involved the Children's Trust laying down clear and transparent protocols that support and guide the practice of professionals working with families, so that individuals are more confident and skilled in undertaking lead responsibilities within the CAF framework. It has also involved the Trust reiterating the need for the CAF to be 'owned' at senior levels within agencies across the borough.

The HSCB has been keen to support the Children's Trust in moving away from a culture of referral to Children's Social Care to a fully integrated model, whereby all agencies involved with families pro-actively contribute to planning and service delivery through the early use of CAF assessments. It is acknowledged that this is a long-term objective, enshrined within the development of Locality Working in Halton.

To coordinate the ongoing development and improvement of the CAF, the Children's Trust has established a strategic CAF Sub-group with clear reporting lines to both the Trust and the HSCB.

3. Domestic abuse

The HSCB has maintained its commitment to the development of services to support parents who have been the victims of domestic abuse, given the safeguarding implications for children and young people living in households where abuse occurs.

These developments have included:

- The Halton Domestic Abuse Forum (HDAF) has recently tendered for new service provision within this area, and Halton and District Women's Aid have been awarded the tender for the delivery of the Domestic Abuse Support Service, including Advocacy through the provision of an Independent Domestic Violence Advisor (IDVA) service, Floating Support, and the Sanctuary Scheme. The purpose of this revised service has been to make access easier for victims, through bringing together the various work strands under one provider.
- The Forum continues to support Independent Sexual Violence Advisor provision (ISVA) within the area, via the commissioning of services from the Rape and Sexual Abuse Support Centre. This ensures that support is available within the local area for older young people who are the victims of sexual assaults and abuse from the age of 16 years.
- The Specialist Domestic Violence Court (SDVC) and Multi-Agency Risk Assessment Conference (MARAC) have continued their work around domestic abuse:
 - the SDVC represents a partnership approach, where agencies have worked together to identify, track and risk-assess domestic violence cases, support victims, and share information more effectively so that more offenders are brought to justice
 - the MARAC is also a partnership forum, designed to reduce the level of repeat incidents of abuse through jointly agreed risk management plans to ensure victim safety and to break cycles of abuse
- A new risk indicator tool (DASH) was adopted in January 2010 to enhance inter-agency working regarding the understanding of risk. It is hoped that the widespread use of this tool will lead to greater consistency between agencies when they are assessing and responding to victims of domestic abuse.
- Data on domestic abuse, reported to the HSCB during the year, has indicated that over half of the referrals made by the police to Children's Social Care have related to domestic abuse. It is also the case that, in January 2010, 59% of children subject to Child Protection Plans were deemed to be at risk from domestic abuse. Further to concerns that this was putting undue pressure on resources in Children's Social Care, a task group was established during the year to explore how the needs of affected children could be met using wider resources more effectively.

Future developments

- The HSCB has recognised that the links between Domestic Abuse / Sexual Violence Services and children's safeguarding structures need to be strengthened. For example, the provision of support for children subject to sexual violence needs to be enhanced, as the ISVA role currently only focuses on services to young people aged 16 years and upwards. Work is to be undertaken during 2010-11 to address these issues.
- In partnership with Warrington, the borough is commissioning research to inform a review of the strategy for domestic abuse and sexual violence in the borough. This will focus partly on reviewing whether there are local needs affecting young people within minority ethnic communities in Halton relating to forced marriage, honour based violence, and female genital mutilation.
- Central government has recently produced a Violence Against Women and Girls strategy after a substantial nationwide consultation, and Halton will be developing its own strategy within this and identifying a Champion to take it forward. While this strategy is a positive step in recognising the level of potential need, it will not be without resource implications.
- Key objectives have been identified by the HDAF for 2010-11 including initiatives to raise awareness of domestic violence in the community and increase reporting, publicise the availability of support services, and disseminate clear guidance to professionals on responding to domestic abuse and working collaboratively with other agencies.

4. Communicating with the community - private fostering

The HSCB has been pro-active over the year in addressing the historically low number of private fostering notifications, and this has achieved a successful outcome. Increased awareness of private fostering has been led by the Training Sub-group which has incorporated Private Fostering awareness in multi-agency training as well as in Child Protection Basic Awareness Training delivered to the 'third sector'. Laminated information sheets have been distributed to frontline staff, and the schools' admission proforma has been adapted to include a section on private fostering. Private Fostering is explained in the HSCB *Safe Parenting Handbook* that has been distributed widely. Additionally, the 22 local authorities in the northwest have produced a leaflet entitled 'Looking After Someone's Child'.

During this year 7 new Private Fostering arrangements were notified, a 40% increase on the previous year. All Private Fostering arrangements are independently reviewed and included in the quarterly case audit process and the monthly performance monitoring arrangements in the Children and Families Department. The HSCB also receives an annual report on Private Fostering to enable oversight. The Private Fostering multi-agency development group continues to meet bi-monthly to ensure progress is maintained and built on.

5. Engaging with children and young people

The HSCB has pushed ahead with its initiative to involve young people in its business. Two 'Shadow Young People's Safeguarding Children Board' events were held during the year, with feedback from participants indicating that theme-based events were preferred – for example, around anti-bullying strategies.

It has been agreed that, when the Shadow Board is more developed, a joint event will be held with the main Board, hopefully during 2010-11. The Training Sub-group is leading on this.

6. Engaging with frontline staff

The HSCB has built on the success of a multi-agency Frontline Staff Event that it held during 2008-09, which had focused on children's safeguarding challenges following events in Haringey. This event highlighted suggestions and ideas from many attendees regarding 'what the HSCB can do' to help them in their work to safeguard children, and these ideas were considered by the Board during the past year. They were then translated into an Action Plan that was presented at a follow-up Frontline Staff Event in February 2010, this time co-hosted by the HSCB and the Children's Trust.

In addition to specific events, there are a number of established multi-agency groups of first line managers and specialist staff that meet regularly to share information and work together to progress areas of common interest. A key one is the Safeguarding Children Operational Group (SCOG) whose stated aim is to *'discuss safeguarding practice, identifying where improvements in multi agency working can be made and highlight and promote good safeguarding practice'*. The group consists of representatives from midwifery, health visiting, school nursing, mental health services for children and adults, drug/alcohol services, children's centre services, the Safeguarding in Education Officer, the Conference and Reviewing manager and staff from Children's Social Care Services including children with disabilities and children in care, representatives from the police and the Youth Offending Service. The group meets bi-monthly and progresses a wide range of issues including: monitoring the impact on front line practice of policy and procedures, acting as the forum for consultation on inter-agency procedures, reviewing and developing protocols/practice guidance for key issues of concern around safeguarding, implementation of action plans from serious case reviews, sharing good practice and highlighting issues that emerge back to HSCB, disseminating research findings, creating 'task and finish' groups as appropriate and this may include requests from the safeguarding unit or HSCB.

7. Developing new policies, procedures, and practice guidance

The HSCB has agreed a number of new or revised safeguarding policies and procedures over the year, relating to both its own work and that of partner agencies and other organisations across the borough. These have been considered and submitted to the main Board by the Policy and Procedures Sub-group, and have included:

- a review of the Rapid Response SUDIC Procedure
- a review of the HSCB Escalation Process
- ratification of the Child Protection Procedures of a number of agencies in the borough, including in the third sector
- ratification of the procedure relating to missing children who are the subject of Section 47 enquiries
- endorsement of practice guidance on the purpose of Core Groups, in respect of children subject to Child Protection Plans
- endorsement of practice guidance in respect of Pre-Birth Child Protection Conferences and Reviews
- the revision of the Pan-Cheshire SUDI Protocol, so that it is compliant with the new Working Together.

Policies and procedures that have been agreed by the HSCB are located on the Board's website, and all agencies working with children and families have been provided with the link details. The website has also continued to provide organisations with practice guidance on the drafting of their own Child Protection Procedures.

Other achievements

As well as focusing on its key priorities, the HSCB has developed and supported work over the year in a number of additional areas:

1. Safeguarding in the youth justice system

The Halton & Warrington Youth Offending Team has continued its involvement in a regional programme to develop and improve safeguarding practice in respect of young people involved in the youth justice system, with a specific focus on preventing deaths of young people in custody. A key aim has been to scope and identify the effectiveness of specific procedures and practice.

The YOT was also subject to a Core Inspection of its safeguarding practice during the year. This inspection audited approximately 35 cases in Halton, and concluded that safeguarding practice was overwhelmingly good, with only minimal improvements required. Indeed, Halton's assessed grades were the highest of any youth offending service in the country.

2. Safer recruitment

The Safer Recruitment Sub-group has now become firmly established within the HSCB and has met regularly during the year with good multi-agency representation, including from the third sector. Among its achievements, it has:

- driven the implementation of the 'Train the Trainers' initiative in schools
- coordinated the production of practice guidance for managers and selection panels in all agencies who are responsible for recruiting staff

- reviewed the HSCB's Self Assessment Audit Tool regarding recruitment and selection
- received regular reports on the work of the Local Authority Designated Officer (LADO)
- supported the involvement of young people in the recruitment of staff in agencies across the borough

3. E-safety

The E-Safety Sub-group has continued to address the increasing challenges of protecting children and young people who are vulnerable to harmful uses and effects of communication technology. It completed its draft E-Safety Strategy for the borough during the year, and this has been endorsed by the main Board.

E-safety training has been a key concern of the HSCB, and specific steps have been taken to promote awareness among school teaching staff. An online audit tool has also been produced, to be completed by all agencies that provide online services to children and young people in the borough.

The HSCB has worked closely with North West Learning Grid, a Broadband Consortium that supports local authorities to meet their E-safety ambitions, and Halton was the first area in the region to be audited during the year on the quality of its E-Safety Strategy.

4. Levels of Need Pilot

The HSCB has built on its previous work in reviewing and analysing the operation of the Levels of Need Framework in the borough; this is used to determine the allocation of resources and inform the nature of responses to concerns about children's welfare. The particular focus on the nature of '3b' cases has continued – those families that are judged to be experiencing difficulties in providing care for their children, but who are not felt to require high-level, formal child protection interventions – and the Board agreed to a Locality Working Pilot, which was launched during the year and will be evaluated to inform future arrangements.

5. Preventing injuries to children

The HSCB welcomed Mr Dan Hungerford, researcher from Liverpool John Moores University, to its December 2009 Board meeting to discuss his work with the Trauma and Injury Intelligence Group (TIIG). This Group analyses data from hospital Accident and Emergency Departments regarding injuries to children, and is useful to agencies when they are determining the allocation of their resources, working with families, and customising child safety campaigns.

The HSCB has subsequently agreed to collaborate with the TIIG, specifically in relation to the DCSF national indicator: "Hospital admissions caused by unintentional and deliberate injuries".

6. GP Engagement within the Child Protection System

The issue of GP attendance at child protection initial and review conferences continues to be a national issue of concern and this is reflected in Halton. A number of different strategies have been initiated by children's services to improve the current low level of attendance and/or low level of providing written reports to conference. As a means of improving this, the Primary Care Medical Services Strategy (2009-12) highlights the safeguarding responsibilities of GPs and includes a programme of support to prepare GP practices for registration with the Care Quality Commission (CQC) by April 2011. The Primary Care Trust has utilised Protected Learning Time events (training/update events for GPs) to incorporate safeguarding updates and signposting to training. This has increased the uptake of training amongst GPs and other staff employed within primary care. Each GP practice has been subject to a practice audit, which includes a requirement to identify their safeguarding lead and to evidence training of staff, understanding of policies and their appropriate use within the practice. The guidance regarding attendance/input to child protection conferences has been re-issued to all practices, highlighting that if GPs cannot attend they must submit a written report. In the future, compliance with safeguarding will be monitored through the annual practice audits and will be reported back to the HSCB.

HSCB Training

The HSCB's multi-agency training programme has been overseen by the Training Sub-group during the year, and an end of year report was submitted to the main Board, focusing on the following key issues:

Developments

There have been some encouraging developments over the year:

- The formal training programme has seen an encouraging upward trend in attendance over the year, to the point where it is proving necessary to prioritise certain places for designated agencies. This is partly due to a newly introduced financial penalty for non-attendance at courses without due notice, and also a commitment by agencies to using substitutes, where appropriate, if nominated staff are unable to attend.
- A rolling, multi-agency programme of twelve different courses has continued throughout the year, and additional shortened Child Protection Process and Procedures sessions - including during evening periods - have reached a larger audience, usually with a good mix of agencies. Participants have included Early Years staff; Third Sector staff and volunteers, Direct Link staff, foster carers, child minders, kinship carers, Contact Centre and Children's Centre staff, Support staff, and Adult learning professionals and College students (who work with children).

The greatest demand has been for 'Child Protection Process and Procedures' and this was run 11 times over the year.

- Specific workshops and other sessions related to children's safeguarding have been held at a number of conferences over the year:
 - the 'Next Steps' CWDC Conference, attended by 50 professionals
 - an Anti-Bullying Conference, where 144 people were present.
 - the Third sector Conference in early 2010, where there were 43 participants at an interactive session on Cyberbullying
- Approximately 400 professionals attended a Frontline Event in Widnes, and the programme included input on Serious Case Reviews, the CAF, and the relationship between the Children's Trust and the HSCB
- A pool of professionals has continued to contribute to the delivery of specific courses, and has included a committed group of front line workers whose 'hands on' knowledge and skills have added considerably to the quality of the training. Some pool members have received two-day 'Training for Trainers' tuition
- The return, during the year, of training focusing on children's safeguarding issues within adult mental health work has been a welcome development, accruing positive feedback from professionals who attended. This has been delivered by the 5 Boroughs Partnership, having been absent in 2008-9 due to a lack of presenters
- The year has also seen a focus on recognizing and responding to stress/risk factors within families that have been highlighted in research, and this has been specifically addressed during training relating to domestic abuse, adult substance misuse, and adult mental health

Course Attendance

Comparisons to the previous year suggest some positive trends in key areas:

	2008-09	2009-10
Number of courses	34	35
Attendance	542	694
Number per course	15.9	19.8
Cancellations	177	156
Police	31	50
PCT	102	152
Children's Social Care	126	142
Education-total (School)	56 (37)	110 (78)
Highest Attendance	22	28
Lowest attendance	9	14
Reached Room Limit (or above)	1	10

Evaluative feedback

Completed evaluation forms were received from 531 course participants over the year, and again, the feedback has been very encouraging. Participants were asked to score the session from 1 to 5, with 5 being 'excellent':

0	scored	1
1	scored	2
12	scored	3
192	scored	4
326	scored	5

It remains a challenge for the Training Sub-group to ascertain the impact of training on working practice and how this affects the outcomes for the users of service, but comments on the evaluation forms have been significant:

- There were many comments about how the courses were *"well presented by knowledgeable, local people"*, and were *"informative, refreshing, enjoyable, emotional, empowering, up to date, interactive, and multi-agency"*, using a *"good mix of resources and fun"*.

- Attendees felt they had learned about information-sharing, recording, how to refer concerns and who to speak to, and had gained a greater knowledge of procedures and how child protection processes work. They often commented that they felt far more confident, and would take information back to their workplace and cascade information to their teams.
- School staff, in particular, have regularly fed back positively to the Safeguarding in Education Officer on the impact of training they have received.

Challenges for the coming year

Key challenges have already been highlighted by the Training Sub-group:

- There is a need to focus on the longer-term outcomes of training, and, particularly, its impact on practice and on the users of services. Methodological issues will need addressing, and proposals for moving this forward will be considered by the Training Sub-group
- Plans are being formulated to address the training implications of the Executive Board's analysis of the lessons and learning from previous Serious Case Reviews (see Section 7)
- As noted elsewhere in this Annual Report, the operation of the Common Assessment Framework is being reviewed by the Children's Trust and the HSCB, and a review of the contribution of training will be a priority for 2010-11
- An audit of single agency training is under way, and, in the coming year, agencies will need to begin to take responsibility for refreshing and training their own staff in respect of child safeguarding practice
- As noted above, it has not been possible to accept nominations for certain courses, and discussions will be taking place with certain agencies to explore offering them some priority
- Increased workloads in the Training Unit, the need to extend training beyond current provision, and the need to focus on outcomes of training will require a review of the administrative support to the Unit.

Conferences and workshops

The HSCB has continued to host and support conferences, workshops, and briefings over the year, to drive forward specific safeguarding issues and enhance multi-agency collaboration:

HSCB and Children's Trust Frontline Staff Event

As previously noted, the HSCB and the Children's Trust followed-up the successful Frontline Staff Event of the previous year by co-hosting a similar gathering in the borough, when an Action Plan was presented to staff from a wide range of agencies.

The Action Plan had been agreed by the HSCB, and this follow-up event fed back to the staff how the ideas that they had generated had been translated into tangible actions. The key aim of the event was to explore how staff could be more effectively supported when undertaking child safeguarding work.

ISA briefing

In October 2009 the HSCB hosted a workshop in the borough, in two separate sessions to facilitate maximum attendance, on the Independent Safeguarding Authority and the new Vetting & Barring scheme. Facilitators included Home Office representatives, and the event targeted both operational and HR managers from all relevant agencies, including Third Sector organisations.

88 staff attended, which was a very encouraging response, mainly from the local authority, schools and health agencies, but also from the police and the YOT. They were briefed on how the Criminal Records Bureau and the new ISA will deliver the new Vetting and Barring Scheme, as laid down in new legislation, and also on the potential impact on employees and Third Sector volunteers.

Mental Health Workshop

The HSCB hosted a workshop during the year aimed at developing and promoting better cooperation and understanding between Adult Mental Health Services and Children's Services within the local authority.

The workshop was attended by over 60 professionals, including line managers from the two Services and practitioners from Mental Health Services who act as 'children's champions' within the Service. It explored the impact of mental ill-health on parenting capacity, focusing on a "Think Family" approach, and the Social Care Institute for Excellence provided a valuable input to the day.

It was regarded as a successful event, resulting in significant learning and the production of a comprehensive Action Plan that was subsequently presented to, and supported by, the HSCB main Board.

Anti-bullying conference - Stay safe in Cyberspace

This all-day conference was held in November 2009 at Halton Stadium, scheduled to take place at the start of Anti-Bullying Week in the borough. It included a range of professionals who work with children and young people, and included presentations and workshops on:

- cyber-bullying
- understanding how children and young people use interactive technologies

- what agencies can do to protect them, and how professionals can work with the children and young people to protect themselves
- cyber-safety – how professionals who use interactive technologies can, themselves, practice safely

Speakers included a representative from CEOP (the Child Exploitation Online Protection agency) and BECTA, the lead agency advising the government on cyber-safety.

Third sector conference

In March 2009, the HSCB co-hosted the second Third Sector Conference in the borough with the Children's Workforce Development Council and Halton Voluntary Action. Targeted at managers, frontline practitioners, and volunteers from voluntary, community and faith groups, presentations included a Home Office update on the Vetting and Barring Scheme and briefings on E-safety. Additional workshops allowed for more interactive dialogue, covering issues such as safer recruitment, awareness of child safeguarding issues, creating safe and acceptable working cultures, and E-safety.

Feedback from the 49 delegates who attended was encouragingly positive, with comments indicating that the day provided much "food for thought" and helpful and relevant information for some of the smaller organisations.

LGBT scoping day

In February 2010, the HSCB supported a multi-agency scoping day to explore the needs of lesbian, gay, bi-sexual and trans-sexual people - including young people - in the borough, and to agree a strategy to counter discrimination and oppression.

An extensive and detailed Action Plan was drawn up, with a focus on improving inter-agency effectiveness in supporting LGBT young people, including through:

- strengthening LGBT networks
- mobilising a hate crime reporting campaign
- scoping and developing educational training packages

The Plan allocated specific responsibilities across agencies, and, to maintain momentum, a follow-up event will be held in July 2010 to review progress.

SECTION 5

THE WORK OF THE CHILD DEATH OVERVIEW AND NEAR MISS PANEL

Introduction

This Sub-group of the HSCB reviews the circumstances of death of every child under the age of 18 years, in order to identify issues that, if changed, could help to keep other children safer and prevent future deaths. It is a multi-agency, statutory Panel that, in Halton, also considers the learning from 'near miss' events.

Lessons learned from Child deaths

Bereavement

Every death is a tragedy for the family concerned. Even when everything that could have been done has been done, there are still lessons that can be learned by agencies supporting a family. In the last year the Child Death Overview Panel (CDOP) has asked questions of agencies as to whether bereavement support is available to families, and whether they have the information and support that they need to provide this service. The Panel has had assurance from hospital services that bereavement support is offered to families shortly after the death of a child, and from GP services that ongoing longer-term support is available.

Support for families

Approximately half of the deaths that the Panel reviewed in 2009-10 were due to known, life-limiting medical conditions. Medical treatment could not have prevented the deaths of these children.

However the panel did ask questions about whether families received the support that they needed. In many cases there was evidence of excellent palliative care and social care support, with examples of very good care and support from Health and Children's Services. In other cases, though, issues arose around:

- the difficulties families of children with very complex needs had in attending a whole range of health appointments
- their concerns about the impact on siblings
- their confidence in meeting their child's needs.

These learning points have been fed back to services and assurances have been received regarding the services being offered.

Neonatal deaths

Some babies die shortly after birth. The major causes are due to premature delivery, and many of these are due to medical causes and so cannot be prevented. However, there are known risk factors that can increase the likelihood of premature delivery or stillbirth. These are:

- Smoking in pregnancy
- Mothers being overweight or obese
- Domestic violence
- Alcohol or drug use in mother
- Late access to maternity care

Smoking in pregnancy is responsible for about half of the excess deaths of babies around birth, both nationally and locally. In Halton, nearly one in four women smoke throughout pregnancy compared with fewer than one in six nationally. Consequently, in the last year, midwives have received additional training and women will shortly be offered incentives to quit smoking in pregnancy.

More than 4 in 5 mothers book early to maternity services in Halton, and weight management services are being developed to help women manage their weight during pregnancy.

Domestic abuse often starts, or is exacerbated during, pregnancy. Services are in place to support mothers who disclose domestic abuse, and drug or alcohol use. Some vulnerable women may not disclose domestic abuse or alcohol or drug use to maternity services, so, in addition to providing support within maternity services, we need to continue to work on addressing these issues in families more generally.

Early Years Child Safety

Last year's annual report identified a number of child safety concerns:

- parents co-sleeping with a baby on a sofa or bed, particularly when combined with moderate alcohol use by parents, leading to deeper sleep or less attention to safety issues
- tobacco smoking in the home
- poor parental awareness and attention to safety, both in the home and outside of the home, including risks arising from baby equipment, falls, poisoning etc.

Work to address these issues in the borough has been taken forward in a number of ways:

- A Child Safety Campaign has been developed jointly by the HSCB and the Children's Trust, and led by Halton and St Helens PCT.

- A series of multi-agency training workshops for frontline professionals have taken place over the past year on preventing sudden infant death and improving child safety. In addition, the child safety message has been integrated into front line practitioner events that have been hosted by the HSCB and the Children's Trust.
- An early years child safety directory and pocket guide for front line professionals from a range of agencies has been developed and widely disseminated. It includes factsheets on key safety issues, and a directory of organisations - ranging from Housing to Dog Wardens - who can help. This directory has been broadly welcomed and held up as an example of good practice regionally.
- Children's centres have taken forward safety equipment and education programmes for parents and carers.
- A community engagement programme has been developed, to be linked with Child Safety Week in June 2010.

Safeguarding

Deliberate injury or neglect has been a component in some of the deaths and near misses considered by the Panel over the year. The learning from these cases has focused on whether there were early signs that could have predicted the events, whether agencies could have managed the situation differently, and how the experiences can be used to keep other children safer. Where Serious Case Reviews have been undertaken, separate action plans have been developed and are being monitored by the HSCB.

Child Deaths

The Panel completed reviews on the deaths of fourteen children, from April 2009-March 2010. This was an increase over the previous year, but included three children who had been the subject of Serious Case Reviews who had died in 2008/9, but whose reviews occurred in 2009/10. Again, the majority of deaths were babies under the age of one year.

Using national guidance, the Panel considered whether any of the following factors may have contributed to children's deaths and whether they could be improved to reduce the risk in future:

- Factors intrinsic to the child - e.g. health issues, life limiting conditions
- Factors related to care or parenting
- Factors in the environment - e.g. hazards, road safety limits
- The delivery of services - e.g. delayed medical response.

Cause of death	Numbers in 2008-09	Numbers in 2009-10
Deliberate injury abuse neglect		2
Suicide		
External trauma	1	1
Malignancy		1
Acute medical & surgical condition		
Chronic medical condition	4	2
Genetic or chromosomal condition	1	3
Neonatal	2	4
Infection		
Sudden Unexpected Death of infant (SUDI)	1	1
Total number of deaths reviewed	9	14

Ages of children who died	Numbers in 2008-09	Numbers in 2009-10
0 - 28 days	3	4
1 month < 1 year	3	5
1 - 4 years	4	4
5 - 9 years	0	1
10 - 14 years	0	0
15 - 19 years	0	0

It is often difficult to determine whether a death could have been prevented. In 2009-10 the Panel identified only one such death.

From April 2010 the definition of preventability will change nationally. Preventable deaths will include those where there are factors which, if changed, could reduce the risk of injury or death in other children, although we cannot say that they would have prevented this particular child from dying. This is likely to result in a higher proportion of deaths that will be categorised as preventable. The change is welcome, in that it puts more emphasis on the factors that we need to change rather than on apportioning responsibility.

Membership of CDOP

The Panel reviewed its membership during the year, noting that, where appropriate and potentially useful, other representatives from relevant agencies should be invited to attend Panel meetings – for example professionals from the midwifery and education services.

The Panel has also considered how it can include lay members, and this is to be taken forward with the HSCB main Board.

Key issues for 2010/11

New national guidance has been developed on the child death review process. Moving forward to the third year of the Child Death Overview and Near Miss Panel, there is now a greater emphasis on the provision of information for parents, and in ensuring a robust, rapid response process. There is an opportunity for us in Halton to address preventable factors on a broader footprint across Cheshire or the North West.

SECTION 6

UPDATE ON THE HSCB PERFORMANCE FRAMEWORK

Report card

The Report Card is a data-based tool that was introduced by the HSCB in November 2009 to track the progress of multi-agency work against set targets that relate to its fundamental priorities. The Board regards it as a significant development in its commitment to more effectively monitor outcomes for children and families, and it focuses on three key priority areas:

1. Improving parenting support to children in need of safeguarding
2. Ensuring that robust safeguarding processes are in place
3. Improving outcomes for children in need of safeguarding

The data contained in the Report Card is critically examined in detail by the Scrutiny and Performance Sub-group, and is then presented to each meeting of the Executive and main Board, supplemented by quarterly summary reports from the CYPD's Performance Manager and the Divisional Safeguarding Manager. These reports identify any areas that may need remedial action or further explanation.

The Report Card has a multi-agency focus and provides a concise 'snapshot' of performance over each quarter. It also reflects local issues as it is not based solely on national indicators. As it develops, the Report Card will increasingly:

- supplement quantitative data with qualitative information
- assist practitioners to engage more with performance issues
- help the HSCB articulate what 'good practice' looks like
- help the HSCB understand, or extend its knowledge of, how its work contributes to positive outcomes for children

The Report Card data for 2009 is set out in detail below, but a number of trends have emerged so far over its first year of operation:

Priority 1 – improving parenting support

- The majority of the performance measures in this priority met the set targets, where available
- The provisional data indicates that there was a considerable reduction in the number of repeat referrals for domestic abuse from the baseline in 2007-08
- The levels of attendance at parenting courses did not meet the stated targets for the year, despite an increase in quarter 4 from the previous quarters

- Private fostering notifications were not as low as previously reported, and this indicator met the target set for the year with 7 notifications being received

Priority 2 - Ensuring robust safeguarding processes are in place

There was a mixed response in terms of meeting targets for the measures contributing to Priority 2:

- Children and young people's participation indicators remained at 100% for both children in care reviews and child protection conferences.
- There have been two timescale indicators during the year in relation to child protection conferences being held within the required period. In the light of an amendment to Working Together, a new measure will become the more critical one, and performance in relation to this was variable over the year, with an overall achievement of 66%. However, the locally set HSCB target, reflecting the previous Working Together guidance, continued at 100%.
- The target for Initial Assessments was not met at the end of the year. There was a significant increase in the number of referrals into the CYPD over the latter half of the year. However, in the case of initial assessments, all cases continued to be allocated and children were seen - as required - within 7 working days, ensuring that children were not at risk. Both this indicator and that around Core Assessments were subject to close monitoring by managers over the year to ensure that the quality of work in the Department was not impacted adversely by the increases in workload.







Priority 3 - Improving outcomes for children in need of safeguarding

- The majority of the outcome measures in this priority have been reported as meeting the targets set
- The take up of early years entitlement for the Child Protection plan population was at 100% at the year end, having showed an increase each quarter
- The measure for children and young people entering the criminal justice system for first time continued to see an encouragingly marked decrease from previous years, and met the target set for the year. It is felt that this has resulted, at least in part, from the successes of:
 - the YOT's diversion scheme, which aims to divert young people, especially those with mental health and learning disabilities, away from the criminal justice system
 - projects such as Operation Stay Safe and the Friday night reparation project
 - the adoption of restorative justice outcomes by Cheshire Constabulary when dealing with young people for the first time, or for relatively minor offences

- Progress has been made over the previous year regarding the numbers of care leavers in education, employment or training, though the intended target was not met. However, the 4 young people who were not in education, employment or training were in this position for specific reasons – having caring responsibilities, pregnancy, or being unable to work due to disability.

The Report Card data, as reported to the HSCB at the end of the year's last quarter, is set out in the following tables:

HSCB Priority 1: Improve parenting support to children in need of safeguarding

Indicator		Target	Q1	Q2	Q3	Q4	Performance
Key performance measures							
SB01	Percentage of social care referrals that were subject to CAF in previous 12 months	15%	7.8%	8.4%	7.7%	5.8%	
SB02	Percentage change in repeat referrals to social care for Domestic Abuse from 2007-08 baseline	TBA	-50%	-50%	+25%	-50%	
SB03	Number of CAF's initiated by adult substance misuse services	TBA	New indicator for Q3		Awaiting Data		
SB04	Percentage of children in need who have been open cases for 6 months or more who had neglect as a primary factor of referral	20%	24.8%	21.8%	12%	27%	
Key process measures							
SB05	Staff attending Domestic Abuse/Substance misuse/Mental Health training courses (rolling 12 months)	160	102	103	120	146	
SB06	Number of notifications of private fostering arrangements received (cumulative for the year)	6	1	4	5	7	
SB07	Percentage of parents participating in Child Protection conferences	100%	100%	100%	100%	100%	

HSCB Priority 2: Ensure robust safeguarding processes are in place

Indicator		Target	Q1	Q2	Q3	Q4	Performance
Key performance measures							
SB08a	Percentage of children and young people aged 4 or more participating at Child Protection conferences	100%	100%	100%	100%	100%	✓
SB08b	Percentage of children and young people aged 4 or more participating at Children in Care Reviews	100%	100%	100%	100%	100%	✓
SB09	Percentage of core groups held within agreed timescales	100%	100%	100%	97%	86.3%	✗
SB10a	Percentage of Child Protection conferences held within 15 working days of the initiation of the S47 enquiry	TBA	72%	73%	53%	71%	
SB10b	Percentage of Child Protection conferences held within 15 working days of the multi-agency decision that a Child Protection conference is required	100%	100%	100%	100%	100%	✓
SB11	NI070: CYP admitted to hospital as a result of deliberate or accidental injury	155	40	90	124	Awaiting data	
SB12	Reduce the numbers of preventable child deaths (as defined by the CDOP) (rolling 12 months)	Reduction from 2	0	0	0	0	✓
Key process measures							
SB13	Records of decisions at Strategy Meetings circulated to the Police within agreed timescales	TBA	Require data source identifying			Awaiting data	
SB14	Percentage of children subject to Child Protection Plan for second or subsequent time	10%	0%	26.1%	11%	10%	✓
SB15	Percentage of Child Protection conferences that receive reports (verbal or written) from GP's	100%	55.2%	48%	53% ICPS 50% RCPC	58% ICPS 45%RCPC	✗
SB16	NI059: Percentage of Initial Assessments completed within timescales	90%	Not collected	76%	74%	80%	✗
SB17	NI060: Percentage of Core Assessments completed within timescales	92%	Not collected	81%	77%	94%	✓

HSCB Priority 3: Improve outcomes for children in need of safeguarding

Indicator		Target	Q1	Q2	Q3	Q4	Performance
Key performance measures							
SB18	Percentage of those children with a Child Protection plan that take up their Early Years Entitlement	75%	40%	50%	65%	100%	✓
SB19	NI101: Percentage of Children in Care achieving 5+ A*-C GCSE's including English and Maths	20%	18%	7.7% Academic year 2008/09			✗
SB20	NI148: Percentage of Care Leavers in Education, Employment or Training	71%	55.6%	66.7%	44.4%	55.6%	✗
SB21a	Percentage of children subject to a Child Protection review conference where their health needs were fully met	TBA	New indicator for Q3		65%	84.5%	
SB21b	Percentage of children subject to a Child Protection review conference where their health needs were partially met	TBA	New indicator for Q3		35%	15.5%	
Key process measures							
SB22	NI111: First Time Entrants to Youth Justice System (cumulative for the year)	239	Not collected	89	109	149	✓
SB23	Percentage of young people aged 16-18 who were previously subject to child protection plan, who are currently NEET	TBA	Not collected	10.1%	11.4%	8.8%	
SB24	Children in Need school attendance rate	96%	87.2%	86.2%	90.1%	Awaiting School Census Information	-
SB25	Child Protection plan children school attendance rate	96%	86.8%	89.8%	89.9%		-
SB26	NI099: Percentage of Children in Care attaining Level 4 at Key Stage 2 English	33%	50%	50% Academic year 2008/09			✓
SB27	NI100: Percentage of Children in Care attaining Level 4 at Key Stage 2 Maths	33%	25%	50% Academic year 2008/09			✓

Child in Need referral and assessments performance analysis

As noted above, the performance data on the completion of Initial and Core Assessments within the Children in Need service (in the CYPD) has suggested that targets were not being met during the year, and this was the subject of a report to the HSCB main Board in March 2010.

Two factors have particularly impacted on performance in this area:

- While there have been no significant concerns regarding the practitioner establishment in the social work teams, difficulties have been encountered in maintaining management capacity, with vacancies at points during the year at the Practice Manager and Principal Manager levels. This has created pressure in respect of authorising assessments and chairing key meetings, such as Child Protection Plan Core Groups and other planning meetings.

Steps were taken during the year to deal with these challenges, including a review of the Recruitment and Retention Strategy.

- While the development of IT systems has continued within the local authority, the integration of existing systems is not yet complete, as extensive consultation has been taking place with staff to ensure that the right result is obtained for those who will be using it. This has presented staff with challenges when inputting data such as Initial and Core Assessments.

In reviewing these issues, the main Board has maintained a good understanding of issues that impact on children's safeguarding performance across the borough. While the Board has noted that steps are required to address the issues, it noted that all children referred into the Children in Need service were being seen by social work staff within the required 7 days, and that - as confirmed through the Case File Audit process - assessments were of a generally high standard.

SECTION 7

SERIOUS CASE REVIEWS

The HSCB has taken very seriously its responsibilities to undertake thorough Serious Case Reviews (SCRs) when these have been required, but also to monitor the implementation of Recommendations and Action Plans in respect of SCRs that have been completed, and to ensure that learning is internalised and disseminated. This Section highlights the work that has been undertaken during the year in these areas.

SCR activity

While no Serious Case Reviews were commenced during the year, progress has continued on completing two from the previous year, and both are due to be signed-off early in 2010-11. Oversight and monitoring of this has been maintained by the Executive Board through a standing item on its meetings agenda, and it has reported on progress to each meeting of the main Board during the year.

Once these two SCRs have been agreed by Government Office, the Executive Board will monitor the implementation of the Action Plans on behalf of the HSCB, focusing, where necessary, on any actions that will be required in respect of the HSCB itself, as well as those required of individual agencies.

Learning

In addition to focusing on the progress of the individual SCRs over the past year, the Executive Board has led on reviewing the overall learning from previous SCRs undertaken in the borough, and it held an extraordinary meeting in December 2009 to identify key trends and themes.

A report from this meeting was produced for the main Board, highlighting the following learning:

- *There needs to be more engagement with non-resident parents (mainly fathers) when agencies are working with families. Key issues include:*
 - *non-resident parents need to be kept informed of developments and decisions*
 - *there is a need to prevent bias among professionals towards care-giving parents (mainly mothers).*
- *Professionals must guard against narrative and opinion being interpreted as 'fact'. This is a particular danger if clear case recording processes are not in place.*

- *Record keeping and case recording needs to be more comprehensive and robust:*
 - *the children's 'story' was often not evident*
 - *there was insufficient recording of when children were seen by professionals*
 - *the demeanour and presentation of children was not recorded appropriately*
 - *records featured a lack of clarity about adults living in households or otherwise involved with families*
 - *there had been a lack of follow-up in writing to agencies and families, confirming significant decision that had been made.*
- *Training and support to professionals is needed regarding their interventions with families, including face to face engagement:*
 - *training in interviewing techniques needs to embrace how to challenge parents constructively, and how to elicit and analyse information regarding the welfare of children*
 - *forensic interviewing training is needed for Social Workers*
 - *training needs to target the 'start again syndrome', where workers do not take historical factors into account sufficiently in their assessments of families.*
- *A more robust and consistent risk management framework is required, providing a structured and accepted model that can be used by all agencies - DASH was cited as a possible example, though it was also noted that GONW were also exploring this issue.*
- *The effectiveness of inter-agency working across the borough required further review:*
 - *more joint visiting to families needs to be encouraged across agencies*
 - *the CAF needs to be utilised more appropriately, and the CAF process needs to include questions that would more effectively trigger risk assessments*
 - *difficulties regarding inter-agency challenge need to be resolved, whereby professionals feel inhibited by perceived hierarchies – for example, Children's Social Care to medical professions, and other professions to CSC*
 - *possibilities to extend the co-location of professionals from different agencies need to be explored further, though there is a need to guard against working relationships becoming too 'cosy' – staff need to be able to 'act together, but think alone'.*

The main Board accepted the report, and directed the Executive Board to take forward the issues identified. Next steps have included a review of training needs across the borough, and the HSCB has also required each partner agency to have

an effective system in place for the systematic dissemination of learning from SCRs to all frontline staff.

In addition to the work of the Executive Board, the Scrutiny and Performance Sub-group has also reflected on the lessons from Serious Case Reviews, and has recommended to the HSCB the implementation of a more systematic approach to learning.

The production of SCR reports

The HSCB has endorsed the use of a revised template for the production of Individual Management Reviews when SCRs are undertaken. This template had been developed on a regional basis, and provides a clearer structure for managers who are required to write IMRs. Regional training on writing IMRs has also been accessed and this will form the basis of training for all IMR authors for any SCRs in the future.

External communications

An HSCB Communication Group has been established during the year, to assist in enhancing communication between the HSCB and the public at both the local and national level regarding individual cases that have featured child safeguarding concerns.

The HSCB has agreed the Group's terms of reference and its standing, core membership.

SECTION 8

FUTURE CHALLENGES FOR THE HSCB

The HSCB has identified some key challenges for 2010-11 and beyond:

Demonstrating outcomes

The Board has agreed that the identification and evaluation of outcomes from its work needs to become more robust. This relates to all aspects of its work, and needs to more centrally inform ongoing strategic development, the allocation of resources, and the approach to multi-agency training.

Challenging the Children's Trust

The relationship between the HSCB and the Children's Trust is relatively new and still developing, and the HSCB will need to use all opportunities to provide constructive and robust challenge to the Trust on child safeguarding issues. HSCB Annual Reports will be key tools in this, providing analysis and evidence on issues that the Trust will be wanting to take forward in future Children and Young People's Plans.

Fully implementing the CAF

As noted in this Annual Report, the HSCB has been working with the Children's Trust to ensure that difficulties in the implementation of the Common Assessment Framework are resolved. This will require energy and focus on the part of both bodies, to ensure that actions put in place are implemented and that momentum is not lost.

Continuing to engage with frontline staff

The HSCB has seen some significant successes in the face-to-face events it has held with front line staff, initially established as a response to the challenges for professionals following the events in Haringey. In recognising that the effectiveness of child safeguarding practice is dependent on a motivated, supported, and skilled workforce, the HSCB will want to build on this initiative over the coming years.

Working effectively with the Safeguarding Adults Board

The relationship between the HSCB and its Adult counterpart is in its early stages of development, and work so far has been focused on establishing the structures and processes that are needed to make this an effective and mutually supportive collaboration. The challenge ahead will be to translate this commitment into meaningful outcomes for both bodies and for the whole population of Halton.

Involving the community and service users in Board processes

A priority for the HSCB has been to enhance the involvement of sections of the community in its work. It is acknowledged that promoting direct involvement in a high-level strategic forum is not without its challenges, but an encouraging start has been made in the early development of the Shadow Board for children and young people. This initiative remains high on the HSCB agenda.

The Board also needs to develop structures for gathering meaningful feedback on its work from families who engage with children's safeguarding processes in the borough. While such feedback has become routine in certain of areas of the HSCB's work, the Board is mindful of the need to develop effective interactive structures that will inform future policy and decision making.

Gaining community representation on the HSCB

New government requirements will soon include direct representation from the local community on the HSCB, and work has already started to facilitate the inclusion of lay members on the main Board.

Reproduced below is a summary of the key activities that the Board and its sub-gro

SECTION 9

HSCB BUSINESS PLAN FOR 2010-2011

Key to RAG (Red, Amber, Green) Ratings

★	Progress good. On target to deliver objective.
●	Progress not as expected. Issues may affect delivery of objective.
▲	Significant issues affecting progress. Not on target and/or objective unlikely to be delivered

Nº	Key Activities/ Workstreams	Responsible Sub-Group	Timescales	Lead	Progress Update	RAG Rating
	HSCB to develop structures for gathering meaningful feedback on its work from families who engage in children's safeguarding processes	Training				
	Promote the engagement of frontline staff with the HSCB to deepen understanding of the Board's purpose, and for the Board to remain 'on track' with prioritising issues of importance to staff.	Executive			Joint delivery with Children's Trust Board of Frontline Event to staff Feb 2010. Planning for 2011 event underway.	★
	Review current Board activity in order to improve effectiveness and impact on outcomes	-	In 11/10	HSCB Manager	Board Development Day scheduled for November 2010	★
	Ensure that the views of parents, children and young people inform the work of the Board in a meaningful way by establishing a Shadow Board	Executive Board		HSCB Manager / HSCB Development Officer	Papers on the development of the Shadow Board and proposals for recruiting Lay Members presented to HSCB in 06/10. Recruitment adverts for lay members scheduled for September via school governing	★

Nº	Key Activities/ Workstreams	Responsible Sub-Group	Timescales	Lead	Progress Update	RAG Rating
	and recruitment of Lay Members				body briefing and Third Sector networks.	
	Monitor the embedding of CAF in the localities and assess its impact on referrals to Children's Social Care	Scrutiny & Performance			Integrated Working Group, including CAF, to be established by Children's Trust. Outcomes to be reported to HSCB.	●
	Ensure the effectiveness of the Adult Mental Health Action Plan to improve safeguarding for children whose carers have mental health concerns.	Scrutiny & Performance			File audits have been undertaken and outcomes reported to Scrutiny & Performance.	★
	Review and re-write all procedures to comply with Working Together (2010) and all subsequent amendments announced by the Government on a pan-Cheshire basis	Policy & Procedures			External consultant commissioned by the Pan-Cheshire LSCBs to revise the procedures. Due to complete Oct/Nov 2010.	★
	Ensure the Neglect protocol is finalised and disseminated to ensure children experiencing neglect receive timely and effective interventions	Policy & Procedures			Halton Neglect Protocol to be included in Pan-Cheshire revised procedures.	★
	To monitor the progress of all agencies who were identified as needing to improve their policies and procedures in the Section 11 Audit	Policy & Procedures			HSCB completed all Section 11 Audits of statutory partners June 2010.	★
	Develop support services for young people under the age of 16 who have experienced sexual violence	Executive			Regional Sexual Assault Referral Centre no longer to proceed. Service to be delivered by St Mary's, Manchester, and local point to deliver services to be identified	●

Nº	Key Activities/ Workstreams	Responsible Sub-Group	Timescales	Lead	Progress Update	RAG Rating
	Consolidate and improve the Training Pool to increase the effectiveness of training on outcomes for children	Training			To be discussed at September 2010 Sub Group Meeting	
	All agencies to have in place systems to disseminate learning from SCRs to their frontline staff	Training			Agencies notified of requirement and dissemination monitored via Training Sub group.	★
	Ensure the lessons from SCRs and 'near misses' inform the future training programmes for all agencies	Training			Training Needs Analysis undertaken; report to be taken to Training Sub group September 2010.	★
	Increase the capacity of all agencies to take responsibility for delivering safeguarding training to their own staff	Training			Training Needs Analysis undertaken; report to be taken to Training Sub group September 2010.	★
	To monitor the progress of all agencies who were identified as needing to improve their safeguarding training in the Section 11 Audit	Training			HSCB completed all Section 11 Audits of statutory partners June 2010.	★
	To develop links with the Safeguarding Adults Board to improve outcomes for the whole population and maximise the efficient use of resources	Main Board		Paula St Aubyn	Safer Recruitment Sub group established across both HSAB and HSCB August 2010. Terms of reference and membership to be reviewed.	★
	To maintain and develop a multi-agency file audit process	Scrutiny and Performance	Three times per year	Paula St Aubyn	Multi-agency file audits embedded in to HSCB and agency work streams. Action plans monitored by Scrutiny & Performance.	★
	To scrutinise any recommendations and subsequent action plans from	Scrutiny and Performance	09-12/10	Chair	HSCB completed all Section 11 Audits of statutory partners June 2010.	★

Nº	Key Activities/ Workstreams	Responsible Sub-Group	Timescales	Lead	Progress Update	RAG Rating
	the 2010 Section 11 Audit					
	To monitor the HSCB performance report card and scrutinise any under-performance	Scrutiny and Performance	Quarterly	Chair	Report Card regularly reviewed with accompanying narrative to support quantitative data.	★
	To monitor and scrutinise Child Protection Conference and Children in Care activity	Scrutiny and Performance	Quarterly	Chair	Regular up-dated provided to Scrutiny & Performance Sub Group	★
	To respond to any recommendations around Scrutiny and performance from the HSCB/Executive Board	Scrutiny and Performance	Quarterly	Chair	Report Card regularly reviewed with accompanying narrative to support quantitative data.	★
	Review agencies' Safer Recruitment Policies and Procedures (including ISA and Vetting and Barring)	Safer Recruitment	One agency policy and procedure to be reviewed each meeting	Chair	There have been some delays in agencies responding to requests to submit policies and procedures. A timetable for the coming year will be agreed to enable sufficient notice is given	●
	Devise and implement an audit tool for assessing the implementation and outcomes of safer recruitment policies and procedures.	Safer Recruitment	Tool to be devised by 08/10	To be identified	To be discussed at August 2010 Sub Group Meeting	●
	Devise and implement a Safer Recruitment Standards tool specifically for use in the third sector	Safer Recruitment	Devise by 07/10 Implementation 08–12/10	Safeguarding Development Officer	A standards tool has been agreed and will be rolled out to the third sector with a review of its effectiveness in six months time	★
	Produce a (sample) effective whistleblowing policy for agencies to adapt	Safer Recruitment	09-12/10	To be identified	To be discussed at August 2010 Sub Group Meeting	★
	Monitor the LADO Business Plan	Safer Recruitment	Each quarter	Chair	Ongoing	★

Nº	Key Activities/ Workstreams	Responsible Sub-Group	Timescales	Lead	Progress Update	RAG Rating
	Progress proposals to amalgamate the work of this sub-group with the Safer Recruitment of Vulnerable Adults sub-group (Adults Safeguarding Board)	Safer Recruitment	06–09/10	Respective Chairs	Respective chairs meeting in June and expect the first joint sub-group to meet in September 2010	★
	Introduce safer recruitment standards when commissioning services	Safer Recruitment	07–10/10	To be identified	To be discussed at August 2010 Sub Group Meeting	★
	Devise a sample policy and procedure for educational settings	Safer Recruitment	07–10/10	Safeguarding in Education Officer	To be discussed at August 2010 Sub Group Meeting	★
	To reduce child deaths and injuries wherever possible by regional collaboration on research and public health campaigns	CDOP	06/10		Early Years Child Safety Directory produced; ongoing work to raise awareness of the resource to be undertaken. Regional CDOP arrangements to be reviewed September 2010 with dissolution of GONW.	★
	Review child deaths & near misses	CDOP	Ongoing	Chair CDOP	<i>On target</i>	★
	Ensure ongoing training of CDOP panel members	CDOP	03/11	HSCB Manager	Scheduled training across Cheshire & Merseyside cancelled- will need to review and pick up in 2011	●
	Highlight emerging issues to HSCB and Children's Trust for action	CDOP	Ongoing	Chair CDOP	Reporting structure in place	★
	Provide assurance on actions	CDOP	ongoing	Chair CDOP	Reporting structure in place	★
	Participate in responses action across broader footprint e.g. Cheshire	CDOP	03/11	Chair CDOP		

Nº	Key Activities/ Workstreams	Responsible Sub-Group	Timescales	Lead	Progress Update	RAG Rating
	Review effectiveness of rapid response system	CDOP	03/11	Suprio Battacharya		
	Develop Terms of Reference for the e-Safety Strategy Group, agree membership, clarify roles, responsibilities and accountability	e-Safety	06/10	PR	Awaiting independent review to be undertaken by NWLG/BECTA	★
	Agree the e-Safety Strategy and e-Safety Policy	e-Safety	06/10	PR	Audit tool circulated June 2010 – awaiting responses	★
	Undertake an Annual Audit of e-Safety for schools and community groups	e-Safety	08/10	PR	Visit arranged – Sue Pickering – Esafety Adviser.	★
	Have NWLG/BECTA carry out an audit of Halton's e-Safety processes	e-Safety	10/10	e-Safety Chair	To be discussed at September 2010 Sub Group Meeting	★
	Audit the provision of e-safety training carried out and e-safety awareness campaigns by member agencies and partners with a view to obtaining consistency	e-Safety	10/10	e-Safety Chair	To be discussed at September 2010 Sub Group Meeting	★
	Consult and engage with children and young people to seek their views on safe use of internet and digital environment	e-Safety	10/10	e-Safety Chair	To be discussed at September 2010 Sub Group Meeting	★
	Develop a monitoring mechanism for safe use of the internet, including incidents of concern and to monitor compliance with safeguarding procedures	e-Safety	06/10	e-Safety Chair	Awaiting independent review to be undertaken by NWLG/BECTA	★

Appendix 1

MEMBERSHIP OF THE HSCB & SUB-GROUPS DURING 2009-2010

Main Board *(numbers in brackets refer to attendance out of a possible 4 meetings)*

Audrey Williamson (Chair)	- Operational Director, Health & Community Directorate, HBC (4)
Ann Towey	- HSCB Manager (4)
Ruth Gill	- HSCB Legal Adviser – Solicitor, HBC Legal Services (4)
Gerald Meehan	- Strategic Director, Children & Young People Directorate, HBC (4)
Nigel Moorhouse	- Operational Director, Specialist Services – Children & Young People Directorate, HBC (3)
Vicky Buchanan	- Divisional Manager, Children in Need Services – Children & Young People Directorate, HBC (3)
Paula St Aubyn	- Divisional Manager, Quality, Safeguarding & Review - Children & Young People Directorate, HBC (3)
Jonathan Potter	- Divisional Manager, Access (Education linked) Children & Young People Directorate, HBC (2)
Gaynor Dickson	- Head Teacher, Halton Lodge School – Primary Head Teachers’ Representative (2)
Andrew Keeley	- Head Teacher, St Chad’s School – Secondary Head Teachers’ Representative (3)
Kim Thornden	- Assistant Chief Officer, Cheshire Probation (3)
Jane Lunt	- Operational Director, Child & Family Health, Halton & St Helens PCT (4)
Gill Core	- Director of Nursing, St Helens & Knowsley PCT (3)
Bina Gyawali	- Designated Doctor for Child Protection, Halton & St Helens PCT (3)
Charlie Whelan	- Designated Nurse for Child Protection, Halton & St Helens PCT (4)
Dympna Edwards	- Deputy Director of Public Health, Halton & St Helens PCT (2)
Kath Holbourn	- Director of Nursing & Governance, Warrington Hospital (3)
John Kelly	- Executive Director, 5 Boroughs Partnership
	- Superintendent, Northern Area, Cheshire Constabulary (2)
Paul Moore	- Detective Chief Inspector, Strategic Public Protection Unit, Cheshire Police (3)
Mark Bradley	- Detective Inspector, Cheshire Constabulary (3)
Jed Manley	- Superintendent, Cheshire Constabulary (2)
Julie Raymond-Walters	- Service Manager, CAF/CASS (1)
Diane Sproson	- Area Manager, Connexions (3)
Gareth Jones	- Head of Service, Halton & Warrington YOT (2)
Yvonne Jama	- Children’s Services Manager, NSPCC (1)
Lucy Hindmarch	- Third Sector Representative (2)
Steve Eastwood	- Coordinator, Halton Drug & Alcohol Action Team (3)
Mike Andrews	- Community Safety Manager, HBC (0)
Michelle Bradshaw	- Assistant Director, Community Health Services, Halton & St Helens PCT (4)
Ian Fazakerley	- Liverpool Housing Trust (1)
Margaret Chaplin	- Divisional Manager, Children with Disabilities Service (0)
Lindsay Smith	- Divisional Manager, Adult Mental Health, HBC (3)
Peter Richmond	- Divisional Manager, Information and Communication, HBC (1)
Kate Cawley	- Magistrate Representative (1)
Tom McInerney	- Councillor, HBC – Participant Observer (3)
Laura Brown	- HSCB Administrator (4)

Executive Board

Paul Boyce (Chair to July 09)	- Operational Director, Specialist Services – Children & Young People Directorate, HBC
Jane Lunt (Chair from July 09)	- Operational Director, Child & Family Health, Halton & St Helens PCT
Ann Towey	- HSCB Manager
Paula St Aubyn	- Divisional Manager, Quality, Safeguarding & Review- Children & Young People Directorate, HBC
Nigel Moorhouse	- Operational Director, Children in Need Services – Children & Young People Directorate, HBC
Jonathan Potter	- Divisional Manager, Access (Education linked) Children & Young People Directorate, HBC
Vicky Buchanan	- Divisional Manager, Children in Need Services – Children & Young People Directorate, HBC
Dympna Edwards	- Deputy Director of Public Health, Halton & St Helens PCT
Peter Richmond	- Divisional Manager, Information & Communications, HBC
Craig Guildford	- Superintendent, Cheshire Police
Elaine Roberts-Smith	- Commissioning Manager, HBC
Jed Manley	- Superintendent, Cheshire Constabulary
Gill Core	- Director of Nursing, St Helens & Knowsley PCT
Kath Holbourn	- Director of Nursing & Governance, Warrington Hospitals
David Holmes	- Service Manager, ARCH Initiatives

Policy & Procedures Sub-group

Nigel Moorhouse (Chair to Nov.09)	- Operational Director, Children in Need Services – Children & Young People Directorate, HBC
Vicky Buchanan (Chair from Nov. 09)	- Divisional Manager, Children in Need Services – Children & Young People Directorate, HBC
Ann Towey	- HSCB Manager
Charlie Whelan	- Designated Nurse for Child Protection, Halton & St Helens PCT
Paula St Aubyn	- Divisional Manager, Quality, Safeguarding & Review- Children & Young People Directorate, HBC
Loraine Peers	- Principal Manager, Childcare Team 1, Children & Young People Directorate, HBC
Mark Tasker	- DI, Strategic Public Protection Unit, Cheshire Police
Mark Bradley	- DI, Northern Division PPU, Cheshire Police
Mandy Bailey	- Acting Service Manager, 5 Boroughs Partnership
Steve Withington	- Child Protection Development Officer, Children & Young People Directorate, HBC
Julie Karmy	- CYPAN Manager, HBC

Child Death Overview and Near Miss Panel

Dympna Edwards (Chair)	- Deputy Director of Public Health, Halton & St Helens PCT
Nigel Moorhouse	- Operational Director, Specialist Services – Children & Young People Directorate, HBC
Ann Towey	- HSCB Manager
Carol Hill	- Independent Conference and Review Manager– Children & Young People Directorate, HBC
Linda Kellie	- Acting Assistant Director of Operations, 5 Boroughs Partnership
Nick Bailey	- DCI, Cheshire Police
Suprio Bhattacharyya	- Consultant Paediatrician, Halton & St Helens PCT

Scrutiny & Performance Sub-group

Paul Boyce (Chair to May 09)	- Operational Director, Specialist Services – Children & Young People Directorate, HBC
Nigel Moorhouse (Chair from May 09)	- Operational Director, Children in Need Services – Children & Young People Directorate, HBC
Ann Towey	- HSCB Manager
Bina Gyawali	- Community Paediatrician, Halton & St Helens PCT
Paula St Aubyn	- Divisional Manager, Quality, Safeguarding & Review- Children & Young People Directorate, HBC
Pauline Burke	- Manager, YOT
Julie Raymond-Walters	- Service Manager, Cafcass
Karen Dobson	- Acting Named Nurse, Safeguarding, 5 Boroughs Partnership
Jonathan Potter	- Divisional Manager, Access (Education linked) Children & Young People Directorate, HBC
Mark Bradley	- DI, Cheshire Police

Training Sub-group

Jonathan Potter (Chair)	- Divisional Manager, Access (Education linked) Children & Young People Directorate, HBC
Ann Towey	- HSCB Manager
Steve Withington	- Child Protection Development Officer, Children & Young People Directorate, HBC
Gaynor Dickson	- Head Teacher, Halton Lodge Primary School
Chris McMahon	- ARCH Initiatives
Karen Dobson	- Acting Named Nurse for Child Protection, 5 Boroughs Partnership
Marie Fairbrother	- Nurse Specialist, Child Protection, Halton & St Helens PCT
Amanda O'Brien	- Third Sector Representative
Martyn Platts	- PR & Communications, HBC
Sarah Lewis	- Riverside College
Belinda Yen	- Training Officer, Early Years - Children & Young People Directorate, HBC
Christine Johnson	- Safeguarding in Education Development Officer, Children & Young People Directorate, HBC
Andrea Farrell	- Connexions
Brian Hulley	- Area Training Manager, Cheshire Police

Safer Recruitment Sub-group

Paula St Aubyn (Chair)	- Divisional Manager, Quality, Safeguarding & Review - Children & Young People Directorate, HBC
Ann Towe	- HSCB Manager
Laura Clare	- HR Advisor, St Helens & Knowsley Teaching Hosps - NHS Trust
Amanda O'Brien	- Third Sector representative
Charlie Whelan	- Designated Nurse for Child Protection, Halton & St Helens PCT
Julie Hunt	- Adult Protection Coordinator, Health & Community – HBC
Julie McCollom	- Employee Services, HBC
Emma Mookerji	- Service Development Officer, HBC
Joanne Meneice	- Warrington & Halton Hospitals
Christine Johnson	- Safeguarding in Education Development Officer, HBC
Jonathan Potter	- Divisional Manager, Access (Education linked) Children & Young People Directorate, HBC
Margaret Morgan	- Head Teacher – St Clements School
Tania Strong	- Manager, HR, Halton & St Helens PCT
John Gallagher	- Principal Policy Officer, HBC

E-Safety Sub-group

Peter Richmond (Chair)	- Divisional Manager, Information & Communication, HBC
Ann Towe	- HSCB Manager
Steve Withington	- Child Protection Development Officer, Children & Young People Directorate, HBC
Amanda O'Brien	- Third Sector Representative
Leyla Mulhall	- Information & Communications Officer, St Chad's School
Stephen Bailey	- Riverside College
Mike Horsely	- ICT Services, HBC
Karen Vanner	- Consultant & Advisory Teacher, HBC
Christine Johnson	- Safeguarding in Education Development Officer, Children & Young People Directorate, HBC
Steven Conley	- Neighbourhood Manager, Connexions
Nicki Lewis	- School Liaison Officer, Cheshire Police
George Wells	- ICT Teaching & Learning, HBC
Ray Weaver/Nick Aymes	- Runcorn & Widnes Community Learning Centres
Gary Clawson	- Chief Executive, North West Learning Grid
Siobhan Kirk	- Senior Librarian, Halton Library Service
Yvonne Morgan	- Consultant, ICT Teaching and Learning, HBC
Helen Mitchell	- Virtual Learning Platform Development Officer, HBC
Martin Draycott	- ICT Manager, Bankfield School

Appendix 2



Protocol Between Halton's Children's Trust and Halton Safeguarding Children Board (HSCB)

1.0 AIMS

- 1.1 This aim of this Protocol is to ensure complete clarity about local accountabilities underpinned by effective local challenge.
- 1.2 Halton's Children's Trust and HSCB have important but distinctive roles in keeping children safe. Halton's Children's Trust is accountable for overseeing the delivery of the Children and Young People's Plan. Through this, the Trust is accountable for ensuring services deliver improved outcomes for children and young people.
- 1.3 HSCB is responsible for challenging all relevant partners of the Children's Trust on their performance in ensuring that children and young people are kept safer in the Borough. The HSCB is responsible for developing local policies for safeguarding and promoting the welfare of children. It is also responsible for identifying training needs and evaluating the extent to which training needs are being met by commissioned services. HSCB will feed this back to the Trust, together with any evaluation of current training provision, in a timely manner, to ensure this can be incorporated into forward plans.
- 1.4 In order to ensure the complementary roles of the two bodies - and the necessary challenge of HSCB to Halton's Children's Trust - the two bodies will be chaired by different people.
- 1.5 The Director of Children's Services (DCS) and the Lead Member for Children's Services have central roles. The DCS has the lead responsibility for improving outcomes for children in Halton. The Lead Member for Children's Services is politically accountable for ensuring that the Local Authority fulfils its legal responsibilities for safeguarding and promoting the welfare of children and young people. The Lead Member will provide the political leadership needed for the effective co-ordination of work with other relevant agencies with safeguarding responsibilities (such as the police and health trusts). The Lead Member will also take steps to assure themselves through scrutiny and challenge that effective quality assurance systems for safeguarding are in place and are functioning effectively across service areas and levels of need.
- 1.6 The DCS and the Lead Member will be members of both Halton's Children's

Trust and HSCB.

- 1.7 The Local Authority Chief Executive and Council Leader also have critical roles to play. The Chief Executive is responsible for satisfying him/herself that the DCS is fulfilling their managerial responsibilities for safeguarding and promoting the welfare of children and young people and in particular, by ensuring that the relationship between Halton's Children's Trust and HSCB is working effectively.
- 1.8 Halton's Children's Trust will continue to seek the views of the local community and consult children, young people and their families when drawing up the Children and Young People's Plan. Similarly, HSCB will appoint two Lay Members as full Board members, to increase communication links with the local community and support stronger public engagement in, and understanding of, children's safety issues. The HSCB will also continue to support the establishment of a Shadow Young Peoples' Local Children's Safeguarding Board.

2.0 HSCB RESPONSIBILITIES

- 2.1 HSCB will inform and, when necessary, challenge Halton's Children's Trust commissioning arrangements where issues are identified through the various quality assurance processes such as learning from Serious Case Reviews, the Child Death Overview Panel and multi-agency auditing of practice.
- 2.2 HSCB will publish an Annual Report on the effectiveness of safeguarding locally. This will include an analysis of the contribution and activities of each partner, for keeping children safe. This report will provide robust challenge to the work of the Trust.
- 2.3 HSCB will share Safeguarding Performance Information with Halton's Children's Trust on a quarterly basis via an agreed Performance Report Card. Other issues of significance will be reported to the next available Board meeting.

3.0 CHILDREN'S TRUST RESPONSIBILITIES

- 3.1 Halton's Children's Trust will include an assessment of the effectiveness of local government and partnership arrangements in supporting the best possible standards for safeguarding children within its Annual Report.
- 3.2 In addition, as part of the Annual Report, Halton's Children's Trust will advise on workforce development, in particular the safeguarding activity in the delivery of all frontline services.
- 3.3 Halton's Children's Trust will seek approval from HSCB regarding any proposed commissioning arrangements which are linked to the factors which impact on safeguarding children. These will include issues concerning compromised parenting, domestic abuse, parental mental health, alcohol and substance misuse and adult criminality.
- 3.4 The Trust has a statutory responsibility for the delivery and effectiveness of Common Assessment Framework arrangements in Halton.

4.0 OPERATIONAL ARRANGEMENTS

- 4.1 Halton's Children's Trust and HSCB will share their main and Executive Board Minutes on a quarterly basis.
- 4.2 Halton's Children's Trust and HSCB will jointly hold an annual event to meet with frontline staff from all relevant agencies which will explore the effectiveness of safeguarding at all levels of need. The findings from this will be incorporated in relevant action plans.
- 4.3 The following people are members of both Halton's Children's Trust and HSCB Main Boards. This will ensure clear lines of communication:
- Strategic Director of Children's Services
 - Deputy Director of Public Health, Halton and St Helens PCT
 - Chair of HSCB
 - Superintendent Cheshire Constabulary
 - Lead Member for Children's Services
- 4.4 This protocol will be reviewed annually. The next review will be undertaken in April 2011.

5.0 RESOLUTION PROCESS

- 5.1 HSCB will request evidence from the Children's Trust as to its rigour in commissioning or developing safeguarding services. HSCB will call members of the Children's Trust to account should it have evidence that children are not being adequately safeguarded by one or more Relevant Partners. The resolution would require a formal response/action from the Children's Trust.

This protocol is agreed by the Chairpersons on behalf of the Halton Safeguarding Children Board and Halton Children's Trust.

Appendix 3

CYPP Promises and progress on their delivery – May 2010

CYPP Promise	Progress/Evidence	Areas for improvement
1. We will make sure that our actions and decisions are guided by a single set of arrangements so we are more accountable to our communities and enable children, young people and their families to receive the support and services they need when they need it.	<ul style="list-style-type: none"> Single set of arrangements in place through the Trust structures Terms of reference in place and updated Business plan drafted for Trust Board and Executive Group, including terms of reference. This has been approved by the Executive 	<ul style="list-style-type: none"> Strengthen arrangements in light of new statutory guidance in terms of developing a Children's Trust Compact
2. We will continue to prioritise safeguarding as an essential part of everything we do in order to continue to embed the values and goals of ensuring that safeguarding is everybody's business.	<ul style="list-style-type: none"> Children's Trust – HSCB protocol developed and revisited in light of Working Together Guidance Approved by Children's Trust Executive 	<ul style="list-style-type: none"> To be taken to Trust Board/ HSCB for final approval
3. We will develop a Children's Trust Resource Strategy.	<ul style="list-style-type: none"> Mapping has been started 	<ul style="list-style-type: none"> Further work to be done on this to get a full picture of the available Children's Trust resource
4. We will support our workforce to be the best they can be by offering opportunities to develop their skills and knowledge in supporting our ambition to make a significant difference to children and young people.	<ul style="list-style-type: none"> New Social Work Workforce Recruitment & Retention Strategy 2010-2011 Implementation of Children's Workforce Development Council (CWDC) workforce initiatives, through to a number of successful formal consultations 	<ul style="list-style-type: none"> Integrated Children's Workforce Strategy under development
5. We will produce a Children's Trust Equality and Diversity Strategy.	<ul style="list-style-type: none"> Directorate Strategy and Trust action plan have been agreed 	<ul style="list-style-type: none"> Strategy to be broadened into a Trust Strategy
6. We will develop a Children's Trust Commissioning Strategy for Halton.	<ul style="list-style-type: none"> Commissioning Priorities Framework presented to Children's Trust Joint HBC-Health event in May 2010, leading to the development of an action plan 	<ul style="list-style-type: none"> Revised framework to be completed Training programme for the Trust will be rolled out

CYPP Promise	Progress/Evidence	Areas for improvement
7. The Children's Trust will continue the strong partnership with Third Sector organisations to develop services for enterprising behaviour and entrepreneurial work and will continue to ensure Third Sector involvement in planning and delivery services.		<ul style="list-style-type: none"> This is a key area of focus within the Commissioning Strategy
8. We will establish a range of secure, safe, stable and permanent accommodation, which young people leaving our care can move into, and stay for as long as they need it.	<ul style="list-style-type: none"> Children in Care Placement Strategy agreed by Council 4 units of accommodation have been developed for care leavers in association with the private sector and a local Registered Social Landlord 	<ul style="list-style-type: none"> A further 3 units of accommodation in supported lodgings have been commissioned and should be available to care leavers by September 2010 By March 2011 we aim to have 2 additional units of accommodation available through a RSL
9. We will actively seek resolution to young people's many concerns about transport across the borough by setting up a Young Persons Travel Forum to enable the voice of young people to be heard by those planning and providing transport for young people across Halton.		<ul style="list-style-type: none"> Links with LTP3 to be clarified.
10. We will introduce locality working across the borough in April 2010.	<ul style="list-style-type: none"> Roll out of locality working began in April 2010. A Divisional Manager has been appointed, as well as 8 Think Family Locality Managers 	<ul style="list-style-type: none"> Work is underway to develop staffing structures and creating multi-agency teams within each locality
11. We will review and expand the use of CAF as a key mechanism in supporting our commitment to early intervention and prevention.	<ul style="list-style-type: none"> The Common Assessment Framework was fully reviewed on schedule by 31 October 2009 CAF is being taken forward in Locality programme to inform the design and rollout of localities 	<ul style="list-style-type: none"> Work to be done to make the CAF process more multi-agency in practice within each case, rather than a single agency leading and taking all responsibility It has been agreed to develop a strategic group within the Children's Trust structures that looks at both CAF and locality working, and this will be established shortly
12. We will work hard across organisational and professional boundaries to make sure disabled children and young people live in barrier free environments and communities.	<p>Taken forward through:</p> <ul style="list-style-type: none"> Building Bridges Strategy Inclusive Play and Learning Disabled Bikes in Victoria Park Full Core Offer to Disabled Children Short breaks expansion 	

CYPP Promise	Progress/Evidence	Areas for improvement
<p>13. We will develop a Children's Trust Business Plan within which a range of protocols will:</p> <ul style="list-style-type: none"> • Clarify and define the relationship between the Children's Trust Board and Halton Safeguarding Children Board • Clarify and define how conflicts between Children's Trust partners will be addressed 	<ul style="list-style-type: none"> • The Children's Trust and HSCB protocol has been updated in light of the latest Working Together guidance, and approved by the Children's Trust Executive Group • Children's Trust membership agreements in place • Children's Trust Business Plan approved by Children's Trust Executive Group 	<ul style="list-style-type: none"> • Develop Children's Trust Compact to build on membership agreements already in place
<p>14. Each Service Delivery Partnership will develop and implement a business plan.</p>	<ul style="list-style-type: none"> • SDP's have Business Plans. 	<ul style="list-style-type: none"> • Plans to be reviewed to given greater OBA focus

REPORT TO: Executive Board

DATE: 23 September 2010

REPORTING OFFICER: Strategic Director, Children and Young People

SUBJECT: The relationship between the Children and Young People Policy and Performance Board and the Diocese of Shrewsbury and Archdiocese of Liverpool

WARDS: Boroughwide

1.0 PURPOSE OF THE REPORT

- 1.1 To enable a representative from the Diocese of Shrewsbury and Archdiocese of Liverpool to be appointed to the Children and Young People's Policy and Performance Board.

2.0 RECOMMENDATION: That, following the Children, Young People and Families Policy and Performance Board's approval on the 6th September 2010, the Executive Board recommend to Full Council the appointment of a Diocesan representative for Shrewsbury and Liverpool, as a voting co-optee on the Policy and Performance Board for a period of four years, commencing from the date approval is given.

3.0 SUPPORTING INFORMATION

- Under a Direction issued by the Secretary of State authorities must appoint diocesan representatives to Scrutiny Committees under s499 Education Act 1996 and DfEE Circular 19/99 all as amended. These representatives will have voting rights in relation to any decision relating to: - schools maintained by the LA, pupils who attend schools maintained by the LA or are educated by the LA in some way but not the other business of the Committee. This is to enable denominations to have a direct input to policies on education provision for pupils of school age
- The Dioceses of Shrewsbury and Liverpool are therefore entitled to nominate representatives to sit on the Children and Young People's Policy and Performance Board
- A name for this position has been submitted, Miss Elizabeth Lawler (pen portrait attached)
- Operating as an independent representative the views of the Dioceses will be expressed

POLICY IMPLICATIONS

- 4.1 The Dioceses of Shrewsbury and Liverpool fulfil their right to a representative on the Children and Young People Policy and Performance Board

4.0 OTHER IMPLICATIONS

- 5.1 None applicable.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

Children and Young People in Halton

- 6.1 Continuing a formal relationship between the Dioceses and Children and Young People PPB will strengthen the Council's ability to monitor and review progress on priorities.

Employment, Learning and Skills in Halton

- 6.2 None applicable.

A Healthy Halton

- 6.3 None applicable

A Safer Halton

- 6.4 None applicable.

Halton's Urban Renewal

- 6.5 None applicable.

6.0 RISK ANALYSIS

- 7.1 Failure to respond appropriately to requests for information and referrals would result in the CYP PPB contravening current legislation.

7.0 EQUALITY AND DIVERSITY ISSUES

- 8.1 The procedures and processes described in this report will enable a much broader range of people to contribute and influence scrutiny and commissioning decisions.

8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

- 9.1 There are no background papers under the meaning of the Act.

Pen Portrait

Miss Lawler is a retired teacher, most recently at John Boscoe arts College, with over 40 years service. (Retired 2 years ago).

Miss Lawler is active as a Governor at Sts Peter's and Paul's Catholic College, Widnes and works on a voluntary basis at Riverside College in the Ecumenical Chaplaincy Team.

REPORT TO: Executive Board

DATE: 23rd September 2010

REPORTING OFFICER: Strategic Director, Children & Young People

SUBJECT: Summary of Educational Attainment 2010

WARD(S): Boroughwide

1.0 PURPOSE OF THE REPORT

To report on 2010 performance data for Early Years Foundation Stage Profile and Key Stages 1 to 4. This is an initial report referring to currently available data. It reports attainment only and does not indicate the effectiveness of service delivery. A more detailed report will be tabled as further data becomes available.

2.0 RECOMMENDATION: That the Board note the attainment of children in Halton schools for the 2009 / 10 academic year.

3.0 SUMMARY

(See glossary)

3.1 Foundation Stage Profile

The Foundation Stage Profile is a continual assessment of a child's ability undertaken throughout the reception year and then reported on at the end of the year. The main headlines for Halton are summarised as follows:

- % achieving 6+ in Personal, Social & Emotional Development (PSED) - **75.3%** - an increase of 1.6% on the 2009 figures of 73.7%
- % achieving 6+ in Communication, Language & Literacy **54%** - an increase of 3.3% on the 2009 figures of 50.7%
- % achieving 6+ in both PSED & CLL - **50%** - an increase of 3.1% on the 2009 figures of 46.9%

The percentage of pupils achieving **6+** in PSED has increased since 2009, the largest difference being a decrease of 2.7% in Social Development (**84.4%** compared to 81.7% in 2009).

However the % of pupils achieving **8+** in PSED has decreased since 2009, the largest decrease here is 2.3% in Social Development (**24.9%** compared to 27.2% in 2009).

- The percentage of pupils achieving 6+ across CLL and Mathematical Development assessments have improved since 2009, the greatest increase is in CLL Linking Sounds & Letters up by 3.2% (**74.1%** compared to 70.9% in 2009).
- Girls are currently outperforming boys at %6+ across all individual aspects. At %8+ boys achieve higher than girls in PSRN ('Numbers as Labels & for counting' and 'Calculating') and KUW
- Achievement in the 30% deprived SOAs has increased in PSED (**71.3%** compared to 68.6% in 2009) and in CLL (**48.7%** compared to 46.9% in 2009) and in PSED & CLL (**44.5%** compared to 42.2% in 2009). SOA postcodes relate to 2009 dataset, 2010 to follow.

3.2 Key Stage 1

At Key Stage 1 a child's attainment in Reading, Writing, and Maths is assessed during Year 2. The main headlines for Halton are summarised as follows

Achievement at Reading has increased in both Level 2+, 1.6% rise from 82.3% in 2009 to **83.9%** in 2010, and Level 2B+, 3.9% rise from 69.3% in 2009 to **73.2%** in 2010.

Achievement at Reading Level 3+ has increased by 0.5% from 23.8% in 2009 to **24.3%** in 2010

Achievement at Writing has increased at Level 2+ by 1.1% (**81.2%** in 2010 compared to 80.1% in 2009). Increases have also been seen at Level 2B+, 2.9% increase from 54.9% in 2009 to **57.8%** in 2010 and at Level 3+; 2.6% increase from 7.0% in 2009 compared to **9.6%** in 2010.

Achievement in Maths has increased at Level 2+ with a 1.2% rise from 88.0% in 2009 to **89.2%** in 2010

Achievement in Maths has decreased across the following indicator levels: -

Level 2B+ - 1.2% decrease from 72.1% in 2009 to **71.0%** in 2010

Level 3+ - 1.8% decrease from 20.9% in 2009 to **19.1%** in 2010

3.3 Key Stage 2

At Key Stage 2 a child's attainment is assessed in English, Reading, Writing, and Maths during Year 6. Despite a nationwide boycott in some schools, 100% of Halton schools administered the national SATs

in 2010. Current data should be treated as provisional as validation is ongoing with a number of papers returned for remarking.

The main headlines for Halton are summarised as follows:

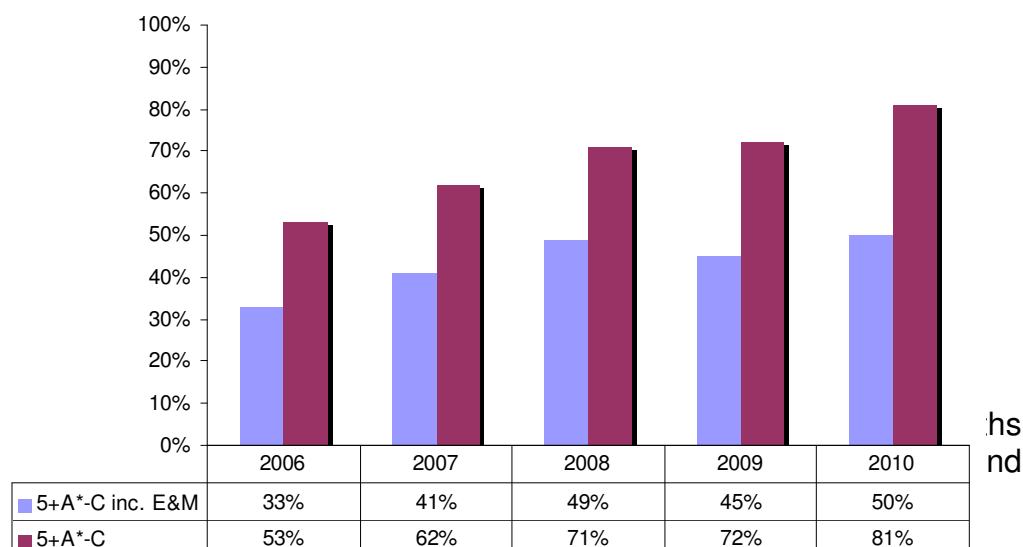
- Attainment in the DfE performance measure, combined attainment at English & Maths Level 4+, was **76.9%**, a 3.2% increase on 2009 (73.7%) and 2.9% higher than national attainment of 74%.
- Level 4+ Reading – **85.4%** - 1.4% below Halton 2009 figure of 86.8%, but remains higher than national (84%). Attainment at Level 5+ in Reading increased by 1.7% to **48.3%** compared to 46.6% in 2009 (national 51%).
- Level 4+ Writing – **72.0%** - 4.3% above Halton 2009 figure of 67.7%, and 1% higher than national (71%). Attainment at Level 5+ in Writing also increased, by 2.4% to **20.4%** compared to 18.0% in 2009 – broadly in line with national attainment of 21%.
- Level 4+ Maths – **83.6%** - a 2.9% increase on the 2009 figure of 80.7%, and slightly higher than national (80%). However attainment at Level 5+ in Maths fell by 2.0% to **33.8%** compared to 35.8% in 2009. (National 35% in 2010).

3.4 Key Stage 3

At Key Stage 3 a child's attainment in English, Maths, and Science is assessed during Year 9 (teacher assessment only). Performance cannot be reported at present but it is hoped to have summary level information at a later date.

3.5 Key Stage 4

Halton LA - 2006 - 2010 Summary



Excellent progress has continued with regard to the percentage of students gaining 5+A* to C (known as a Level 2 qualification) with 81 per cent of all students attaining this national benchmark. This is a huge rise of 9 per cent on last year's results for the same indicator.

4.0 FINANCIAL IMPLICATIONS

None

5.0 OTHER IMPLICATIONS

No other implications have been identified.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

Educational attainment is key to the future life chances of children and young people in Halton. It also provides a proxy to the work being done with vulnerable children in the borough and the critical priority areas of narrowing the gap.

6.2 Employment, Learning and Skills in Halton

Educational attainment of children and young people will have a significant impact on future employment, learning and skills of Halton's population.

6.3 A Healthy Halton

Not applicable.

6.4 A Safer Halton

Not applicable.

6.5 Halton's Urban Renewal

Not applicable.

7.0 RISK ANALYSIS

7.1 A risk analysis will be completed as part of the review of the Directorate Risk Register.

8.0 EQUALITY AND DIVERSITY ISSUES

- 8.1 Educational attainment is central to reducing inequalities and ensuring the best outcomes for all children and young people in Halton with a particular focus on vulnerable groups.

9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

- 9.1 None under the meaning of the Act.

10.0 Glossary

EYFS – Early Years Foundation Stage

- Personal, Social and Emotional Development (PSED)
- Communication, Language and Literacy (CLL)
- Problem Solving, Reasoning and Numeracy (PSRN)
- Knowledge and Understanding of the World (KUW)
- Physical Development (PD)
- Creative Development (CD)

DA – dispositions and attitudes

SD – Social development

ED – Emotional development

LCT – Language for communication and thinking

LSL – Linking sounds and letters

R – Reading

W – Writing

NLC – Numbers for labels and for counting

C – Calculating

SSM – Shape, space and measure

REPORT TO: Executive Board

DATE: 23rd September 2010

REPORTING OFFICER: Strategic Director - Environment and Economy

SUBJECT: Scrutiny Review of Employment Practices for people with learning or physical disabilities or mental health issues

1.0 PURPOSE OF REPORT

- 1.1 The purpose of the report as proposed in the topic brief was to:
- Review current employment opportunities for people with a learning or physical disability or mental health issues in Halton
 - Develop an understanding of the financial processes around employment for these specific groups
 - Consider best practice and local examples in terms of supporting people into employment
 - Develop an understanding of corporate responsibilities in supporting vulnerable people into employment
 - Devise a series of recommendations and accompanying action plan to improve the authority's performance in relation to supported employment opportunities

2.0 RECOMMENDATION : That the Executive Board

- (1) Consider the contents of the report; and**
- (2) support, where resources allow, the recommendations made by the Employment Learning Skills and Community PPB and Health PPB as set out in the scrutiny report and action plan (annex 5).**

3.0 SUPPORTING INFORMATION

3.1 Background

As part of a Care Quality Commission performance assessment carried out in 2008, it was noted that, while Halton had supported more people with a learning or physical disability or mental health issue into employment than was predicted, performance was still lower than comparators. Care Quality Commission also noted that targets set in relation to supported employment were relatively low.

Despite a number of interventions through employment and social care programmes in Halton, the number of people with learning disabilities progressing into employment remains low and is significantly lower than north-west averages. As a result of this assessment, a scrutiny review of current practice was commissioned.

Employment Topic Group

- 3.2 The Employment Topic Group comprised:
- Cllr Ellen Cargill (Joint Chair)
 - Cllr Eddie Jones (Joint Chair)
 - Cllr Geoff Swift
 - Cllr Bob Gilligan
 - Cllr Martha Lloyd-Jones
 - Cllr Pamela Wallace
 - Audrey Williamson, Operational Director Prevention & Commissioning
 - Stiofan O'Suillibhan, Divisional Manager Community Services
 - Gerry Fitzpatrick, Divisional Manager Enterprise & Employment
 - Emma Bragger, Service Development Officer
 - Jo Burrows, Service Development Officer
 - Katy Rushworth, Policy Officer

Methodology

- 3.3 The scrutiny review was conducted through a number of means, including:

- Regular meetings of the scrutiny review topic group
- Attendance at meetings by various key members of staff and external guests
- Provision of information
- Visits to a number of local authorities

By following the above process, a Scrutiny Report was agreed by members (Appendix One) and within this report, a series of recommendations (25 in total) have been discussed and agreed by the members of the Employment Topic Group.

4.0 **POLICY IMPLICATIONS**

- 4.1 Linked to the implementation of the recommendations set out in the scrutiny report, a number of updates or reports may be required to be developed and presented to the Executive Board in the future.

5.0 **FINANCIAL/RESOURCE IMPLICATIONS**

- 5.1 Any financial implications, which may impact on the delivery of the recommendations of the scrutiny review, will need to be explored in detail through the development of a Business Case. Any such implications will be explored in detail and presented to the Executive Board in due course.

6.0 **OTHER IMPLICATIONS**

- 6.1 None identified

7.0 **RISK ANALYSIS**

- 7.1 The risk of the recommendations not being agreed and progressed fully, is that Halton will not be in a position to improve it's performance rating for National Indicators 146 and 150 and maybe be subject to closer review by the Care Quality Commission.

8.0 **EQUALITY AND DIVERSITY ISSUES**

- 8.1 None Identified.

9.0 **BACKGROUND PAPERS**

None under the meaning of the Act.



*Scrutiny Review of Employment Practices for
people with learning or physical disabilities or
mental health issues*

March 2010

CONTENTS

Contents	Page	Paragraph
Purpose of the report	3	1.0
Structure of the report	3	2.0
Introduction	3	3.0
Reason the report was commissioned	3	3.1
Policy and Performance Boards	4	3.2
Membership of the Topic Team	4	3.3
Methodology Summary	4	4.0
Current Practice – Halton Borough Council	4	5.0
Day Services/PSD Employment Projects	4	5.1
Halton People Into Jobs (HPIJ Employment Service for Disabled People)	6	5.2
Mental Health Employment Project	7	5.3
Current Performance	7	6.0
Evidence and Analysis with findings/conclusions and recommendations	8	7.0
Definitions	8	7.1
Partnership Working	9	7.2
Community Leadership – The Council as a Key Employer	10	7.3
Mental Health	11	7.4
Adults with Learning Disabilities and Physical or Sensory Disabilities	13	7.5
<u>Overall Conclusion</u>	15	8.0

Annexes	Number
Topic Brief	1
Methodology	2
Sainsbury Centre Individual Placement and Support Model	3
Full Definitions for NI 146 and NI 150	4
Action Plan detailing recommendations	5

1.0 Purpose of the Report

The purpose of the report, as outlined in the initial topic brief (at *Annex 1*) is to:

- ◆ Review current employment opportunities for people with a learning or physical disability or mental health issues in Halton.
- ◆ Develop an understanding of the financial processes around employment for these specific groups.
- ◆ Consider best practice and local examples in terms of supporting people into employment.
- ◆ Develop an understanding of corporate responsibilities in supporting vulnerable people into employment.
- ◆ Devise a series of recommendations and accompanying action plan to improve the authority's performance in relation to supported employment opportunities.

2.0 Structure of the Report

This report is structured with the introduction, a brief summary of the methodology followed by a description of current practice and performance, evidence, analysis with findings/conclusions and recommendations. The appendices include the topic brief, presentations and Action Plan.

3.0 Introduction

3.1 Reason the report was commissioned

As part of a Care Quality Commission performance assessment carried out in 2008, it was noted that, while Halton had supported more people with a learning or physical disability or mental health issue into employment than was predicted, performance was still lower than comparators. Care Quality Commission also noted that targets set in relation to supported employment were relatively low.

Despite a number of interventions through employment and social care programmes in Halton, the number of people with learning disabilities progressing into employment remains low, and is significantly lower than north-west averages.

3.2 Policy and Performance Boards

This report was commissioned as a joint scrutiny topic with the Healthy Halton and the Employment, Learning & Skills Policy & Performance Boards.

3.3 Membership of the Topic Team

Membership of the Topic Team included:

Members	Officers
Cllr Ellen Cargill Cllr Eddie Jones Cllr Geoff Swift Cllr Bob Gilligan Cllr Martha Lloyd-Jones Cllr Pamela Wallace	Audrey Williamson – Operational Director, Adults' Services Stiofan O'Suillibhan – Divisional Manager Gerry Fitzpatrick – Divisional Manager Service Development representatives – Emma Bragger, Jo Burrows, Katy Rushworth

4.0 Methodology Summary

This scrutiny review was conducted through a number of means:

- Regular meetings of the scrutiny review topic group;
- Attendance at meetings by various key members of staff and external guests (detail of the attendees can be found in *Annex 2*);
- Provision of information; and
- Visits to a number of local authorities.

5.0 Current Practice – Halton Borough Council

Across the authority there are a number of initiatives underway to support people with disabilities into employment. These include jobs both within and external to the Council.

5.1 Day Services/Physical and Sensory Disability Employment Projects

The Day Services Employment Projects are open to service users from Adults with Learning Disabilities services, and are based on a tiered approach to capacity building and preparing for employment. The projects have a number of areas of focus as follows:

- Economic wellbeing
- Improved health and emotional wellbeing
- Equality of opportunity

Tier 1 – Country Garden Catering and Market Garden

The project provides service users with the fundamentals of catering through the Pebbles Project – a step-by-step approach to learning the basics of catering. The approach takes account of the varying needs levels of services users; with each user having a personalised support plan with clearly defined goals and access to relevant training.

Country Garden has one member of staff and approximately four service users accessing the project for two days a week. Within the market garden, there are approximately eight services users who prepare the land and grow the fruit and vegetables for use in the buffet and café projects.

Tier 2 – Country Garden Buffet Service

At Tier 2, service users are able to put into practice the skills developed during the time spent on Tier 1. The project operates five days per week with between five and six service users accessing the project daily. Some of the service users are in receipt of permitted earnings. The buffet service can cater for meetings and events for between 12 and 120 people. Any income generated is reinvested in the project. While taking part in the project, service users compile a portfolio detailing their skills and experience, their training objectives and any qualifications they have gained, such as Food Hygiene.

Tier 3 – Murdishaw Community Café

This tier represents further progression, and allows participants to develop ‘front of house’ skills in addition to furthering their catering knowledge. Some of the service users are in receipt of permitted earnings.

In 2007, Murdishaw Community Café won awards for Equality and Diversity and for Positive Action in recognition of the work done to provide service users with meaningful opportunities and developing skills towards employment.

Tier 3 – Cup Cakes and Market Garden

This project provides opportunities for service users with physical and/or sensory disabilities to develop skills specifically in confectionary and cake-making. Produce from Cup Cakes is sold to Norton Priory Café (see Tier 4), and to the Country Garden Buffet service. At current capacity, the project can produce 80 cakes per week, and income generated covers the cost of ingredients. The project runs on two days per week and eight service users volunteer over these days.

There is a wheelchair accessible garden at the Independent Living Centre which, once established, will provide fresh produce for the Cup Cakes, Buffet and Café projects.

Tier 4 – Norton Priory Café

This tier represents the culmination of the skills developed through the tiers. The café provides a range of hot and cold meals at a busy

Runcorn tourist attraction. Service users work in the kitchens, serving customers and carrying out 'front-of-house' tasks such as cleaning and laying tables. The café is open seven days per week and two members of staff support 16 service users who access the project on a rota basis. Two service users at the project are currently undertaking NVQ2 in Health and Social Care which incorporates health and safety and food hygiene.

5.2 Halton People Into Jobs (HPIJ) Employment Service for Disabled People

Halton People into Jobs is a Council service offering information, advice and guidance on a range of employment, learning and skills and business start up support services available direct from Halton People Into Jobs and local providers.

The help that Halton People Into Jobs can provide for individuals includes:

- Appointments with qualified advice and guidance workers available in the Halton People Into Jobs office and in 15 neighbourhood outreach locations across Widnes and Runcorn
- Helping to identify barriers to employment and/or learning, providing information, advice and guidance to develop an action plan to achieve work related goals
- Matching client skills and experience to local job opportunities
- Access to waged and unwaged work experience placements to improve practical work skills offering on the job training
- Work tasters and other personal development and employability skills training courses
- Financial assistance (certain eligibility conditions apply) to ease the transition from unemployment to work or to access training related to a job offer from an employer
- Access to business start up/self employment advice and practical help with business planning, finance and marketing
- In Work support for up to 26 weeks to help new employees with the transition into permanent or long term work
- Specialist Disability Employment Advisors
- Job Retention Service which provides advice to people who work but are off with ill health

The help that Halton People Into Jobs can provide for employers includes:

- Comprehensive and flexible recruitment support (large and small scale)
- Access to clients on work placement basis prior to taking on as employed

- Access to training for staff via Apprenticeships, Train to Gain or other employer demand training provision
- Promoting vacancies, identifying and matching candidates and managing applications to vacancies
- Arranging interviews and providing employer feedback to candidates on the employers behalf
- Redundancy service – Support for clients facing redundancy – on site information, advice and guidance and practical support
- Advise to employers on recruiting and retaining disabled people.

5.3 Mental Health Employment Project

In order to support people with mental health problems into work Halton's Mental Health team are operating in accordance with the principles of Sainsbury Centre for Mental Health's 'Individual Placement and Support' model (see Annex 3).

Employment Officer

An Employment Officer has been appointed to the Mental Health team. The post sits with the Community Bridge Builders, in order to ensure the widest possible links with mainstream services, and the post holder is also required to spend a significant amount of time within mental health services. They are involved with clinical assessments and reviews, support individual service users with job searching and seek employment opportunities for service users.

In-work Support

This phase of the project will be delivered by the Richmond Fellowship, a national charity with substantial experience of employment-focussed work and particular expertise in the Individual Placement and Support model. In-work support will be offered to both the employer and employee and will not be time-limited.

6.0 Current Performance

National Indicators 146 and 150 relate to supporting people known to social services or secondary mental health services into employment. There are no National Indicators relating to employment support for people with physical and/or sensory disabilities.

NI 146

'The percentage of adults with learning disabilities known to Councils with Adults Social Services Responsibilities (CASSRs) in paid employment at the time of their assessment or review'.

In 2008/09, Halton reported an outturn of 4.12% against this indicator. This performance put Halton 104th out of a possible 150 local authorities, and the authority compared unfavourably with the north-west average of 6.6%.

NI 150

‘The percentage of adults known to secondary mental health services in employment’.

The current outturn for this indicator for Halton is 11.1%. Whilst this figure puts the authority within the average range of between 10 and 15% in the northwest region, there is room for improvement.

In February 2010, the number of adults with learning disabilities supported in paid employment was 6 and the number of adults with mental health needs supported in paid employment was 5.

The number of adults with adults with learning disabilities supported in voluntary work as at February 2010, was 60. The number of adults with physical or sensory disabilities, supported in voluntary work was 7 and the number of adults with mental health needs supported in voluntary work was 12.

7.0 Evidence (summary of evidence gathered) and Analysis with findings/conclusions

7.1 Definitions

National Indicator 146 (full definition at Annex 4)

The definition states ‘This indicator is intended to improve the employment outcomes for adults with learning disabilities – a key group at risk of social exclusion.’ In order to include people in the outturn for this indicator they have to be ‘known to social services’. This means that they should have been reviewed or assessed in the preceding 12-month period, but may or may not have received a service. The nature of learning disabilities means that those people assessed by social services, and considered suitable for employment, are usually signposted to the Supported Employment service and cases are closed at that point. The indicator definition means that these people are not included in the outturn.

There is also a lack of clarity in terms of the number of hours a week a person has to work to be included in the outturn figures. According to the published definition, working for any number of hours (from 1 to more than 30) is accepted. However, verbal indications from Care Quality Commission have suggested that in the future it will only be acceptable to include those people who are working in excess of 16 hours per week.

Other conditions attached to this indicator define an ‘employee’ as someone who is employed by a company (or self-employed), paid at more than the minimum wage and whose National Insurance contributions are paid directly from their salary. This can include people in supported employment as long as the other conditions are met.

Conclusion

This definition limits the numbers of people who can be ‘counted’ towards the indicator by failing to recognise those people who are assessed and signposted to Supported Employment, and whose cases

are then 'closed', meaning that they are not known to social services. Adults with learning disabilities who are 'known' to social services tend to be people whose needs are moderate to severe, and for whom employment is infrequently an option. The Care Quality Commission should be encouraged to acknowledge the specific complex needs of this client group, which in many cases preclude employment in any form.

Being prescriptive about the number of hours that an individual has to work also limits the number of people who can be included in the outturn. In some instances, service users within this cohort will be unable to work more than a few hours a week due to their condition.

The restrictive nature of the definition does not allow Local Authorities to demonstrate the extent of the work being undertaken in this area. This can clearly be seen in the performance figures from 2008/09 for adults with learning disabilities supported into some form of paid work. There was 31 adults with learning disabilities supported, this figure equates to 4.12% when expressed per 10,000 population aged 18-64 which is 75184 in Halton.

There do not appear to be the same issues with National Indicator 150: clients known to secondary mental health services are more likely than learning disabled adults to be able to work, and service users within this cohort can be counted in the outturn regardless of the number of hours worked each week.

Recommendations:

- (i) Develop employment opportunities and examples of best practice as researched and observed from visits from and to other local authorities and complete a review on In House services and where possible broaden out to other departments within the Council***
- (ii) Senior managers within Adults and Community to seek further clarification from the Care Quality Commission regarding definitions used within NI 146, particularly in reference to the number of hours worked***
- (iii) Positive action target setting jobs and employment opportunities for adults with learning disabilities, those with physical or sensory disabilities and people with mental health issues and clarify the legal status of this i.e. positive action V positive discrimination***
- (iv) Ensure that all learning disability service users employed under permitted earnings rule are paid at or above minimum wage directly through the payroll system***
- (v) In relation to recommendation 4, ensure that service users are volunteering by agreement i.e. working longer than permitted earnings allow***

7.2 Partnership Working

To ensure the best employment opportunities are available to adults with disabilities and those with mental health problems, Halton Borough Council needs to work with partners such as Jobcentre Plus, the

Primary Care Trust and the local Hospital's Trust. A partnership approach to both creating appropriate vacancies and supporting people to get and retain employment is vital.

Recommendations:

- (i) Development of a Business Case i.e. why it pays partners to financially support employment projects for disabled people (removing people from benefits, how much does this save Job Centre Plus, reducing reliance on health services, how much does this save the Primary Care Trust***
- (ii) Development of a Business Case around Invest to Save initiative to identify savings from the Council's Community Care Budget that could be ring fenced to employ people with disabilities on at least minimum wage and provide sustainable employment***
- (iii) Longer-term partnership strategy in place to promote the employment of people with disabilities and those with mental health problems***
- (iv) Generation of support for paid employment opportunities and work placement schemes with local employers for disabled people***
- (v) Halton Borough Council and National Apprentices Service to explore the potential for the Council to become a Group Training Association to manage and deliver apprenticeships across the Borough***

7.3 Community Leadership – The Council as a Key Employer

Local Authorities have a role in providing community leadership. As part of this role the organisation should be striving to ensure that its workforce is representative of the community it serves. According to the most recent figures available, there are currently 34 people with disabilities employed by Halton Borough Council, which equates to approximately 1.7% of the workforce. Acknowledging that some people choose not to disclose their status in terms of disability, it is accepted that this figure may be slightly lower than the actual numbers of people with a disability employed by the Authority. However, given that in the 2001 Census, 22% of Halton residents reported having a Limiting Long Term Illness, and 8.8% of the population are claiming Disability Living Allowance, we have a long way to go in terms of making our workforce representative of our community.

There are a range of actions that should be considered by the authority in its role as the largest employer in the Borough, this will require buy-in from Human Resources and a general commitment across the authority.

Conclusion

In order to confidently promote the employment of disabled people to our partner organisations and other local employers, the Authority should be taking a lead.

Recommendations:

- (i) Apprenticeship Corporate Working Group to examine the feasibility of developing specific initiatives for people that may need additional support to get into and remain in employment***
- (ii) Staff Survey: Full and detailed staff survey to collect up to date information on the workforce, to include type of disability and update the Trent system***
- (iii) Consideration given to more user friendly methods of recruitment and selection which would open up access to jobs in the Council for disabled people***
- (iv) Positive action to identify or create jobs that are suitable for disabled people i.e. job carving***
- (v) Explore the feasibility of encouraging the employment of disabled people through procurement and commissioning processes***
- (vi) Vacancy Management programme in place to identify jobs which are suitable for people with disabilities or those with mental health issues***
- (vii) Disability Awareness training for all new staff through Corporate Induction and existing staff through Safeguarding training programme***
- (viii) Closer working relationships with Department for Work and Pensions Access to Work programme to support disabled people to move more easily into work***
- (ix) Establishment of an Officer/Member working group to examine and review the Council's progress in employing apprentices and disabled people***

7.4 Mental Health

The information for this section has been taken from the Disability Employment Network report, presented by the Divisional Manager for Mental Health Services to the Employment Topic Group in February 2010.

There is a National Indicator for employment for those accessing mental health services which is NI 150. The employment of people known to secondary mental health services. The message from central government was clear, that all people, including this group, should have the opportunity to access paid employment and that communities should work together to achieve this.

The process for delivering NI 150 in Halton was as follows:

- Embedding the process within the Disability Employment Network, to ensure a wide range of service responses

- Setting a baseline against which any improvements can be measured
- Identifying and agreeing a model of service delivery
- Identifying and allocating resources to deliver a specialist response
- Developing additional improvement processes with wider processes.

The Individual Placement and Support model by Sainsbury Centre for Mental Health has been adopted in Halton. This has a number of implications for local service delivery. In particular, it is increasingly apparent that a specialist service response is needed for people with this high level of need, rather than management through more general employment services. Locally, therefore, the approach that is being adopted is to employ specialist workers who can work directly with individuals, market them proactively to employers, then stay with both them and the employers for an extended period in their employment career. This involved very close working with mainstream employment services (to the extent that performance targets can be met by all organisations) but tailors the support needed to the particular client group.

Conclusion

The following steps have been taken in Halton to improve performance for National Indicator 150:-

- An internal employment officer has been appointed with strong links to mainstream employment services
- Contract developed with external provider Richmond Fellowship, which is a national mental health charity with substantial experience of employment-focused work and expertise in working to the Individual Placement Model
- Mental health employment group set up to support these services, with direct management input from mental health services. This group will have more structured links with JobCentre Plus.

This programme will only be able to be delivered by an effective multi-agency response to the issue, involving not just health and social care services but also the wide range of mainstream employment services will need to actively support the marketing and promotion of real work opportunities for people with complex mental health needs.

Recommendations:

- (i) Examine the potential to focus resources on service users with primary mental health issues i.e. anxiety and depression**
- (ii) Mental health and employment promotion i.e. awareness-raising with local employers to dispel some of the myths surrounding people with mental health problems**
- (iii) Detailed evaluation after first year of contract with Richmond Fellowship mental health employment project**

7.5 Adults with Learning Disabilities and Physical and Sensory Disabilities

The current “businesses” run by Adults with Learning Disabilities Day services include:

- Vine Street Kitchen
- Murdishaw Café
- Moorfield Kitchen
- Market Garden Service
- Cup Cake Catering
- Norton Priory Museum

The feedback at Norton Priory continues to be positive with customers commenting favourably on the quality, cost, variety and the friendliness of the service. Monthly meetings are held with Norton Priory Trust’s management team.

The Market Garden produce is sourced from: Hough Green, Deansway Allotments, Norton Priory Gardens and a small plot at Murdishaw Community Centre. This should make approximately 30% profits, but it will need a full year to generate maximum produce and provide the level of financial detail needed to forecast properly.

Cup Cake Catering takes around £600 per month. The group has no permanent staff support and will not be given such support in the future – the emphasis being on independence.

There are some new initiatives that are in progress at the moment. Details of which are given below:

Priory Ales Microbrewery (working title) is a new initiative. The proposal to establish a microbrewery at Norton Priory was approved by the Norton Priory Board of Trustees in July 2009. Beer production involves a great number of separate tasks, which will provide opportunities for a great number and wider range of people of all abilities.

Priory Tea Rooms is another new initiative and is in effect an extension of the successful refectory operation in the main building. It will extend the possibilities for people to experience and gain work.

“The Head Office” Hair Dressers (working title) – hairdressing has been a feature of Pingot for years. By transferring the hairdressers to a real shop in a real place with real customers we can produce a real business with real jobs and real job satisfaction. The strategy is to target people with disabilities in an attempt to corner a niche market. Experience indicates that those with a disability will feel safer and more at home in a business designed to meet their needs and staffed by people who may share those needs.

The Chuckie Chicken Sanctuary (working title) is a new project for ex battery chickens to provide eggs for the catering projects, primary schools will also be

encouraged to visit as a petting sanctuary. It also has the potential in the future to develop into an urban farm.

Dorset Gardens café will operate seven days per week between the hours of 9.30am-2pm for a number of residents (30). The service will provide further opportunities for work and work experience and will add to the financial viability of Country Garden Catering.

Myers Meadow (working title), was an unused garden area inside the Moorfield Road establishment, which has been planted with fruit trees and soft fruit beds. The produce will contribute to the menus of the catering service and have an indisputable provenance. It will also contribute to the financial viability of the market gardens. The official launch is under preparation.

Independent Living Centre Raised Beds Project – Work on developing the land next the Independent Living Centre extension to turn it into a market garden is very near completion. Twelve raised beds have been built to provide accessible gardening opportunities for people using wheelchairs. This project has the potential to be developed into a small garden centre as well as selling the produce to the catering services of Country Garden Catering.

Conclusion

Adults with Learning Disabilities Provider Services is committed to developing and pursuing employment opportunities for people with all disabilities. In addition to the catering and market garden enterprises Provider Services have found placements at the Stadium, Norton Priory Walled Gardens, Catalyst House Museum. Those in placements are in receipt of permitted earnings and include people with mental health problems, PSD service users and will include young people leaving care in the very near future.

When Provider Services finds a job opportunity outside of its own jurisdiction Bridge Builders are immediately involved. Once initiated Bridge Builders match a person to the job and support the individual until both employee and employer are satisfied that the relationship works. At this stage the individual is passed onto Enterprise and Employment Services who process the Permitted Earnings. In the event of difficulties after the introductory phase Bridge Builders will return to provide further support if necessary.

At a meeting held on 12th February 2009 with the Operational Director for Adults of Working Age, the Divisional Manager for Adults with Learning Disabilities Provider Services, the Head of Enterprise and Employment and the Principle Manager for Bridge Builders it was agreed that Environment would deliver 10 service users by the 31st March 09 to the 10 service users paid via Country Garden Catering, therefore, achieving a total of 20 for 2008/09 for adult with learning disabilities on Supported Permitted work. This was achieved and the Department met the Local Indicator Target for the three star rating.

The 2009/10 target would need to rise to 30, which equated to an additional 10 people with learning disabilities in employment. Country Garden Catering

is in a position to pay the additional 10 required to meet the 2009/10 target if necessary, however, it would make sense for the target to be shared particularly with employment services.

Recommendations:

- (i) To ensure that the Council employment projects offering work opportunities to service users meet the minimum health, safety and hygiene standards required in any workplace***
- (ii) To contribute to the Business Case explaining why it pays partners to financially support employment projects that employ people with learning disabilities***
- (iii) Review the Council employment projects with learning disabled service users with a view to increasing the capacity for paid employment. Detailed financial analysis and service user consultation required***

8.0 Overall Conclusion

This scrutiny review has been a useful exercise in reviewing current practices and procedures for employment opportunities for people with learning disabilities, physical or sensory disabilities or mental health needs in Halton. The opportunity for exploring areas of best practice from other local authorities in this area was also taken. Exploration as to how examples of best practice can be instilled in Halton have formed some of the recommendations of this report, however it was evident from this research undertaken, that a number of key objectives around employment opportunities are already being delivered in Halton. Financial analysis of current employment projects was undertaken in order to assess how and what future opportunities could be identified and developed for pan disability service users or those with mental health needs.

The recommendations from the scrutiny review have been arranged into an Action Plan at Annex 5 for ease of reference and monitoring.

Annex 1**TOPIC BRIEF**

Topic Title: Employment opportunities for people with learning or physical disability or mental health issue

Officer Lead: Gerry Fitzpatrick/Stiofan O'Suillibhan

Planned start date: July 2009

Target PPB Meeting: March 2010 (it is anticipated that this will be a joint scrutiny topic with the Employment, Learning & Skills Policy and Performance Board)

Topic Description and scope:

An examination of the current processes involved in supporting those service users known to social care, who have a learning or physical disability or a mental health issue into appropriate employment.

Why this topic was chosen:

From the CSCI (Commission for Social Care Inspection) performance assessment report carried out July-September 2008, it was noted that Halton Borough Council has helped more people with a learning or physical disability or mental health issue into employment than it had planned, but that this was still lower than comparator Councils. As a result this was identified by CSCI as an area for development/improvement.

Key outputs and outcomes sought:

- Exploration on how employment opportunities for people with a learning or physical disability or mental health issue are identified
- An understanding of the complexities of the financial processes/issues around employment for people with a learning or physical disability or mental health issue
- Raise awareness of the service provided to service users known to Social Care
- Develop an action plan to ensure that CSCI targets are met and that the service continues to develop
- Consider national best practice in terms of supporting people into employment opportunities
- An understanding of the Corporate responsibilities in supporting vulnerable people into employment

Which of Halton's 5 strategic priorities this topic addresses and the key objectives and improvement targets it will help to achieve:

Improving Health: N/A

Halton's Urban Renewal N/A

A Safer Halton N/A

Children and Young People in HaltonN/A

Employment Learning & Skills in Halton

Key Objective C: To promote and increase the employability of local people and to remove any barriers to employment and get more people into work

Nature of expected/desired PPB input:

Member led scrutiny review of the employment opportunities for people with a learning or physical disability or mental health issue.

Preferred mode of operation:

- Review of current employment opportunities for people with a learning or physical disability or mental health issue
- Benchmarking with comparative local authorities
- Visits/meetings including:
 - Job Centre Plus
 - Service Users – someone who has used the service
 - Providers
 - 5BP
 - LSC (Learning Skills Council)
 - Warrington Disability Employment Forum

Agreed and signed by:

PPB chair

Officer

Date

Date

Methodology Detail**a) Details of Presentations, Guest Speakers and Visits undertaken**

The following officers/guests gave presentations as part of this scrutiny review:

Name	Date	Title of Presentation
Rachel Roberts-Newton and Sarah Sturmeay, Pure Innovations	30 th September 2009	Pure Innovations Presentation on Employment Initiatives in Stockport and other Local Authorities
Name		Visits Undertaken
Members of Employment Topic Group	9 th August 2009	Halton Borough Council Learning Disability Employment Projects
Members of Employment Topic Group	20 th October 2009	Derbyshire County Council
Name	Date	Guest Speaker
Hazelle Jones, Divisional Manager Human Resources HBC	3 rd December 2009	Information provided regarding the Human Resources Team practices, Halton Borough Council
Lindsay Smith, Divisional Manager Mental Health Services HBC	18 th February 2010	Presented information regarding the Halton Disability Employment Network report

b) Research Undertaken

- Lancashire County Council Apprentice Model Briefing Note, Gerry Fitzpatrick

Healthy Halton PPB Topic Group - Apprentice Briefing Note**Lancashire County Council Apprentice Model****Background**

1.1. Lancashire County Council employ over 43,000 people spread across a wide geographical area that encompasses 12 district Councils where there are both prosperous and deprived communities. The Council is the second largest employer after the NHS and serves many multi-cultural societies.

1.2. As a large employer LCC often finds it necessary to supplement its workforce with agency staff to cover short, medium and long term absences and also to fill temporary jobs. In 2007/8 LCC spent £8.1m on agency related staff costs. The agency staff used cover a wide spectrum of occupational areas, however a significant number have been in business administration, finance/IT and customer service.

1.3. LCC recognised that as a key employer in Lancashire and a corporate partner in the Local Area Agreement that it had the opportunity to support economic development and social inclusion priorities by redirecting work opportunities from agencies by directly recruiting staff.

1.4. The Corporate HR and Economic Development Departments worked together to develop an apprenticeship programme aimed at recruiting and training 50 apprentices to support the work of the business admin, finance and customer services teams based in the County Hall in Preston.

1.5. Apprenticeship Programme

Apprentices are not supernumerary; they are recruited through open and competitive selection, are offered a two-year training contract and paid entry level Scale 1/2 (£11,995p.a.) on starting work. Apprenticeships are open to candidates of all ages i.e. 16-60 years. A two-year placement provides them with the opportunity to gain a breadth of experience within the organisation. Apprentices have access to:

- NVQ level 2 and/or level 3 training with LSC approved providers
- LCC's portfolio of corporate training
- a workplace supervisor/mentor that has been trained
- support from a nominated HR Apprentice Officer

1.6. Approach to Apprenticeships

- converting eligible employees to apprentices (NVQ 2 & 3)
- vacancy management – all recruitment including requests for agency staff must go via HR to determine if there is an apprentice opportunity
- pre-employment workshops for interested candidates to prepare for interview selection process
- selection & appointment – normal recruitment criteria/qualifications must be satisfied

1.7. Reducing Worklessness - Work Preparation Programmes

In order to support economic development and social inclusion priorities LCC have piloted and introduced several work preparation initiatives that have complimented the Apprentice Programme.

- ***Future Horizons*** has been developed to provide young people that are NEET and care leavers that are on Entry 2 Employment LSC provision with the opportunity to gain an 8 week work experience placement within LCC for between 16 – 30 hours per week. Eligible trainees receive EMA. Trainees are given the opportunity to participate in pre-employment workshops aimed at helping them to apply for the Apprenticeship Programme.

- **Future Horizons+** is a bespoke pre-employment programme for care leavers to gain an extended period of paid work experience (LSC recommended training allowance £95 p.w.) within LCC Departments of up to 12 months duration. Trainees are given extra support to gain pre-level 2 vocational qualifications and additional support to help them to compete for apprentice opportunities when they are advertised.
- **Work Start – Public Sector Work Trial** has been developed in partnership with JCP for priority customers living in Lancashire i.e. lone parents, people with health conditions & disabilities claiming Income Support or Incapacity benefit, JSA 6 months+. Participants are offered 30 day work placement in LCC and receive a travel & subsistence allowance paid by JCP, at the end of the placement they are provided with a work reference and a certificate of completion.

Trainees that successfully complete the pre-employment programmes are given the opportunity to join the **Talent Pool** where they can apply for jobs that arise within LCC including temporary assignments through the contracted recruitment agency.

1.8. The Business Case.

During 2006/7, LCC recruited more than 80 apprentices through the programme and achieved savings of £569,000 on the previous years spend. In 2008/9 the savings achieved on agency staff costs were in excess of £1m and since 2006 LCC has employed 284 apprentices. The HR Department now recruits apprentices across all Council Departments including teaching assistants, care workers, road workers, construction workers, motor vehicle and outdoor workers. The District Councils that make up LCC have adopted the model and are now starting to employ apprentices and to recruit through the Talent Pool.

2. National Apprenticeship Service

2.1. The National Apprenticeship Service (NAS) was launched in April 2009 as one of the successor organisation to the LSC and it has the remit to drive forward the Governments ambition for apprenticeships aiming to bring about a significant growth in the number of employers offering apprenticeships.

2.2 There are three types of apprenticeships:

- Apprenticeships (equivalent to 5 GCSE's at grades C and above) work towards work-based learning qualifications i.e. NVQ level 2, Key Skills Certificate (literacy, numeracy & ITC skills) and in most cases a relevant Technical Certificate which is a knowledge based qualification such as a BTeC. Completion of an apprenticeship allows entry to an Advanced Apprenticeship.
- Advanced Apprenticeships (equivalent to 2 'A' level passes) work towards a work-based learning qualifications i.e. NVQ level 3, Key Skills Certificate (literacy, numeracy & ITC skills) and in most cases a

relevant Technical Certificate which is a knowledge based qualification such as a BTeC. To start this programme entrants must have 5 GCSE's at grades C and above or have completed an Apprenticeship.

- Higher Apprentices work towards a work-based learning qualification i.e. NVQ level 4 and in some cases a knowledge based qualification such as a Foundation degree.

2.3. Apprentices can progress to higher education, including university degrees but university graduates and those with qualifications above level 4 are not eligible for apprenticeship support.

2.4. NAS have commissioned Lancs CC to provide consultancy advice and support to other Local Authorities that are contemplating adopting or modifying the apprentice model that they have developed. Anne-Marie Morgan, Head of HR Consultancy at Lancs CC has offered to provide support to HBC to develop a customised approach to developing an apprentice model in Halton.

NAS and Halton BC

2.5 Several meetings have been held with NAS who are very keen to work in partnership with the Council to improve the numbers of employers in Halton that offer apprenticeships particularly to young people aged 16-18 and young people aged 19-24 that are NEET.

2.6. NAS are very impressed with the number of employer based apprenticeships that have been created through the WNF APT4U Project which provides private sector employers with an apprentice recruitment incentive of £2,000. NAS are keen to explore how their funding could add value to the APT4U initiative, and they are particularly interested in increasing the number of apprenticeships offered by the Council and other public sector employers and hold up the Lancs CC model as an example of best practice which won a National Apprentice Award in 2009.

2.7. In order to increase the take up of apprenticeships NAS are keen to develop Group Training Associations (GTA) which are funded collaborative initiatives involving groups of employers and/or training providers to develop joint apprenticeship programmes that operate across industrial sectors or geographical areas.

Instead of contracting with a variety of individual apprentice providers, NAS would passport the apprenticeship funding (£7,500 per apprentice place on average) to the GTA who would either directly deliver the apprenticeships or broker with existing apprentice providers to deliver the apprentice frameworks to meet the needs of employers.

2.8. NAS are very keen to explore the potential for the Council to become a geographical based GTA in Halton that would broker the delivery of apprenticeships to both private and public sector organisations. Should there be support for such a proposal an outline business case will be worked up.



Annex 3

Sainsbury Centre for Mental Health's Individual Placement and Support Model

Individual Placement and Support (IPS) in mental health has seven key elements:

1. It aims to get people into competitive employment
2. It is open to all those who want to work
3. It tries to find jobs consistent with people's preferences
4. It works quickly
5. It brings employment specialists into clinical teams
6. It provides time unlimited, individualised support for the person and their employer
7. Benefits counselling is included

Indicator Definitions for Nation Indicator 146 and 150

NI 146: Adults with learning disabilities in employment

The percentage of adults with learning disabilities known to Councils with Adult Social Services Responsibilities (CASSRs) in paid employment at the time of their assessment or latest review.

Adults with learning disabilities known to CASSRs: Learning disabled clients aged 18-64 who are assessed or reviewed in the financial year and who have received a service, as well as those who are assessed and/or reviewed but who have not received a service.

Paid employment is measured using the following categories:

1. Working as a paid employee or self-employed (30 or more hours per week)
2. Working as a paid employee or self –employed (16 to less than 30 hours per week)
3. Working as a paid employee or self-employed (more than 4 to less than 16 hours per week)
4. Working as a paid employee or self employed (more than 0 to 4 hours per week)
5. Working regularly as a paid employee or self –employed but less than weekly (e.g. fortnightly, monthly or on some other regular basis)

Employee: Those who work for a company and have their National Insurance paid for directly from their wages and are earning at or above the National Minimum Wage. This also includes those who are working in *supported employment* (i.e. those who are receiving support and assistance from a specialist agency to maintain their job) who are earning at or above the National Minimum Wage.

Self employed: Those who work for themselves and generally pay their National Insurance themselves. This should also include those who are unpaid family workers (i.e. those who do unpaid work for a business they own or for a business a relative owns).

Categories 1-5 above are to be combined to report on the per cent of learning disabled clients known to CASSRs in paid employment.

The indicator will also collect data on those in voluntary unpaid work using the following categories:

- Working as a paid employee or self-employed **and** in unpaid voluntary work
- In unpaid voluntary work only

Unpaid voluntary work: Work of a voluntary nature that is unpaid, including unpaid work experience.

The unpaid voluntary work categories are **not** to be included in the count of those who are in paid employment.

Data for this indicator is to be reported by gender and type of service that the client is receiving, that is, community based service, residential care service or no services.

- Community based services are services provided to support clients living in the community
- Residential care services include the following:
 - LA residential care (excludes short term residential). Residential care provided by the CASSR
 - Independent sector residential care (excludes short-term residential). Includes residential care provided by another CASSR. Also includes adult fostering
 - Nursing care (excludes short-term residential)

NI 150: Adults receiving secondary mental health services in employment

The percentage of adults receiving secondary mental health services in paid employment at the time of their most recent assessment, formal review or other multi-disciplinary care planning meeting.

Adults receiving secondary mental health services: Those aged 18-69 who are receiving secondary mental health services and who are on the Care Programme Approach.

Employment status is recorded using the following categories:

- Employed
- Unemployed
- Other including education or training
- Not disclosed
- Not applicable
- Not known

Employed: Those who are employed by a company and have their National Insurance paid for directly from their wages. It also includes those who are *self employed* (i.e. those who work for themselves and generally pay their

National Insurance themselves); those who are in *supported employment*; and those who are in *permitted work* (i.e. those who are in paid work and who are also receiving Incapacity Benefit).

Unemployed: Those who are *not* in paid work but are actively seeking work and are available to start, or are waiting to start a paid job they have already obtained.

Other including education or training: This category includes those who are economically inactive, that is, those who are *not* in paid work and who are not actively seeking work, or they are *not* available to start. It includes the following:

- *Students* who are undertaking full (at least 16 hours per week) or part-time (less than 16 hours per week) education or training and who are *not* working or actively seeking work;
- The *long term sick or disabled*, including those who are receiving Incapacity Benefit, income support or both, and who are not working or actively seeking work;
- Those *looking after the family or home* and who are *not* working or actively seeking work;
- Those who are *not receiving benefits* and who are not working or actively seeking work;
- Those who are in *unpaid voluntary work* who are not working or actively seeking work;
- Those of working age who have *retired* from paid work

Not disclosed: Patient was asked but refused to respond

Not applicable: Patient has not received secondary mental health services or is not in the working age group

Not Known: Patient's employment status is not known.

The employed category above is to be used to report on the per cent of adults receiving secondary mental health services in paid employment.

Action Plan

Action No.	Section	Recommendation	Responsible People	Timescale	Resources Required	Progress
1	7.1 Definitions	Develop employment opportunities and examples of best practice as researched and observed from visits from and to other Local Authorities and complete a review of In House services and where possible broaden out to other departments within the Council	Stiofan O'Suillibhan (Divisional Manager Community Services) and Gerry Fitzpatrick (Divisional Manager, Enterprise & Employment)	Progress updates to be provided at each PPB Meeting		
2	7.1 Definitions	Senior Managers within Adult & Community to seek further clarification from the Care Quality Commission regarding definitions used within NI 146, particularly in reference to the number of hours worked	Adults & Community Senior Management Team with support from Amanda Lewis (Principle	Progress updates to be provided at each PPB Meeting		

Action No.	Section	Recommendation	Responsible People	Timescale	Resources Required	Progress
			Performance & Improvement Officer, Adults & Community)			
3	7.1 Definitions	Positive action target setting jobs and employment opportunities for adults with learning disabilities, those with physical or sensory disabilities and people with mental health issues and clarify the legal status of this i.e. positive action V positive discrimination	Chief Officers Management Team supported by: Stiofan O'Suillibhan (Divisional Manager, Community Services); Gerry Fitzpatrick (Divisional Manager, Enterprise & Employment) And	Progress updates to be provided at each PPB Meeting		

Action No.	Section	Recommendation	Responsible People	Timescale	Resources Required	Progress
			Lindsay Smith (Divisional Manager, Mental Health)			
4	7.1 Definitions	Ensure that all Learning Disability service users employed under permitted earnings rule are paid at or above minimum wage directly through the payroll system	Gerry Fitzpatrick (Divisional Manager, Enterprise & Employment)	Progress updates to be provided at each PPB Meeting		
5	7.1 Definitions	In relation to recommendation 4, ensure that service users are volunteering by agreement i.e. working longer than permitted earnings allow	All managers who employ staff through Permitted Earnings	Progress updates to be provided at each PPB Meeting		
6	7.2 Partnership Working	Development of a "Business Case" i.e. why it pays partners to financially support employment projects for disabled people (removing people from benefits, how much does this save Job Centre Plus?, reducing reliance on health services, how much does this save the Primary Care Trust?	Audrey Williamson (Operational Director, Prevention & Commissioning)	Progress updates to be provided at each PPB Meeting		
7	7.2	Development of a Business Case	Adult &	Progress		

Action No.	Section	Recommendation	Responsible People	Timescale	Resources Required	Progress
	Partnership Working	around Invest to Save initiative to identify savings from the Council's Community Care Budget that could be ring fenced to employ people with disabilities on at least minimum wage and provide sustainable employment	Community Senior Management Team. Proposal to be developed by Gerry Fitzpatrick (Divisional Manager, Enterprise & Employment)	updates to be provided at each PPB Meeting		
8	7.2 Partnership Working	Longer-term partnership strategy in place to promote the employment of people with disabilities and those with mental health problems	Disability Employment Network. Lead Officer: Gerry Fitzpatrick (Divisional Manager, Enterprise & Employment)	Progress updates to be provided at each PPB Meeting		
9	7.2 Partnership Working	Generation of support for paid employment opportunities and work placement schemes with local employers for disabled people	Disability Employment Network. Lead Officer: Gerry	Progress updates to be provided at each PPB		

Action No.	Section	Recommendation	Responsible People	Timescale	Resources Required	Progress
			Fitzpatrick (Divisional Manager, Enterprise & Employment)	Meeting		
10	7.2 Partnership Working	Halton Borough Council and National Apprentice Service to explore the potential for the Council to become a Group Training Association to manage and deliver apprenticeships across the Borough.	Strategic Apprenticeship Working Group. Lead Officer: Wes Rourke (Operational Director, Employment, Economic Regeneration & Business Services) and Jane Burgess (Divisional Manager, Human Resources)	Progress updates to be provided at each PPB Meeting		

Action No.	Section	Recommendation	Responsible People	Timescale	Resources Required	Progress
11	7.3 Community Leadership	Apprenticeship Corporate Working Group to examine the feasibility of developing specific initiatives for people that may need additional support to get into and remain in employment	Wes Rourke (Operational Director, Employment, Economic Regeneration & Business Services)	Progress updates to be provided at each PPB Meeting		
12	7.3 Community Leadership	Staff Survey: Full and detailed staff survey to collect up to date information on the workforce, to include type of disability and update the Trent system	Jane Burgess (Divisional Manager, Human Resources)	Progress updates to be provided at each PPB Meeting		
13	7.3 Community Leadership	Consideration given to more user friendly methods of recruitment and selection which would open up access to jobs in the Council for disabled people	Jane Burgess (Divisional Manager, Human Resources)	Progress updates to be provided at each PPB Meeting		
14	7.3 Community Leadership	Positive action to identify or create jobs that are suitable for disabled people i.e. to consider job carving	Jane Burgess (Divisional Manager, Human Resources) with support from Gerry	Progress updates to be provided at each PPB Meeting		

Action No.	Section	Recommendation	Responsible People	Timescale	Resources Required	Progress
			Fitzpatrick (Divisional Manager, Enterprise & Employment)			
15	7.3 Community Leadership	Explore the feasibility of encouraging the employment of disabled people through procurement and commissioning processes.	Lorraine Cox (Divisional Manager, Procurement) and Gerry Fitzpatrick (Divisional Manager, Enterprise & Employment)	Progress updates to be provided at each PPB Meeting		
16	7.3 Community Leadership	Vacancy Management programme in place to identify jobs which are suitable for people with disabilities or those with mental health issues	Jane Burgess (Divisional Manager, Human Resources)	Progress updates to be provided at each PPB Meeting		
17	7.3 Community	Disability awareness training for all new staff through Corporate Induction	Brian Hilton (Learning &	Progress updates to		

Action No.	Section	Recommendation	Responsible People	Timescale	Resources Required	Progress
	Leadership	and existing staff through Safeguarding training programme	Development Manager)	be provided at each PPB Meeting		
18	7.3 Community Leadership	Closer working relationships with Department for Work and Pensions Access to Work programme to support disabled people to move more easily into work.	Gerry Fitzpatrick (Divisional Manager, Enterprise & Employment) and Job Centre Plus	Progress updates to be provided at each PPB Meeting		
19	7.3 Community Leadership	Establishment of an Officer/Member working group to examine and review the Council's progress in employing apprentices and disabled people	Alex Villiers (Divisional Manager, Scrutiny)	Progress updates to be provided at each PPB Meeting		
20	7.4 Mental Health	Examine the potential to focus resources on service users with primary mental health issues i.e. anxiety and depression	Lindsay Smith (Divisional Manager, Mental Health)	Progress updates to be provided at each PPB Meeting		

Action No.	Section	Recommendation	Responsible People	Timescale	Resources Required	Progress
21	7.4 Mental Health	Mental health and employment promotion i.e. awareness-raising with local employers to dispel some of the myths surrounding people with mental health problems	Lindsay Smith (Divisional Manager, Mental Health) and Gerry Fitzpatrick, Divisional Manager, Enterprise and Employment)	Progress updates to be provided at each PPB Meeting		
22	7.4 Mental Health	Detailed evaluation after first year of contract with Richmond Fellowship mental health employment project.	Lindsay Smith (Divisional Manager, Mental Health)	Progress updates to be provided at each PPB Meeting		
23	7.5 Learning Disabilities	To ensure that the Council employment projects offering work opportunities to service users meet the minimum health, safety and hygiene standards required in any workplace.	Stiofan O'Suillibhan (Divisional Manager, Community Services)	Progress updates to be provided at each PPB Meeting		
24	7.5 Learning	To contribute to the Business Case explaining why it pays partners to	Stiofan O'Suillibhan	Progress updates to		

Action No.	Section	Recommendation	Responsible People	Timescale	Resources Required	Progress
	Disabilities	financially support employment projects that employ people with learning disabilities	(Divisional Manager, Community Services)	be provided at each PPB Meeting		
25	7.5 Learning Disabilities	Review the Council employment projects for learning disabled service users with a view to increasing the capacity for paid employment. Detailed financial analysis and service user consultation required	Stiofan O'Suillibhan (Divisional Manager, Community Services)	Progress updates to be provided at each PPB Meeting		

REPORT TO: Executive Board

DATE: 23rd September 2010

REPORTING OFFICER: Strategic Director, Adults and Community

SUBJECT: Review of Halton Housing Trust Board Composition

WARDS: Borough Wide

1.0 PURPOSE OF THE REPORT

- 1.1 To seek the Board's agreement to a proposal from Halton Housing Trust (HHT) to reduce the membership of HHT's Board from 15 to 12, including a reduction in tenant and Local Authority Member representation.

2.0 RECOMMENDATION: That the Board agrees to HHT's proposal to reduce its Board from 15 to 12 members, comprising 4 local authority nominees, 4 tenant members and 4 independent members.

3.0 SUPPORTING INFORMATION

- 3.1 Since December 2005 when HHT was established, its Board has comprised 5 elected members nominated by the local authority, 5 tenant members, and 5 independent members. The Board recently asked a working group to review governance arrangements in terms of Board membership and a range of options were presented to HHT's Board for consideration on the 1st July 2010.
- 3.2 In coming to a decision about the preferred size and composition for a future Board, the Trust has taken account of good practice guidance from the National Housing Federation and Department for Communities and Local Government that suggests board size should be between 5 and 12. It has also surveyed 32 stock transfer Housing Associations, the findings of which are reproduced in the Appendix, showing the size and composition of the Board in each organisation and how long the organisation has existed.
- 3.3 The following points were also noted -
- Only 8 out of 32 Housing Associations surveyed have a board size of 15. 17 have 12 and 7 have less than 12 (smallest being 9).
 - There is a correlation between the number of years since transfer and a reduction in Board size.
 - The cost of the Trust's governance arrangements would be reduced (both in remuneration and paper/ support costs) if the Board size was reduced.

- It is increasingly difficult to attract and retain 15 high quality board members (although there has not yet been an opportunity to test what the impact of remuneration will be on the recruitment of new board members)
- A smaller board would be arguably easier to manage and support. Furthermore this could be linked to a wider review of Schemes of Delegation to ensure the business and Board/ Committee workloads remain manageable
- There is a real opportunity to reduce the size of the Board now as there are currently two vacancies.
- A smaller Board would initiate a wider review of the Committee structure which would lead to a more effective and efficient governance structure.

3.4 The Trust's Board concluded that they wished to reduce the Board size to 12, with 4 local authority nominees, 4 tenant members, and 4 independent members, and to seek the local authority's support to this change. Under the housing transfer agreement the authority's consent is required for any changes in so far as they relate to local authority or tenant representation.

3.5 As the proposal maintains a status quo in terms of equal representation between the three groups it is not considered to adversely affect the Council's interests, or those of the tenant or independent members, and it is therefore proposed that the HHT proposal be agreed. HHT will then embark on a period of consultation with customers and stakeholders before seeking to formally adopt the change at its AGM in December.

4.0 POLICY IMPLICATIONS

4.1 There are no policy implications arising.

5.0 OTHER IMPLICATIONS

5.1 There are no other implications.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

None

6.2 Employment, Learning and Skills in Halton

None

6.3 A Healthy Halton

None

6.4 A Safer Halton

None

6.5 Halton's Urban Renewal

None

7.0 RISK ANALYSIS

There are no identified risks or opportunities associated with the proposed change.

8.0 EQUALITY AND DIVERSITY ISSUES

No equality and diversity implications have been identified as arising from the proposal contained in the report.

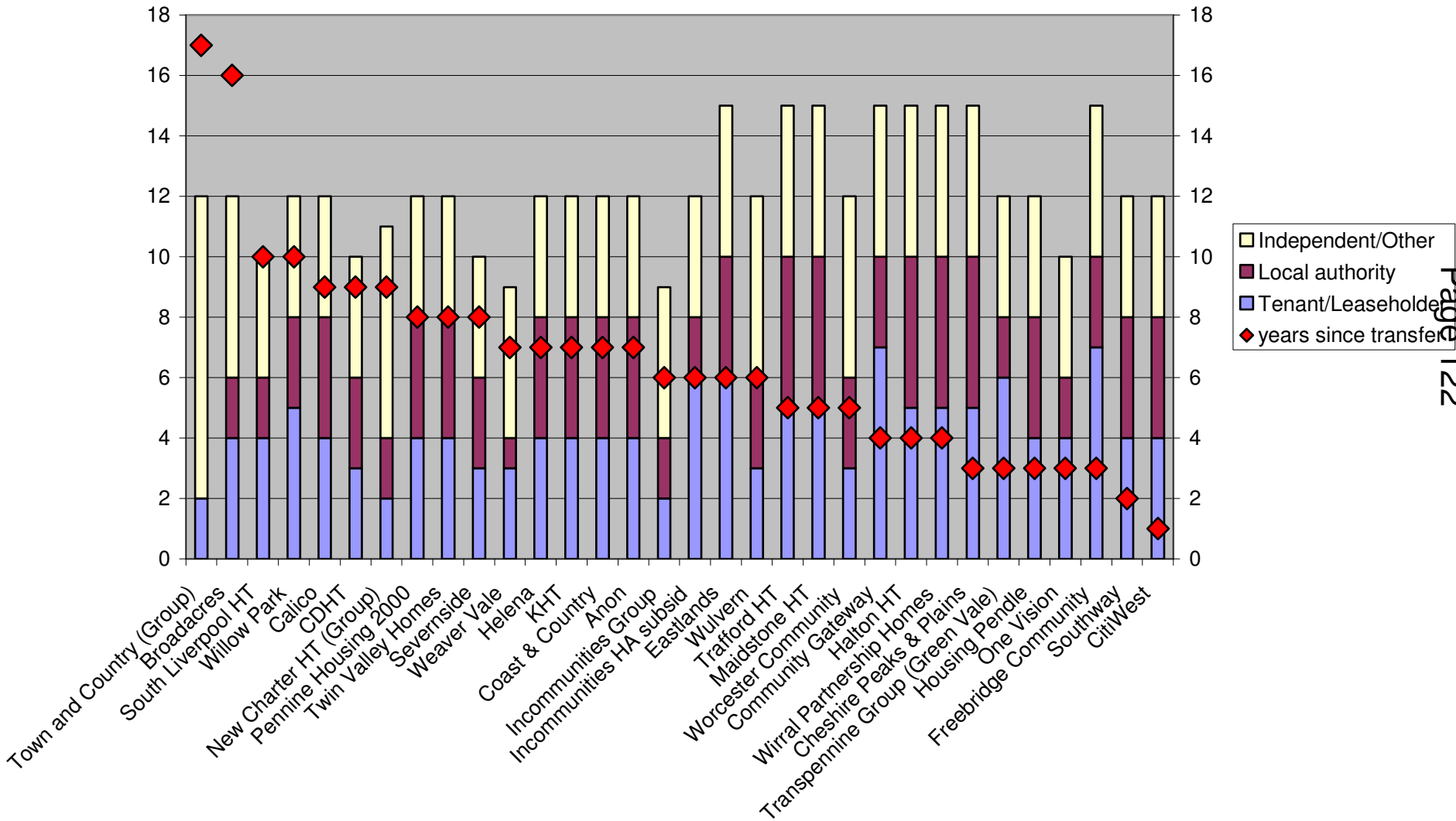
9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

Document	Place of Inspection	Contact Officer
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None.

Board Size and Composition - Transfers only

Bars: Number of Board Members
(Red diamond: years since transfer)



REPORT TO: Executive Board

DATE: 23 September 2010

REPORTING OFFICER: Strategic Director- Environment and Economy

SUBJECT: Barriers to Work Scrutiny Topic Group

WARD(S): Borough-wide

1. PURPOSE OF REPORT

- 1.1 To report on the findings and recommendations of the Barriers to Work Scrutiny Topic Group that was submitted to the Employment Learning and Skills PPB in June 2010.

2. RECOMMENDED: That Executive Board support where resources allow, the key recommendations proposed by the Employment Learning and Skills PPB as detailed in Para 5.1 – 5.14 of the Scrutiny Topic Group report.

3. SUPPORTING INFORMATION

- 3.1 The Halton Neighbourhood Management Employment Focus Groups Research was commissioned by the Employment Learning and Skills Specialist Strategic Partnership to help to better understand why worklessness is so high in the Neighbourhood Management Area priority Lower Super Output Areas (LSOAs), where worklessness is higher than 25%. The research was commissioned through the Merseyside Information Service. (The results of which are detailed in Appendix 1).
- 3.2 The Scrutiny Topic Group was established to analyse the results of the research, to understand them in some depth, and to develop appropriate recommendations as to how local employment initiatives, training & skills programmes and business start-up services can be re-focused to address the perceived barriers to employment identified by residents in the neighbourhood management areas that was captured by the research.
- 3.3 The Scrutiny Topic Group met on seven occasions between the period October 2008 and March 2010 and in order to assist with gathering evidence for the Key Recommendations a Partner Workshop was held on 25 March 2009 and an Employer Workshop was held on 22 October 2009. (A summary of both workshops are detailed in Appendix 2).
- 3.4 The Chair of the Scrutiny Topic Group and the Chair of the Healthy Halton Employment Scrutiny Topic Group, accompanied by the Head of Enterprise & Employment attended a National Apprenticeship Service (NAS) workshop at Lancashire County Council on 19 January 2010 to find out about the Apprentice Programme and Talent Pool that had been established by the County Council in partnership with NAS and Jobcentre Plus. (A summary of the Lancashire County Council models are attached at Appendix 3.)

4. KEY RECOMMENDATIONS

- 4.1 There is generally a lack of understanding, particularly by employers, of the National Qualifications Framework and where qualifications that they may be familiar with sit within the new framework. The 14-19 Strategy Manager has re-produced an aide memoire for use by practitioners and to promote to employers. (A copy is attached at Appendix 4)
- 4.2 The 14-19 Partnership should examine the feasibility and costs associated with developing a Vocational Assessment Centre which allows the opportunity for secondary pupils to be introduced to the world of work much earlier in order to help them to make more informed curriculum choices for GCSE's or Diploma options.
- 4.3 Secondary school children should have access to more effective and impartial Information, Advice & Guidance which helps them to make more informed choices about career options, employment opportunities with learning, further or higher education.
- 4.4 There is recognition that the WNF Apprentice Support Project (APT4U) has led to the creation of significant new apprenticeships with local employers, however, a protocol for monitoring the progress of apprentices supported by the project should be developed and introduced.
- 4.5 The potential for the Council to act as lead organisation in establishing a Group Training Association to coordinate and promote more apprenticeships across all employing organisations in the borough should be vigorously explored with the National Apprenticeship Service.
- 4.6 The Apprenticeship Corporate Working Group should examine the feasibility of introducing a two year Council Apprenticeship Programme along the lines of the best practice models that have been identified by the Scrutiny Topic.
- 4.7 That Care Leaver and NEET apprentice trainees on placements within Departments should be paid through the Council's payroll rather than via Jarvis Training Management Ltd and that the Terms & Conditions of Traineeship drawn up by HPiJ and Legal Services should be introduced and issued to all apprentice trainees without any delay.
- 4.8 The feasibility and costs associated with the Council introducing the Prince's Trust Team Challenge, a personal programme for young employees aged 16-24 years provided by Cheshire Fire & Rescue Service should be explored.
- 4.9 The Corporate Agency Working Group should examine the potential cost savings of utilising Halton People into Jobs to develop Council employment initiatives, similar to those models that have been identified by the Scrutiny Topic Group which could significantly reduce the requirement for agency staff, including the feasibility of HPiJ establishing a bank of workers paid directly through the Council payroll system to be deployed as appropriate in Council Departments.

- 4.10 That external Council vacancies should routinely be advertised via Halton People into Jobs in order to open up and improve the access to jobs in the Council for local residents.
- 4.11 That an Officer/Member working group be established to examine the Council's recruitment practices to determine if they are open and accessible to local people from under represented groups i.e. young people that are NEET, those leaving care, disabled people, carers and lone parents. If the recruitment practices are found to be less accessible, the working group should develop and promote positive action procedures to open up access to jobs and encourage recruitment from such groups.
- 4.12 A review of the effectiveness of the Council's Corporate Parenting Strategy and Employment Policy for Care Leavers should be undertaken.
- 4.13 The potential of creating more local jobs through the Council Procurement Strategy should be explored - recommend that a Scrutiny Topic Group be established to address this issue.
- 4.14 Explore the potential of securing funding post 31/3/11 to continue to provide the very successful Enterprising Halton Business start up Programme to support new businesses that create additional jobs and offer new apprenticeships for local residents.

5. POLICY IMPLICATIONS

- 5.1 The worklessness & skills agenda is a key priority within the Corporate Plan, the Local Area Agreement/Multiple Area Agreement and is the cornerstone of the sub regional Liverpool City Region Employment Pathfinder Programme in which the Council is a strategic partner.

6. OTHER IMPLICATIONS

- 6.1 The implementation of the recommendations will be dependent upon the outcome of the Government's spending review in October. Previously, much of the activity outlined in this report was supported through externally funded grant regimes and it is still unclear as to whether successor grant aid, aimed at reducing worklessness, will be forthcoming.

7. IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

7.1 Children and Young People in Halton.

The work of the Scrutiny Topic Group has included a review of the NEET (not in education employment or training) provision and that available to young people leaving care that is available within the borough. Many of the perceived barriers cited in the research by young people from our most deprived areas will be the same as those which affect all young people growing up in Halton.

7.2 Employment Learning and Skills in Halton

The work of the Scrutiny Topic Group has enabled a review of how effective local employment initiatives are perceived by residents, partners and employers.

7.3 A Healthy Halton.

Poor health and disability were clearly identified by the focus groups as a

real barrier to work. The need to develop a better coordinated and more effective response to help disabled people and those with health conditions to gain and retain employment.

7.4 A Safer Halton

The potential for improved access to employment and learning provision for young people may have a positive influence on youth anti social behaviour.

7.5 Halton's Urban Renewal

No implications identified at this time.

8.0 RISK ANALYSIS

- 8.1 The findings and recommendations of the Scrutiny Topic group, if accepted and implemented, will provide an opportunity to open up access to jobs and skills, improve employment prospects and help to address the worklessness agenda in the borough.

9.0 EQUALITY AND DIVERSITY ISSUES

- 9.1 The review of employment and skills provision by the Scrutiny Topic Group will impact on equality and diversity issues by improving access to employment opportunities by under represented groups within the community.

10. LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT

- 10.1 None under the meaning of the Act.

Contact Officers:

Gerry Fitzpatrick, Head of Enterprise & Employment 0151 906 1558
Wesley Rourke, Operational Director Employment, Economic Regeneration and Business Development 0151 471 7526

Appendix 1

Halton Neighbourhood Management Employment Focus Groups Summary

Introduction

Mott MacDonald MIS were commissioned by Halton Borough Council to undertake an exploratory study to find out why unemployment persists in certain areas of Halton, despite various Government Initiatives to reduce unemployment in those areas.

Methodology

Eight focus groups were carried out with unemployed residents across Halton to gather qualitative data on their knowledge and experiences of the New Deal Programme, where they go for support in finding work, their perceived barriers to working and factors that would encourage them to work.

Finding work

Participants discussed where they have gone to get help in finding work. They mentioned:

- Halton People Into Jobs
- Job Centre
- Action for Employment (A for E)
- Crosby training
- Employment Agencies
- Connexions
- Youth Centres
- Counsellors
- Lighthouse Foundation
- Shaw Trust
- Link Up

Attitudes to working

Most of the participants maintained that they would like to work. The benefits of working they described included:

- Pride
- Motivation
- Sense of worth
- Financial benefits
- The social aspect

Self employment

Overall, most participants did not feel that being self employed was an option for them due to the record keeping and accounting involved, start up costs and the lack of job security.

Type of Work

Participants hoped to get the following types of work:

- Legal administration, clerical/Office work/reception
- Retail
- Plastering
- Parks and garden work
- Hospital porter work

- NVQ Assessors
- Work with O2
- Paramedic
- Hairdressing
- Holiday rep.
- Work with young offenders/probation
- Agricultural/ranger/parks and gardens
- Work with children/Nursery nurse
- Tiling
- Pub landlady
- Sales and marketing
- Computer engineering
- Security
- IT
- Railways repair
- Training
- Engineering Customer service
- Building/Construction
- Factory work
- Jobs dealing with people
- Warehousing and production
- HGV/Truck/lorry driving
- Homeless people/Drug and alcohol problems/Care work

Barriers to Working

Participants discussed reasons why they are prevented from working and finding Work:

- **Low minimum wage**

Participants also maintained that they could not afford to work, because, with the cost of living, they would be worse off financially if they worked than if they stayed on benefits. They claimed there is no financial incentive for working.

- **Lack of Support**

Some felt that they did not receive any support in finding work.

- **Lack of Jobs in Local Area**

The group complained that there is a lack of work locally, within a reasonable travelling distance from their homes. They explained that there is a Job Centre rule that they should be able to travel one and a half hours each way to work and back but they thought this was unrealistic, especially if they have to pay for childcare.

- **Cost of Travel**

They further commented that the cost of travelling to and from work and work placements is a barrier to working. They argued that they are limited to searching for jobs in certain areas due to the cost of travel. It was explained that on some work placements, travel expenses can be refunded if they are paid and claimed back but that it is difficult to pay in the first place.

- **Public Transport**

Furthermore, in relation to travel, the participants maintained that there is

inadequate public transport in their area and this has an effect on what jobs they can get to, what time they can reasonably get there and how long they have to travel for.

- **Lack of Driving Licence**

Participants felt that not being able to drive was a barrier to working because it is more difficult to get to work and also, many jobs require you to have a driving license.

- **Lack of Experience**

Participants felt that their lack of experience was impeding their search for a job. They maintained that placements are supposed to address this issue but they are so often provided in the wrong field of work that they do not succeed in affording participants with valuable experience after all.

- **Health issues/disability**

Due to health considerations, some participants could not perform certain jobs.

- **Fear of interviews/lack of confidence**

Some participants felt that they lacked the confidence to find a new job after being made redundant and others lacked the confidence or grew nervous at interviews.

- **Age**

Participants in a number of groups felt that their age was a barrier.

- **Childcare/family commitments**

Finding jobs that fit around children was seen as difficult by participants. They complained that it is not easy to find childcare that provides care in the evenings or weekends. Furthermore, some felt that it is difficult to leave their children with a childcare provider as their children's behaviour changes if they are put in childcare and they have guilt associated with leaving their child and not spending enough time with them.

- **Criminal record**

Some participants felt that their criminal record is a barrier to finding work. They felt there should be more support for people with criminal records.

- **Stigma of a YMCA address.**

Participants in the Runcorn YMCA group felt strongly that they were stigmatised for living at the YMCA. They argued that employers do not want to interview them or offer them a job when they see they are living at the YMCA.

- **Lack of relevant jobs**

Participants complained that there is a lack of jobs in the area they would like to work in or are trained in. One participant had been on a course with the Social Partnership, to train to be a community worker, working with people with drug and alcohol issues. He commended this course, however, there are reportedly no jobs in that area. The Job Centre has since advised him that he needs to widen his search to encompass further types of jobs but he has been trained in a particular field and wants to work in that field.

- **Illiteracy**

Participants did not feel there was enough support for people with literacy problems.

- **Lack of feedback**

It was also explained that it is very frustrating when the effort had been put in to apply for a job and employers do not even have the courtesy to reply to their application.

- **Lack of financial support**

Some participants felt that there is a lack of financial support or funding for interview clothes and licences and training required for certain jobs. One participant, in the Central Widnes Over 35 group, commented on the lack of financial support for buying interview clothes. She maintained that most of her clothes were casual and that it would not be possible to attend an interview in such clothing.

- **Lack of information about help that is available.**

Participants were not clear about what help they could access and how to access this help.

- **Lack of joined up thinking**

One participant had come off incapacity benefit and went onto job seekers allowance and was left without money for a period because the two departments did not correlate the information. He felt that if he had known that he could not simply transfer from one benefit to another he would not have come off incapacity benefit.

- **Immigrants**

Participants also complained that there are fewer jobs in their local area because there are many immigrants who are willing to work for less money who take their jobs.

Encouragement to work

Participants discussed what would encourage them to find work.

- **More qualifications**

Participants felt that it was important for them to be able to gain more qualifications, in order to get better jobs.

- **More training/skills**

Several participants were of the opinion that improving their skills or retraining would help them to get back into the workplace.

- **Voluntary work in the relevant field**

Participants felt that there should be more voluntary work organised, in the fields that people want to work in, to give them experience. They advocated help with training, and experience, to achieve the type of job they wanted to do rather than just any job.

- **More jobs in local area**

Participants stressed the need for having a job that is in an area that is accessible for them via public transport or walking, due to cost of travel.

- **Transport**

Many felt that they would need their own transport to get a job, as public transport is not always available at shift times.

- **More support and empathy**

Participants felt that staff at the Job Centre and other employment organisations should be more friendly and understanding of their plight.

- **More support for people on incapacity benefit**

Participants felt that there should be more support for those on incapacity benefit, as often they are just left alone and they should still be encouraged and assisted to find work.

- **Support to find jobs in relevant area**

Participants argued that they would like help to find jobs in the specific area they are interested in, not having to apply for any job. One participant commended Halton People into Jobs for searching for a job he would actually like.

- **More financial support**

They also advocated more practical financial help by way of milk tokens, food tokens, free bus/rail pass/travel expenses.

- **Support when you sign off**

The participants advocated financial assistance when they sign off benefits as there may be a month period before they get paid from a new job.

- **Funding for self employment**

Funding for self employment would be useful for some participants.

- **Childcare**

Participants highlighted that with the 3 hour travelling distance that is expected of them, they will have to pay an extra 3 hours childcare, when they are not earning in those hours.

- **More flexible working patterns**

Participants called for more family friendly jobs.

- **Affordable wage/financial incentive to work**

Participants felt that in order to be better off working, the minimum wage needs to be increased or better paid jobs made available.

- **Support from local businesses**

Participants felt that local businesses should be more committed to training and providing experience. They felt that local businesses could be more supportive by offering paid training, placements and work trials and also being more relaxed on the experience they require.

- **Apprenticeships**

Participants advocated more apprenticeship schemes, regardless of age as many consider that they are too old for a traditional apprentice scheme but would still like to learn a trade.

- **More support and jobs specifically for older people**

Participants felt that older people may need more support to find jobs and some may need jobs with lighter duties because they may not be as fit as younger people and may have health issues.

- **Confidence building**

Participants in a number of groups advocated more help in building their confidence and interview techniques, in terms of returning to the workplace and taking part in interviews.

- **Access to the same information for everyone**

Participants felt that all job seekers should have access to the same information, such as placements, training, grants, other financial support, access to schemes etc. There was some confusion in some groups about what help was available and to whom.

- **Joined up/partnership thinking in relation to social initiatives**

Participants argued that areas are being regenerated, with new housing being built and community facilities, but the people living in them still have no jobs. They called for a more joined up way of looking at regeneration, where all social issues are addressed, health, housing, unemployment etc, with more jobs and more affordable housing.

Group Comments

The following section is just a sample of the comments that people made during the sessions.

- Positive aspects of the service :
- Regular meetings are good
- Providing benefits advice before you come off
- More informal meetings
- Being encouraged/getting training in something you want to do
- The HPIJ Charter course (motivation and skills)
- Paid job placements
- JCP job points easy to use
- Work trails
- Help with barriers e.g. disabilities
- Some people like websites

Not so good:

- Being trained where there are no jobs afterwards
- Not being trained in what I want to do
- Trained but then placed in an unrelated field
- Trained but no work experience
- Directing people to agency work
- Leaving people to fill in forms but literacy problems
- More training for some staff on CV preparation
- Have to use the phone in JCP
- Left on your own
- Long waiting times to see someone
- Staff do not have enough time to help
- Staff are simply processing claims
- Some just promote certain courses
- They do not listen to what you want to do

- Push people to apply for jobs not in the correct field
- Need more empathy
- Lack of privacy when talking to an advisor
- Job quality
- Minimum wage
- It all depends on how good the advisor is
- No cash incentive to take work placement so can be worse off after travel and food costs
- Placements 9 out of 10 do not get a job
- Lack of support on certain courses – just left to get on with it
- Connexions – lack of clarity who they help

Appendix 2

Barriers to Work Partner Workshop 25 March 2009

Summary of Table Workshops – barriers identified:

Table 1

- Poor confidence – with completing forms and sharing personal details
- Earlier interventions – it was suggested that the numbers of people in receipt of incapacity benefit are used to hide unemployment figures
- Segmented customer base – it was agreed that partners need to be smarter about the different customer bases to better support individuals and tailor services to meet their needs (i.e. where do they live, what benefit they receive)
- Identify priorities for the borough – JCP provide a universal (national) service, more flexible monies are available to tailor services (locally/regionally) to better meet demands (i.e. WNF/NWDA)
- How organisations communicate with individuals – this should be reviewed for those that do not regularly access mainstream services (i.e. carers, incapacity benefit claimants, individuals who receive pension credits)
- Budgetary confidence – need to consider the ability for individuals to manage budgets within the home and where needs be invest in this area
- Focus on moving from inactivity to activity – need to recognise the need for a longer journey i.e. voluntary work/learning to enable positive progressions towards employment
- Re branding of services – it is recognised that individuals may be reluctant to access JCP. Neutral territory is much more effective – are there organisations that can act as intermediary bodies for JCP?
- Don't rely on people coming to us – services need to be taken to the people
- Seek to address family issues – apposed to individual issues
- Need to raise aspirations of people
- Directory of services in the borough – to be accessed by all and kept updated

Table 2

- Lack of support – very little support to individuals under 6mths unemployed. Need to focus on newly unemployed/redundant workers to avoid growing numbers of long-term unemployed
- Referrals and signposting to services and support is only being done at mandatory stage – individuals not receiving advice about help when they first claim benefits/access JCP services are more likely to become long-term unemployed
- Services available need to be more flexible i.e. available at evenings/weekends
- Lacks of experience – previously placements sourced were anywhere and everywhere with very little emphasis on whether it was suitable for the individual. Now placements are sourced where there is the opportunity of a real job at the end
- Permitted work – can be used as a progression route for individuals who have a health condition
- Funding for employers – New Deal/ILM incentives used to move local people into local employment

- Fear of interviews – interviews need to be conducted by employers in a much more constructive and appropriate manner to avoid further damaging
- Lack of feedback - feedback is vital in order to help people improve their chances of gaining suitable employment
- Suggestion to involve employers in 'mock interview' days would be beneficial
- Support to be included throughout school (10-16yrs) to better prepare school leavers for the world of work
- Criminal records – lots of specialist support available to ex-offenders to help them apply for work, portraying their criminal record in a more positive way
- Employers need to be educated about offences/criminal records and the relevance of those for their vacancies
- Illiteracy – issues not being identified or addressed before individuals are mandatory referred to provision by JCP. There is lots of support currently available for Skills for Life issues
- Voluntary work – should remain voluntary and the reason for doing voluntary work should be the right reason i.e. to give something back, develop skills/experience. Mandatory referrals to voluntary sector is not voluntary and individuals are less likely to give back the sector
- More support for people on incapacity benefit – existing support should be more widely promoted i.e. 104 Linking Rule/Return to Work Credit/Pathways Support
- Joined up partner thinking – a good example used is that of HPIJ/Neighbourhood Management/Housing Associations working together to recruit and Neighbourhood Employment Officers – to be based within the community, knocking on residents doors and signposting to services available for those wanting to move into employment, learning or enterprise

Table 3

- Lack of jobs available – the decline in the number of vacancies available has impacted on the numbers of people securing employment
- Cost of travel – currently bus passes/advisor discretion fund available for transition into work. At what point does this stop and individuals have to be self-sufficient?
- Public Transport – access to some 'employment hubs' is limited as traditionally employees that already work there have own transport
- Driving Licenses – are there any schemes that fund driving licenses, aware that there is a scooter/moped scheme?
- Childcare/Family commitments – cost of childcare impacts on the ability to move into work particularly for Lone Parents. Childcare providers are not flexible enough to meet some individuals needs i.e. evenings/weekends. Work needed to be done with employers/children's information services for employers to be more flexible/family friendly
- YMCA – historically there is a stigma attached to those accessing service available from the YMCA. Employers can make assumptions about prospective employees. YMCA is positively addressing lots of issues. Consider a name change?
- Immigration – EU Workers – stats show an influx of migrant workers to Halton. The perception is that generally this group of people are working below NMW and generally in TEMP factory/process roles. So are they just filling a gap locally were local people don't want TEMP work, or are local jobs being taken?
- Qualifications – is it just a perception that people need qualifications, do employers value strong work ethics instead
- Training – individuals may not be aware of the vast and wide ranging support available because they are not being told i.e. Train 2 Gain/NVQ's/Route Ways/Job Brokering/Apprenticeships
- Support in relevant areas – partnership work to meet individuals needs "joined up approach"

- Marketing if services – marketing of each others services is more effective than a huge marketing campaign
- Employer Matrix – Business 2 Business trading

In summary

- 1) Information should be communicated to individuals and employers at an appropriate level
- 2) Front line services need to be improved to the end customer to provide services at the earliest possible intervention
- 3) Consistent levels of information should be given to all customers
- 4) There is lots of support and provision in place to customers from day one of unemployment, people just need to be told about it to access it
- 5) A joined up approach needs to be taken to improve the life chances of local people wanting to move into learning, employment or enterprise
- 6) Services need to be taken to local people rather than relying on local people going to the services

Barriers to Work Employer Workshop 22 October 2010

Employers Attended

Carl Watson – Just Care (Domiciliary Care Contractor)
Phil Williams – The Financial Contact Centre (Call Centre)
Christine McLoughlin – Halton Housing Trust (RSL)
Jim O'Neil (SRS Recruitment Agency)

Introduction

Chair Cllr Eddie Jones / Gerry Fitzpatrick welcomed the group and gave background to PPB Scrutiny Group looking at Barriers to Work in Halton. Following on from focus groups conducted independently with local residents a partner event took place to further identify the perceived barriers that prevent people from moving off benefits into employment.

Employers were invited to give brief overview of the nature of work their business undertakes in Halton:

- 1) Carl Watson – set up Just Care after being made redundant. Domiciliary care agency carrying out many contracts including those for HBC
- 2) Jim O'Neill – gave background to contracts he has recruited for via Reed for HBC – Refuse Collection, Drivers, Norton Priory Country Garden Kitchen
- 3) Phil Williams – recently set up new call centre on Manor Park

Employers were invited to discuss or raise the barriers they had experienced with recruiting local residents:

Jim O'Neill (SRS)

- previously experienced difficulty getting employers to commit to funding CRB checks when recruiting local residents for specific roles
- feels that having a driving license makes people more employable
- believes that agency work now provides more of an opportunity to lead into permanent employment
- more recently has found that there is a far greater pool of employable people competing for job opportunities
- Cllr Howard highlighted that local employers use agencies to fill seasonal roles or posts where particular skills sets are required and this is increasingly

done through recruiting individuals from Eastern Europe. SRS mainly recruit local residents and have now found particular skills shortages in Halton

Carl Watson (Just Care)

- recently struggled to recruit into vacant posts – trying to promote care as a career not just a job and wants to increase male to female ratio (10% male)
- 100% reliability in the care sector is vital – peoples lives depend on it and high levels of sickness are not tolerated
- large proportion of employees are on a part time contract, mainly female.
- previous experience is not essential investment in training is priority
- some problems with retention – mainly people moving completely away from care, although care can be a relatively low paid job in Halton (£6.50ph opposed to national average of £10.50ph) Carl doesn't feel that money is the key factor in retaining employees
- he has used incentives such as mileage allowance to encourage drivers

Phil Williams (The Financial Contact Centre)

- feels that there is a supply and demand issue, less pay in Halton in comparison to some other areas
- location of business (Manor Park). Cllr Findon asked about accessibility particularly for those residents that live in Widnes. All staff use public transport and have to walk from Windmill Hill bus stop which is about 10/15 minute walk. In the winter months/dark nights this may prove to be more of an issue

Rate of pay

Cllr Findon asked would agency staff benefit from professional tax advice. The majority felt that this was not feasible for those on National Minimum Wage. Gerry Fitzpatrick highlighted how HPIJ link into specialist advice available through JCP – better off calculations

Jim O'Neill has found that people are more open to lower rate of pay due to available tax credits etc

Training

Cllr's queried whether employers are committed to investing in training. Should pay be incremental as staff becomes more qualified?

- 1) Some employers highlighted that there is a lot of funding available for training via the Learning & Skills Council
- 2) Some employers have linked into communication/confidence building courses available through HPIJ/HEP. It has been a joy to see people leave the training with increased confidence and motivation

Apprenticeships

Discussion took place over the importance of apprenticeships in Halton. Gerry Fitzpatrick highlighted that the Annual Perception Survey sent out to 2,500 businesses identified that less than 10% of employers knew about apprenticeships or how to recruit an apprentice. HPIJ developed apprenticeship programme APT4U - £2,000 incentive to employers to recruit/train young person (NEET). Christine McLoughlin gave overview of the success of 5 local apprenticeships recruited via HHT.

Gerry highlighted increasing problems with graduates finding employment. Employers were asked to summarise their experience of recruiting in Halton:

- 1) shortage of jobs has created a more employable pool of people
- 2) poor literacy/numeracy prevents people from getting through application process (support available through Adult Learning & Skills – community learning/Skills for Life provision)

- 3) lack of understanding about what qualifications actually mean i.e. equivalent levels
- 4) high business rates impacts on the ability to become self employed

Summary

Employers were asked to identify what they feel is important when recruiting:

Phil Williams:

- looks for someone who is willing to work, flexible and wants to get off benefits. Has the motivation to turn up to work on time and not look for any excuse not to turn up
- feels that employers should be asked what training needs are required before investing government money on training that is not beneficial
- employers should be asked what their recruitment needs are to tailor local projects
- low level basic skills has been common amongst applicants

Jim O'Neill:

- attitude is key – at the minute he has a hungry workforce
- link funding to training that would be beneficial
- redundant workers increasingly make up part of the employable pool

Carl Watson:

- looks for common sense at all levels
- communication skills are key – finds that some 18-23 year old struggle to hold a conversation. Communication training used to improve this key skill
- problems with recruiting due to the stigma attached to care work (particularly for males)

Christine McLoughlin:

- agrees that a 'can do' attitude is essential
- self motivation and drive and the desire to want to help customers is needed
- HHT have an aspiration and commitment to recruit locally
- Established links with HPIJ to access funding for training and support with recruitment needs/apprentices

Appendix 3

1. Lancashire County Council Apprentice Model

Background

1.1. Lancashire County Council employ over 43,000 people spread across a wide geographical area that encompasses 12 district Councils where there are both prosperous and deprived communities. The Council is the second largest employer after the NHS and serves many multi-cultural societies.

1.2. As a large employer LCC often finds it necessary to supplement its workforce with agency staff to cover short, medium and long term absences and also to fill temporary jobs. In 2007/8 LCC spent £8.1m on agency related staff costs. The agency staff used cover a wide spectrum of occupational areas, however a significant number have been in business administration, finance/IT and customer service.

1.3. LCC recognised that as a key employer in Lancashire and a corporate partner in the Local Area Agreement that it had the opportunity to support economic development and social inclusion priorities by redirecting work opportunities from agencies by directly recruiting staff.

1.4. The Corporate HR and Economic Development Departments worked together to develop an apprenticeship programme aimed at recruiting and training 50 apprentices to support the work of the business admin, finance and customer services teams based in the County Hall in Preston.

1.5. LCC Apprenticeship Programme

Apprentices are not supernumerary, they are recruited through open and competitive selection, are offered a two year training contract and paid entry level Scale 1/2 (£11,995p.a.) on starting work. Apprenticeships are open to candidates of all ages i.e. 16-60 years. A two year placement provides them with the opportunity to gain a breadth of experience within the organisation. Apprentices have access to:

- NVQ level 2 and/or level 3 training with LSC approved providers and in some cases level 4 training
- LCC's portfolio of corporate training
- a workplace supervisor/mentor that has been trained
- support from a nominated HR Apprentice Officer

1.6. LCC Approach to Apprenticeships

- converting eligible employees to apprentices (NVQ 2 & 3)
- vacancy management – all recruitment including requests for agency staff must go via HR to determine if there is an apprentice opportunity
- pre-employment workshops for interested candidates to prepare for interview selection process
- selection & appointment – normal recruitment criteria/qualifications must be satisfied

1.7. Reducing Worklessness - Work Preparation Programmes

In order to support economic development and social inclusion priorities LCC have piloted and introduced several work preparation initiatives that have complimented the Apprentice Programme.

- **Future Horizons** has been developed to provide young people that are NEET and care leavers that are on Entry 2 Employment LSC provision with the opportunity to gain an 8 week work experience placement within LCC for between 16 – 30 hours per week. Eligible trainees receive EMA (£30 per week). Trainees are given the opportunity to participate in pre-employment workshops aimed at helping them to apply for the Apprenticeship Programme.
- **Future Horizons+** is a bespoke pre-employment programme for care leavers to gain an extended period of paid work experience (LSC recommended training allowance £95 p.w.) within LCC Departments of up to 12 months duration. Trainees are given extra support to gain pre-level 2 vocational qualifications and additional support to help them to compete for apprentice opportunities when they are advertised.
- **Work Start – Public Sector Work Trial** has been developed in partnership with Jobcentre Plus for JCP priority customers living in Lancashire i.e. lone parents, people with health conditions & disabilities claiming Income Support or Incapacity benefit, JSA 6 months+. Participants are offered 30 day work placement in LCC and receive a travel & subsistence allowance paid by JCP, at the end of the placement they are provided with a work reference and a certificate of completion.

Trainees that successfully complete the pre-employment programmes are given the opportunity to join the **Talent Pool** where they can apply for jobs that arise within LCC including temporary assignments through the contracted recruitment agency.

1.8. The Business Case.

During 2006/7, LCC recruited more than 80 apprentices through the programme and achieved savings of £569,000 on the previous years agency spend. In 2008/9 the savings achieved on agency staff costs were in excess of £1m and more significant savings are anticipated in 2009/10. Since 2006 LCC has employed almost 400 apprentices, many of whom have progressed into sustainable employment with LCC. The HR Department now recruits apprentices across all Council Departments including teaching assistants, care workers, road workers, construction workers, motor vehicle and outdoor workers. The District Councils that make up LCC have adopted the model and are now starting to employ apprentices and to recruit through the corporate Talent Pool.

2. National Apprenticeship Service

2.1. The National Apprenticeship Service (NAS) was launched in April 2009 as one of the successor organisation to the LSC and it has the remit to drive forward the Governments ambition for apprenticeships aiming to bring about a significant growth in the number of employers offering apprenticeships.

2.2 There are three types of apprenticeships:

- Apprenticeships (equivalent to 5 GCSE's at grades C and above) work towards work-based learning qualifications i.e. NVQ level 2, Key Skills Certificate (literacy, numeracy & ITC skills) and in most cases a relevant Technical Certificate which is a knowledge based qualification such as a BTeC. Completion of an apprenticeship allows entry to an Advanced Apprenticeship.
- Advanced Apprenticeships (equivalent to 2 'A' level passes) work towards a work-based learning qualifications i.e. NVQ level 3, Key Skills Certificate (literacy, numeracy & ITC skills) and in most cases a relevant Technical Certificate which is a knowledge based qualification such as a BTeC. To start this programme entrants must have 5 GCSE's at grades C and above or have completed an Apprenticeship.
- Higher Apprentices work towards a work-based learning qualification i.e. NVQ level 4 and in some cases a knowledge based qualification such as a Foundation degree.

2.3. Apprentices can progress to higher education, including university degrees but university graduates and those with qualifications above level 4 are not eligible for apprenticeship support.

2.4. Several meetings have been held with NAS who are very keen to work in partnership with the Council to improve the numbers of employers in Halton that offer apprenticeships particularly to young people aged 16-18 and young people aged 19-24 that are NEET.

2.5. NAS are very impressed with the number of employer based apprenticeships that have been created through the WNF APT4U Project which provides employers with an apprentice recruitment incentive of £2,000. NAS are keen to explore how their funding could add value to the APT4U initiative, and they are particularly interested in increasing the number of apprenticeships offered by the Council and other public sector employers and hold up the Lancs CC model as an example of best practice which won a National Apprentice Award in 2009.

2.6. In order to increase the take up of apprenticeships NAS are keen to develop Group Training Associations (GTA) which are funded collaborative initiatives involving groups of employers and/or training providers to develop joint apprenticeship programmes that operate across industrial sectors or geographical areas. Instead of contracting with a variety of individual apprentice providers, NAS would passport the apprenticeship funding (£7,500 per apprentice place on average) to the GTA who would either directly deliver the apprenticeships or broker with existing apprentice providers to deliver the apprentice frameworks to meet the needs of employers.

2.7. NAS are very keen to explore the potential for the Council to become a geographical based GTA in Halton that would broker the delivery of apprenticeships to both private and public sector organisations. Should there be support for such a proposal an outline business case will be worked up.

Appendix 4

National Qualifications Framework (NQF)

Qualification Level	What an employer can expect from this level of Qualification	Qualifications that are accredited to this level
Entry Level	<p>basic knowledge and skills</p> <p>ability to apply learning in everyday situations</p> <p>not geared towards specific occupations</p>	<ul style="list-style-type: none"> • Entry level certificates • Skills for Life at entry level • Functional Skills at entry level
1	<p>basic knowledge and skills</p> <p>ability to apply learning with guidance or supervision</p> <p>may be linked to job competence</p>	<ul style="list-style-type: none"> • GCSEs grades D-G • BTEC Introductory Diplomas and Certificates • OCR Nationals • Key Skills level 1 • Functional Skills level 1 • NVQ level 1 • Skills for Life • Foundation Diploma - equivalent to five GCSEs at grades D to G
2	<p>good knowledge and understanding of a subject</p> <p>ability to perform variety of tasks with some guidance or supervision</p> <p>appropriate for many job roles</p>	<ul style="list-style-type: none"> • GCSEs grades A*-C • BTEC First Diplomas and Certificates • Apprenticeships – equivalent to five GCSEs at grades A* to C • OCR Nationals • Key Skills level 2 • Functional Skills level 2 • NVQ level 2 • Skills for Life • Higher Diploma - equivalent to seven GCSEs at grades A* to C
3	<p>ability to gain or apply a range of knowledge, skills and understanding, at a detailed level</p> <p>qualified to enter higher education</p> <p>can work independently, or in some cases supervise and train others in their field of work</p>	<ul style="list-style-type: none"> • A levels • Advanced Extension Awards • Advanced Apprenticeships – equivalent to 2 A levels • GCE in applied subjects • International Baccalaureate • Key Skills level 3 • NVQ level 3 • BTEC Diplomas, Certificates and Awards • BTEC Nationals • OCR Nationals • Advanced Diploma - equivalent to 3½ A levels

		<ul style="list-style-type: none">• Progression Diploma – equivalent to 2 A levels
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Qualification Level	What an employer can expect from this level of Qualification	Qualifications that are accredited to this level
4	<p>specialist learning, involving detailed analysis of a high level of information and knowledge in an area of work or study</p> <p>appropriate for people working in technical and professional jobs, and/or managing and developing others</p>	<ul style="list-style-type: none"> • Key Skills level 4 • NVQs • BTEC Professional Diplomas, Certificates and Awards • Certificates of Higher Education
5	<p>ability to increase the depth of knowledge and understanding of an area of work or study, so you can respond to complex problems and situations</p> <p>involves high level of work expertise and competence in managing and training others</p> <p>appropriate for people working as higher grade technicians, professionals or managers</p>	<ul style="list-style-type: none"> • HNCs and HNDs • NVQs • BTEC Professional Diplomas, Certificates and Awards • Bachelors Degrees • Foundation Degrees • Diplomas of HE and FE
6	<p>a specialist, high-level knowledge of an area of work or study, to enable you to use your own ideas and research in response to complex problems and situations</p> <p>appropriate for people working as knowledge-based professionals or in professional management positions</p>	<ul style="list-style-type: none"> • BTEC Advanced Professional Diplomas, Certificates and Awards • Bachelors Degrees with Honours • Graduate Certificates and Graduate Diplomas
7	<p>highly developed and complex levels of knowledge, enabling you to develop original responses to complicated and unpredictable problems and situations</p> <p>appropriate for senior professionals and managers</p>	<ul style="list-style-type: none"> • BTEC Advanced Professional Diplomas, Certificates and Awards • Masters Degrees • Postgraduate Certificates • Postgraduate Diplomas
8	<p>opportunity to develop new and creative approaches that extend or redefine existing knowledge or professional practice</p> <p>appropriate for leading experts or practitioners in a particular field</p>	<ul style="list-style-type: none"> • Doctorates

The Qualification and Curriculum Framework (QCF)

The QCF will replace the NQF and awarding bodies are currently in the process of transferring qualifications into the new framework. The QCF is a new way of recognising skills and qualifications. It does this by awarding credit for qualifications and units (small steps of learning). It enables people to gain qualifications at their own pace along flexible routes.

How will the QCF help me understand the qualifications system?

At present, it is hard to understand all the different types of qualification that learners hold - what level they are, how long they take to complete, what content they cover, and how they compare to other qualifications. The new framework will help present qualifications in a way that is easy to understand and measure.



Credit and level

Every unit and qualification in the framework will have a credit value (one credit represents 10 hours, showing how much time it takes to complete) and a level between Entry level and level 8 (showing how difficult it is).

There are three sizes of qualifications in the QCF:

- Awards (1 to 12 credits)
- Certificates (13 to 36 credits)
- Diplomas (37 credits or more).

In the new framework you can have an award at level 1 or an award at level 8. This is because the qualification type 'award, certificate, diploma' represents the size of a qualification, not how difficult it is. Each qualification title contains the following:

- the level of the qualification (from Entry level at the bottom to level 8 at the top)
- the size of qualification (award/certificate/diploma)
- details indicating the content of the qualification.

Simply by looking at the title of a qualification you will be able to see how difficult it is, how long it will take the average learner to complete, and its general content. To understand the level of difficulty of the units and qualifications in the new framework it might be helpful to know that GCSEs (grade A*- C) are level 2, GCE A levels are level 3 and a PhD is a level 8. Knowing this can help to position the difficulty and challenge of each level in the framework.

REPORT TO: Executive Board

DATE: 23rd September 2010

REPORTING OFFICER: Strategic Director Environment and Economy

SUBJECT: Household Waste Recycling Centres - Vehicle Permit Scheme and Access Policy

WARD(S): Borough-wide

1. PURPOSE OF REPORT

To seek Members approval of an Access Policy and the implementation of a Vehicle Permit Scheme for the Council's two Household Waste Recycling Centres (HWRCs).

2. RECOMMENDED: That:

- (1) Members approve the implementation of a Vehicle Permit Scheme, as outlined in this report, for the two Household Waste Recycling Centres (HWRCs) in Halton;**
- (2) Members approve the Household Waste Recycling Centre Access Policy, attached as Appendix 2, and that;**
- (3) The Strategic Director for Environment and Economy be authorised, in consultation with the Executive Board Member for Environmental Sustainability, to take all steps necessary to implement the Scheme in Halton.**

3. BACKGROUND

- 3.1 In accordance with the requirements of the Environmental Protection Act 1990, the Council has a statutory duty to provide places where residents in its area may deposit their own household waste free of charge. Sites are, however, provided for household waste only and therefore trade waste is not permitted.
- 3.2 The study 'Trade Waste Input to Civic Amenity Sites', undertaken by the Western Partnership for Sustainable Development and Network Recycling, concluded that trade abuse can have a negative impact on HWRC (Civic Amenity Sites) recycling performance. Ultimately, therefore, the Council needs to have in place measures to deter and prevent commercial businesses depositing waste at the Council's HWRCs.

- 3.3 It is therefore proposed to implement a Vehicle Permit Scheme to prevent Commercial or Industrial waste (trade waste) from being deposited at the Council's HWRCs.
- 3.4 Not introducing a Permit Scheme will result in additional waste being deposited to landfill and the Council incurring the costs of waste disposal that should have been met by businesses. It will also have a negative impact upon the Council's landfill diversion and recycling targets.
- 3.5 The proposed scheme accords with Halton's current Municipal Waste Management Strategy which contains a commitment to further improve controls for trade waste at Halton's HWRCs. It will require residents who use certain types of vehicles to apply for a permit to deposit waste at the Council's HWRCs.
- 3.6 Members are advised that under the terms of the Merseyside and Halton Waste Management and Recycling Contract (WMRC) the contractor (Veolia Environmental services) is required to comply with and implement the Scheme. As part of contractual negotiations for the contract it was agreed that a permit scheme would be introduced to all sites operated under the WMRC.
- 3.7 Evidence suggests that traders from outside of Halton have attempted to access Halton's HWRCs after having been refused entry at HWRCs in other local authority areas where permit schemes are in operation.

4. SUPPORTING INFORMATION

Pilot Permit Scheme

- 4.1 A pilot Permit Scheme was carried out at HWRCs in the Wirral. The pilot scheme resulted in a 6.86% reduction in waste throughput across all sites. Rubble at the sites fell by 26.31% across all of the pilot sites. The Pilot did not cause any additional levels of fly tipping on the Wirral (in fact a decrease of total tonnage was experienced). Also, levels of complaints received from the public were very low. Further details of the pilot are contained in Appendix 1 to this report.
- 4.2 As a result of the success of the pilot scheme, members of the Merseyside Waste Disposal Authority (MWDA), at their meeting of 16th April 2010, approved the roll out of the Vehicle Permit Scheme to all of its HWRC sites across Merseyside.

How the Permit Scheme Will Work

- 4.3 The Scheme will work by providing residents, who use certain types of vehicles, with permits to allow them access to deposit waste at the Council's HWRCs. In the main, vehicles requiring permits will be vans or those towing trailers.

- 4.4 Members are advised that the Scheme will have no detrimental impact on residents of the borough who wish to deposit waste and recyclable materials at the Council's HWRCs and that local residents with cars, other than those with very specific modifications as detailed in appendix 2, will not be affected. Nor will the scheme have any impact on commercial businesses who legitimately dispose of their waste at other licensed waste reception and disposal facilities. The permit scheme is intended to ensure that controls are in place to reduce abuse of the HWRCs by unscrupulous commercial operators who illegally deposit waste at the Council's HWRCs, the cost of which is borne by Halton's residents.
- 4.5 The majority of Halton's residents using the HWRCs will be unaffected. Those who own or hire certain types of vehicles will be affected, but only to the extent that they will be required to apply for a permit in advance of accessing the facilities. This is a simple process that, whilst it may cause very minor inconvenience, will have significant overall benefits to the Council and the residents of the borough. Details of the vehicles that will require a permit are detailed in [Appendix 2](#).
- 4.6 The following criteria must be satisfied to allow a permit to be issued:
- the applicant must be resident in Halton
 - the waste must be Household Waste

The application process requires applicants to confirm that they are compliant with the above. Details of the application process are set out in paragraphs 4.8 – 4.10.

Types of Permit

- 4.7 There are two types of Permit available as detailed below;

Annual Permit

- 4.7.1 Annual permits are available to residents of the borough who **own** one of the vehicles/trailers as described in Appendix 2 and who wish to deposit rubbish or segregated household waste items, such as garden waste, newspapers and magazines, glass bottles and jars, textiles, cardboard, cans, batteries, engine oil and any other recyclable materials that are frequently generated. These permits are valid for one calendar year and allow unlimited visits. Only vehicle 'owners' may be issued with an Annual Permit, which is retained by the vehicle owner and which will expire 12 months after issue.

Temporary Permit

4.7.2 Temporary permits are available to;

- Residents of the borough, who **own** one of the vehicles/trailers as described in Appendix 2 and who wish to deposit materials other than those described in paragraph 4.7.1, and
- Residents of the borough who **are hiring or borrowing** one of the vehicles/trailers as described in Appendix 2 and who wish to deposit any materials at the HWRCs.

4.7.3 A household can be issued with an allowance of up to 12 permits in a rolling 12 months period. Each permit allows 1 visit to the site. A householder who owns (not hires or borrows) a vehicle requiring a permit and envisages several visits to a HWRC in the year ahead may be issued at the time of application with a Temporary Permit which allows up to 12 visits to the site over the next year, thereby removing the necessity for the householder to repeatedly apply for each visit.

4.7.4 Householders who are borrowing or hiring vehicles/trailers will be issued with the actual number of Temporary Permits requested (not more than 12) to deliver the waste in question at the time of the application. Temporary Permits allow for bulky waste (furniture etc.), rubble and hardcore, scrap metal (white goods etc.), televisions/computer monitors and wood (fences etc) to be delivered to a nominated HWRC. If issued individually, a Temporary Permit will list the items that are to be deposited and will expire 1 month after date of issue. Temporary Permits allowing only 1 visit are retained by site operatives at the time of visit. Temporary Permits allowing up to 12 visits are marked during each visit and retained by site staff when all allowed visits are complete. A Temporary Permit allowing 12 visits expires 12 months after date of issue.

4.7.5 A householder who owns (not borrows or hires) a vehicle/trailer requiring a permit may apply and be issued with both the Annual and Temporary Permits at the same time, thus allowing the individual to visit sites as often as required to deposit frequently arising recyclable waste and additionally visit up to 12 times per annum to deposit bulkier items of waste.

Administration of the Scheme

4.8 Applications for both types of Permit will be made directly to the Council and are free of charge to householders. Applications can be made via the Council's Halton Direct Link shops, by telephone, fax, e-mail and the Council's web site.

- 4.9 Permit applications are processed and permits issued accordingly. Records will be maintained in an existing database to allow checks that addresses are within the Halton area and to store all necessary information.
- 4.10 Permits will normally be issued by post or in person at Halton's Direct Link shops (HDL). However, they may be issued via a reference number provided by the Council directly to the HWRC site operatives. Also, HWRC site operatives may issue Temporary Permits in exceptional circumstances, such as bereavement and other local emergencies, such as flooding. Circumstances allowing permits to be issued other than by post or at HDL, will be strictly restricted to the following:
- 4.10.1 A resident in a vehicle requiring a permit who arrives at the HWRC during normal office opening hours and is in possession of vehicle hire documentation – in these circumstances the Council may, at its discretion, issue a permit reference number to the site which allows the vehicle to enter the site. If the permit (reference) issued is a temporary permit, this visit will be deducted from the 12 visits allowed per annum that the householder is allowed.
- 4.10.2 A resident in a vehicle requiring a permit who arrives at a HWRC outside of normal office opening hours and is in possession of vehicle hire documentation – in these circumstances the site operatives at their discretion may issue a temporary permit. This visit will also be deducted from the 12 visits allowed per annum that the householder is allowed.
- 4.10.3 A resident in a vehicle requiring a permit who arrives at a site either during or outside the Council's normal office opening hours and is visiting the site under Exceptional Circumstances (examples include depositing family/friends waste following a bereavement, emergency matters including health and safety, say flooding) may be issued with a temporary permit by either the Council via issue of a reference number to the site or by site operatives if outside office opening hours. Again, the visit will also be from the 12 visits allowed per annum.

Site Controls

- 4.11 A draft policy regarding access to the Council's HWRCs is attached as Appendix 2.
- 4.12 The HWRC operational contractor, Veolia, is required to only accept waste from vehicles requiring a permit in accordance with the Scheme (and the Council's Access Policy) and are required to refuse entry to any vehicle (as defined in the Access Policy) not accompanied by an appropriate and valid permit. Where applicable, site operatives are required to check and ensure that only waste described on the permit is deposited at the site.

- 4.13 Site operatives are required to mark off (via punch-hole or similar method) visits allowed on a temporary permit and retain them when they become invalid for return to the Council.

Advice to Residents/Traders

- 4.14 A comprehensive communication programme will be delivered prior to and during the implementation of the Scheme to ensure that those residents affected fully understood the new arrangements for accessing the HWRCs.
- 4.15 The following advice in respect of alternative facilities that accept trade waste will be provided to traders and persons that do not qualify for a permit:
- 4.15.1 Redirection to the Environment Agency for reference to their approved list of licensed Waste Management Premises that accept waste for disposal and recycling in the local area.
- 4.15.2 Redirection to other sources of information, such as Envirolink Northwest's 'Recycling and Waste Supply Chain Directory', which gives details of facilities, services and technologies available throughout the region.

Implementation of the Permit Scheme

- 4.16 It is proposed that the Permit Scheme, and the application of the Council's Access Policy for the HWRCs, will commence in February 2011, however, there will be an amnesty in place throughout February where residents who have vehicles that require Permits, but do not have them, will be allowed access. This is to ensure that residents are fully aware of the Scheme and the Access Policy.
- 4.17 Members are asked to consider and approve the Council's Permit Scheme and HWRC Access Policy and that the Strategic Director for Environment and Economy, in consultation with the Executive Board Member for Environmental Sustainability, be authorised to take all steps necessary to implement the Scheme.

5. FINANCIAL IMPLICATIONS

- 5.1 It is envisaged that the Scheme, pursuant will divert sufficient waste from the sites to be self financing. The Cost of implementing the Scheme into Halton will therefore be met from within existing budgets.

6. POLICY IMPLICATIONS

- 6.1 There are no policy implications as a result of this report.

7. OTHER IMPLICATIONS

- 7.1 There are no other implications arising from this report.

8. IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

8.1 Children and Young People in Halton

No direct impact

8.2 Employment, Learning and Skills in Halton

No direct impact

8.3 A Healthy Halton

No direct impact

8.4 A Safer Halton

No direct impact

8.5 Halton's Urban Renewal

No direct impact

9.0 RISK ANALYSIS

There are significant risks that,

- 9.1 Failure to restrict trade waste from entering HWRCs will leave the authority vulnerable to significant additional disposal costs.
- 9.2 Commercial and Industrial Wastes will be illegally deposited at the HWRCs. This will lead to potential breaches of environmental permit (licensing) conditions on the part of the contractor as operator of the site, and the Council as a Waste Disposal Authority.
- 9.3 Failure to implement the permit scheme will expose the Council to contractual claims under the WMRC.
- 9.4 There is a perceived risk that fly-tipping would increase as a result of the introduction of the permit scheme, however, results from the pilot carried out in the Wirral showed that the permit scheme did not cause any additional levels of fly tipping.

10.0 EQUALITY AND DIVERSITY ISSUES

- 10.1 There are no equality and diversity issues as a result of this report.

**11.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE
LOCAL GOVERNMENT ACT 1972**

11.1 There are no background papers within the meaning of the Act

Appendix 1

DESCRIPTION AND IMPACTS OF THE PILOT VEHICLE PERMIT SCHEME DELIVERED IN THE WIRRAL.

Requirements of the Pilot

The pilot scheme required that those residents delivering household waste in a commercial vehicle (or trailer between 2 – 3m long) first obtain a free permit from MWDA and present this permit to HWRC staff in order to gain access to facilities at the HWRC.

The Scheme operates in accordance with the Access Policy described in **Appendix 2** of this Report.

Location and duration of the Pilot

The pilot phase of the Scheme was implemented at the three HWRC's located on the Wirral, namely Bidston, Clatterbridge and West Kirby. The Scheme was introduced on 1st October 2009 and remains in place. The pilot is being considered from introduction on 1st October 2009 to 28th February 2010, therefore, the evaluation covers a period of 5 months.

The three Wirral HWRC's were selected for the pilot on the basis of their location. The neighbouring Cheshire HWRC's are already covered by both a commercial vehicle permit scheme and a local residents only permit scheme. Cheshire's schemes therefore prevent trade vehicles from entering their sites, including those that are refused entry to the Wirral sites. This means that unscrupulous traders determined to attempt to illegally deposit waste in a HWRC would have to travel through the tunnels in order to attempt access at other Merseyside sites (South Sefton and Otterspool being the nearest).

Implementation of the Pilot

The Pilot was implemented in accordance with the following implementation programme headings.

- The Authority's own PR and Communications Programme – commenced June 2009.
- Veolia internal staff training and awareness programme – commenced July 2009.
- Applications for Permits accepted by MWDA from 1st September 2009.

- Scheme implemented at sites from 1st October 2009 but with one month amnesty period allowing commercial vehicles to access facilities without a permit.
- Full implementation of Scheme at sites from Monday 2nd November 2009 to date. Only commercial vehicles with a Permit allowed to access the facilities.

PR & Communications

To raise awareness of the Scheme prior to its implementation a significant communications programme was undertaken by the Authority which included radio and newspaper adverts along with an on-site awareness programme including posters and distribution of leaflets at the Wirral HWRC's. Additionally posters were placed in numerous local van hire premises. The Authority's web site was also developed to promote the scheme. Authority officers also undertook awareness raising exercises with various stakeholders including District Council Officers and Members and external Agencies and organisations.

The PR programme commenced in June 2009.

Permits Issued

During the period 1st September to 28th February, 8,226 permits were issued as follows:

Annual Permits	Temporary Permits	Total Permits	Total Households in receipt of either or both permits
3,445	4,781	8,226	4,858

Permits were issued on a site specific basis as follows:

HWRC	Annual Permits	Temporary Permits	Total Permits
Bidston	2,525	3,456	5,981
Clatterbridge	560	896	1,456
West Kirby	360	429	789

Impacts against tonnage and waste streams at the during the Pilot phase

To establish the impact of the Pilot against tonnage and individual waste streams, comparisons have been made to waste arisings at the three Wirral HWRC's incorporated in the Pilot during its term and the waste arisings at the same sites over the same period (October to February) a year ago. In addition to this, arisings at the remaining eleven HWRC's on Merseyside are also considered, in order to compare the effects of the Pilot and identify waste trends that should also be considered in order to accurately determine the effects of the Pilot.

Arisings at the Wirral HWRC's have fallen by 2,916 tonnes or 18.71% during the term of the Pilot in comparison to the same period a year ago. But taking in to account that arisings are down by 5,722 tonnes or 11.85% across the remaining 11 HWRC's it appears that the Pilot has achieved 6.86% across all Pilot sites when compared to the remaining 11 HWRC's. The following waste types are highlighted due to their association with trade deposits at sites:

- Rubble down by 30.93% on Pilot sites (rubble down by 1.02% at other 11 sites); effect of Pilot therefore -26.31%
- Timber down by 10.3% on Pilot sites (timber down by 8.23% at other 11 sites); effect of Pilot therefore -2.07%
- *Disposal - no effect across all Pilot sites but there has been a significant net reduction of -6.88% at Bidston which is the site that has had the majority of Permits issued in relation to it.
- Total throughput down by 18.71% on Pilot sites (throughput down by 11.85% at other 11 sites); effect of Pilot therefore -6.86%

Particular attention is paid to quantities of rubble as this material is considered to be the waste stream most contributed to by traders. Timber is also identified as being of high contribution (identified in the National Study and subsequent report entitled 'Trade Waste Inputs to Civic Amenity Sites' by the Western Partnership for Sustainable Development and Network Recycling).

*It should be noted that disposal tonnages (to landfill) will be affected by site recycling and diversion performance on the sites and therefore not solely influenced by the Scheme. Bidston did however demonstrate a reduction in disposal tonnages, this is demonstrated below. Also, the period of the Pilot covered the Christmas period and lengthy periods of adverse weather which severely disrupted District refuse collection services, Veolia have reported their observations that significant additional bin bag waste was delivered to the HWRC's, this may have diminished any reductions in disposal waste achieved by the Pilot.

On an individual site level the following impacts against tonnages have been achieved against the remaining 11 HWRC's on Merseyside:

Site	Rubble	Timber	Disposal	Total throughput
Bidston	-30.20%	-5.93%	-6.88%	-12.59%
Clatterbridge	-19.76%	No effect	No effect	-1.84%
West Kirby	-29.91%	-7.46%	No effect	-4.46%

It should be noted that the above encouraging achievements are made during the Pilot phase (October 2009 to February 2010) and that October was an amnesty period whereby no vehicles were turned away from the sites irrespective of whether they had a permit or not. It is noteworthy also to consider that the Pilot was undertaken during winter months, which reflect a seasonal dip in tonnages, and that during summer months which provide longer working hours it is reasonable to suspect that greater savings in trade waste such as rubble may be achieved.

As the site with the significant majority of permits issued in relation to it, Bidston demonstrates very encouraging reductions in rubble, timber and disposal.

Impacts against recycling and diversion performance at the Wirral HWRC's during the Pilot phase

In order to consider the impacts of the Pilot against recycling and performance, an identical approach has been taken to that for establishing the impact against tonnages at 3.11.2. Therefore performance is established taking into consideration comparisons of performance over the same period a year ago and also at the eleven remaining HWRC's on Merseyside.

The tables demonstrate the following improvements in recycling and diversion performance at the Pilot sites:

The tables demonstrate Recycling and Composting performance at the Pilot's Wirral HWRC's has increased by 3.47% (44.06% achieved) during the term of the Pilot in comparison to the same period a year ago. But taking in to account that Recycling and Composting performance has risen by 3.29% across the remaining 11 HWRC's it appears that the Pilot has achieved an additional 0.18% in this respect.

Diversion (Recycling + Rubble) performance at the Pilot's Wirral HWRC's has increased by 1.62% (53.91% achieved) during the term of the Pilot in comparison to the same period a year ago. But taking in to account that Diversion performance has risen by 3.75% across the remaining 11 HWRC's it appears that the Pilot has reduced Diversion performance by 2.13%, although performance appears to have 'fallen' in this calculation this is to be expected due to the significant reduction in rubble tonnages across the sites; it is therefore encouraging.

On an individual site basis the Pilot had the following effects on performance year on year:

Bidston HWRC

- Recycling and Composting Performance increased by 0.96% (41.35% achieved)
- Diversion Performance reduced by 1.09% (50.31% achieved)

Clatterbridge HWRC

- Recycling Performance decreased by 0.17% (42.49% achieved)
- Diversion Performance reduced by 2.29% (53.61% achieved)

West Kirby HWRC

- Recycling Performance decreased by 1.24% (50.28% achieved)
- Diversion Performance increased by 4.11% (59.51% achieved)

All 3 HWRC's combined

- Recycling Performance increased by 0.18% (44.06% achieved)
- Diversion Performance decreased by 1.62% (53.91% achieved)

It is noteworthy that the all of the above HWRC's during the Pilot recycled, composted and diverted above the averaged achievement of the remaining 11 HWRC's not covered by the Pilot.

Impact on fly tipping tonnages during the Pilot

Wirral Borough Council when acting as a Waste Collection Authority is responsible for removal of fly-tipped waste in the Borough. This waste is collected and delivered to the Authority's Bidston Transfer Station.

During the period of the Pilot 563 tonnes were delivered to Bidston, over the same period during the previous year 592 tonnes were delivered. This equates to a reduction in fly tipping by 4.9% during the Pilot. There is no apparent correlation between the Pilot and the reduction in fly tipped tonnage and it is reasonable to expect that such reductions are caused outside of the Pilot.

Summary of comments and complaints received during the Pilot

The following comments and complaints were received at the Authority from members of the public:

Quantity	Description
3	Clarification of Access Policy
4	Against principles of the Scheme
2	Technical clarifications
1	Request for more Permits

The above demonstrates that only 10 comments/complaints were received during the period of the Pilot. All were resolved.

Impacts against Waste Management and Recycling Contract costs

Utilising tonnage saved at the Pilot's sites compared against tonnages at the remaining 11 HWRC's the following approximate savings can be demonstrated purely from the Pilot Scheme, in accordance with the Waste Management and Recycling Contract:

- Recyclable Materials £4,048
- Garden Waste £3,250
- Waste Electrical Items £16
- Hazardous Waste £237
- Hardcore/rubble £5,277

The above equates to a total saving of £12,828 during the Pilot Phase.

The above savings, extrapolated across all 14 HWRC's over a 1 year period, equate to a significant saving of approximately £185,400 and would cover the annual costs of providing and running the Scheme. Further details on potential payback and break even tonnage reduction are provided later in this Report.

Appendix 2

HALTON BOROUGH COUNCIL - HWRC ACCESS POLICY

1. Access to Halton Borough Council's Household Waste Recycling Centres (HWRCs) will only be allowed when household waste is delivered by:
 - A resident of Halton,
 - A car (other than those requiring a Permit) with or without a trailer up to 2m long (external box dimensions)
 - An individual, in a vehicle that requires a permit, producing an appropriate and valid vehicle permit at the time of the visit.
 - A vehicle with a trailer (over 2m long and not exceeding 3m long – external box dimensions) with an appropriate and valid permit.
2. Halton Borough Council (The Council) shall maintain a Vehicle Permit Scheme which determines the requirements to access the HWRCs in order to deliver only household waste. For the purpose of the Scheme the following vehicles shall require a permit in order to access the HWRCs;
 - any vehicle without side/rear windows
 - any 'flat back' vehicle
 - any 'pickup' vehicle
 - estate/hatchback cars with rear seats permanently removed
 - estate/hatchback cars with blanked out side/rear windows (not tinted)
3. Vehicles which cannot be driven on a standard UK driving licence shall not be allowed to access the HWRCs for health and safety reasons. This will ensure that the great majority of vehicles categorised above 3.5t gross vehicle weight will be refused access.
4. No trailers greater than 3m long (external dimensions) will be allowed access to the HWRCs for health and safety reasons.
5. For vehicles requiring a permit, the practice of walking into a HWRC with waste from such vehicles parked outside the site in an attempt to avoid the permit scheme is not allowed. The site operator will refuse entry to any individual attempting to do so.
6. The site operator will refuse entry to any individual, whether accessing in a vehicle or walking, who is suspected of attempting to deposit commercial waste at the Council's HWRCs.
7. The Council will take enforcement action against any individual caught depositing commercial waste, or committing other waste offences, at the HWRCs.

REPORT TO: Executive Board

DATE: 23rd September 2010

REPORTING OFFICER: Strategic Director Environment and Economy

SUBJECT: Waste Management Strategy Review

WARD(S): Borough-wide

1.0 PURPOSE OF REPORT

- 1.1 To update Members on the current position in relation to Halton's Municipal Waste Management Strategy and seek Members approval to defer a full review of Halton's Strategy for the reasons outlined in this report.

2.0 RECOMMENDATION: That

- (1) Members approve the deferral of a planned full review of Halton's Municipal Waste Management Strategy for a period of up to a further two years;**
- (2) Members approve the updating of associated supplementary documents, including the Councils Waste Action Plan, to ensure that documents remain up to date and fit for purpose, and that;**
- (3) Members receive further reports once the supplementary documents have been updated and the outcomes of relevant waste policy reviews are known.**

3.0 BACKGROUND

- 3.1 Halton's current Municipal Waste Management Strategy was published in 2008. The Strategy is an update of a previous document and the updating of the Strategy was carried out with Defra direct consultancy support funding. A local consultation exercise was carried out as part of the review and updating process.
- 3.2 As per Defra guidance on producing Waste Management Strategies, a number of supplementary documents were produced to support the Council's 'headline' Strategy document. These documents included a Waste Action Plan that set out Halton's actions to meet the objectives and targets contained within the Strategy. A sustainability appraisal of the Strategy was also completed.

- 3.3 It was intended to carry out a full review of the Council's Municipal Waste Management Strategy in 2010. This was a pledge made in the current document. However, having taken a number of factors into account, it is considered that a full review of Halton's Strategy is not necessary and should not be carried out at this stage. This report provides details of the relevant factors and Members are asked to consider and support a recommendation that the planned full review of Halton's Strategy should be deferred.
- 3.4 Halton is a member of the Merseyside and Halton Waste Partnership. The planned review of Halton's Strategy was timed to coincide with the full review of the Joint Municipal Waste Management Strategy (JMWMS) for Merseyside. As Halton had intended to maintain a separate Strategy to that of the Merseyside authorities, the deferral of the Halton review will not impact upon the review of the Merseyside Strategy.

4.0 SUPPORTING INFORMATION

- 4.1 As a unitary authority, Halton Borough Council is both a waste collection and a waste disposal authority. This means that it does not have the same statutory duty to produce and review its Waste Strategy as 'two tier' authorities, where the waste collection and disposal functions and responsibilities sit with separate authorities.
- 4.2 A comprehensive review of Halton's Strategy will require the use of external consultants to undertake a number of work streams, including a Strategic Environmental Assessment and a public consultation exercise. The review would therefore be costly and it is considered to be a prudent course of action to await the outcome of various issues before carrying out such an exercise, particularly given the current financial pressures facing the authority.
- 4.3 The proposal to defer the review of the Strategy takes into account current guidance, particularly an information note on the review of Joint Municipal Waste Management Strategies published by the Defra Waste Programme in December 2009 which, although aimed at 'two tier' authorities, suggests that authorities will wish to consider the timing of any review of their strategy. A copy of this note is attached as appendix 1. Members will see that the information note states that it may be appropriate for authorities to await the outcome of forthcoming policy consultations before carrying out a review of their strategies.
- 4.4 As the last update of Halton's Strategy was quite recent, the targets, aims and objectives are still relevant. For example, the overall recycling and composting targets are stated as: *at least 30% of household waste recycled or composted by 2010 and at least 40% by 2020*. These are set as realistic targets and are shown as a minimum, and not a maximum, achievement. There is still an aim to exceed 40% recycling and move towards the 50% target in the national waste strategy published in 2007.

- 4.5 Members are advised that there has been no significant change in local circumstances, policy and priorities and as such it is regarded that the Council's current Strategy remains fit for purpose.
- 4.6 The key reasons why it is proposed to not carry out a full review at this stage are summarised below:
- Defra advice note on review of Joint Municipal Waste Management Strategies, December 2009 (see Appendix 1).
 - The costs associated with the review process.
 - The major review of waste policy in England announced by the Environment Secretary in June.
 - Impending legislation has resulted in recent or current Defra consultations (e.g. possible landfill bans) which could substantially change the approach to Halton's Strategy.
 - Carbon targets could form a new basis for performance rather than an emphasis on recycling targets. It remains to be seen if Defra reintroduce statutory recycling targets for each Authority.
 - Halton's current Strategy was only updated in 2008 and is still relevant and fit for purpose.
 - The current Strategy does not prevent Halton from continuing with the existing partnership arrangements for procurement of long term residual waste treatment capacity or from continuing with contractual arrangements already secured for Merseyside and Halton.
 - Halton will continue to update its Waste Action Plan to ensure continued progress in increasing the levels of waste diverted from landfill.
- 4.7 To seek clarification on the situation, Halton was considering sending a position statement to Defra outlining the reasons why Halton proposed not to carry out a comprehensive review of its Strategy at this stage. That position statement included all of the factors outlined in paragraph 4.6 above. Following consideration of the Council's position statement, a reply was received from Defra's Waste Strategy team which stated;
- "We are happy with the decisions you are taking on this – clearly you are taking this responsibility seriously in keeping us informed, and we recognise your reasons for delaying a review at this stage, given the overall policy review that is going on. We are happy with this".*
- 4.8 It is recommended that the supplementary documents that sit under the current headline Strategy, principally the Waste Action Plan, are updated to ensure Halton continues to achieve the aims and objectives set out in the Waste Strategy. This will ensure that Halton continues to make progress towards increasing recycling and reducing waste sent to landfill.

4.9 For the reasons outlined in this report, and in light of the response received from Defra, the recommended course of action is summarised as follows:

- Defer a comprehensive review of Halton's Waste Management Strategy for a period of up to a further 2 years.
- Await the outcome of government reviews, namely the recently announced waste policy review and the review of duties under the Waste and Emissions Trading (WET) Act 2003, before commencing a Strategy review process.
- Continue to update supplementary documents and plans.

5.0 FINANCIAL IMPLICATIONS

5.1 To not undertake a full review of the Council's Waste Strategy should be seen as a prudent measure as it will result in the avoidance of unnecessary spend associated with public consultation, strategic environmental assessment under the SEA directive and in producing a revised Strategy.

6.0 POLICY IMPLICATIONS

6.1 There are no new policy implications as a result of this report.

7.0 OTHER IMPLICATIONS

7.1 There are no other implications arising from this report.

8.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

8.1 Children and Young People in Halton

No direct impact

8.2 Employment, Learning and Skills in Halton

No direct impact

8.3 A Healthy Halton

No direct impact

8.4 A Safer Halton

No direct impact

8.5 Halton's Urban Renewal

No direct impact

9.0 RISK ANALYSIS

- 9.1 There was a perceived risk of challenge by Defra if the Council did not carry out the planned full review of its Municipal Waste Management Strategy, considering the implied policy duty to have a strategy that is fit for purpose. Whilst not a statutory duty for a unitary authority this duty is set out in previous Defra guidance.
- 9.2 This risk has been mitigated by seeking advice from the Defra's waste strategy team as outlined in paragraph 4.7.

10.0 EQUALITY AND DIVERSITY ISSUES

- 10.1 There are no equality and diversity issues as a result of this report.

11.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

- 11.1 There are no background papers within the meaning of the Act

Appendix 1

Information note: review of Joint Municipal Waste Management Strategies

You may be aware that Defra is currently reviewing the duty contained in section 32 of the Waste and Emissions Trading Act 2003 (WET Act) for local authorities in two-tier areas to produce Joint Municipal Waste Management Strategies (JMWMS). The reason we initiated the review was that the Local Authority Performance Framework, which commenced on 1 April 2008, abolished Comprehensive Performance Assessments (CPA) and statutory recycling targets; good performance under either was grounds for exemption from the section 32 duty.

We held informal discussions with key stakeholders in the Spring to take views on a range of possible approaches. We are using their input to define a set of options, on which we are aiming to consult formally in the next few months. Defra is of the view that the provisions in the Joint Municipal Waste Management Strategies (Disapplication of Duties) (England) Regulations 2007 on the duration of exemptions mean that any exemptions that waste authorities are known to have currently can continue until a new policy comes into effect.

Those authorities which are required to have a JMWMS are also required, by section 32(2) of the WET Act, to keep their strategies under review. Defra's current statutory guidance on Municipal Waste Management Strategies, to which authorities must have regard, says that authorities should review their strategies at least every 5 years.

In light of the planned changes to the duty to make strategies, authorities will wish to consider the timing for any review of their strategy. In doing so they should consider the requirements of the WET Act and government guidance, and should seek their own legal advice. The principal factor governing the frequency of review is any changing local circumstances, policy and priorities (for example, a significant change to the projected level of waste arisings). These might require a review to ensure that the strategy remains relevant and up to date. In the absence of any major local change it may be appropriate for authorities to await the outcome of the forthcoming policy consultation before embarking on a review.

Should you have any further queries on Joint Municipal Waste Management Strategies, please contact Philip Walker of Defra's Waste Programme on 020 7238 4376 or email Philip.Walker@defra.gsi.gov.uk.

Defra Waste Programme
December 2009

REPORT TO: Executive Board

DATE: 23rd September 2010

REPORTING OFFICER: Strategic Director – Environment and Economy

SUBJECT: Daresbury Science and Innovation Campus (DSIC) - Joint Venture Partnership Board Nominees

WARDS: Boroughwide

1.0 PURPOSE OF THE REPORT

- 1.1 To appoint a nominee to DSIC Joint Venture Partnership Board.

2.0 RECOMMENDATION: That

- (1) The Chief Executive represents the Borough Council at the DSIC Joint Venture Partnership Board**
- (2) The Chief Executive and the Portfolio Holder for the Physical Environment represent the Borough Council on the Public Sector Joint Venture Board**

3.0 SUPPORTING INFORMATION

- 3.1 In June 2009 authority was given for the Chief Executive to take all necessary steps to establish a Joint Venture Partnership at Daresbury.
- 3.2 A Joint Venture Partner has now been chosen.
- 3.3 As part of the Operational arrangements for the new partnership, two boards have been established; A Joint Venture Board and a Public Sector Joint Venture Board.

The Joint Venture Board comprises three representatives from Langtree and one from each of the public sector partners, i.e. the North West Development Agency, Science and Technology Facilities Council and Halton Borough Council.

- 3.4 The Chief Executive has led the negotiations on behalf of the Borough Council leading to the establishment of the Joint Venture Partnership and it is suggested that he should now act as the Council's representative on the new board.

Regarding the Public Sector Joint Venture Board, this comprises two representatives from each of the three public sector partners. It is

suggested that the Chief Executive and the Portfolio Holder for Physical Environment now act as the Council's representatives on this board.

4.0 POLICY IMPLICATIONS

- 4.1 Daresbury SIC is one of two national science and innovation campuses, the other being Harwell.

The vision for the Daresbury Science & Innovation Campus is to create:

- Nearly 100 acres dedicated to Science & Technology. The largest such Campus in the North.
 - A growth location for world class Science & Technology businesses from SME to Multi-National Corporations.
- 4.2 However in order to realise this ambitious vision it required a commercial vehicle that has the necessary experience, expertise and resources (both financial and professional) to respond rapidly to market opportunities as and when they appear.
- 4.3 The DSIC investment partners (NWDA, Science & Technology Facilities Council (STFC) and Halton Borough Council (HBC)) agreed that procurement of a public/private Joint Venture partnership would be the logical route to secure development of the campus in accordance with the 30 year vision in the master-plan.

5.0 OTHER IMPLICATIONS

- 5.1 Without the establishment of the Joint Venture, Daresbury SIC would need to resort to piecemeal Development dependent on either government funding (if any more were likely to be available), potential interest from speculative developers acquiring land on a long-term lease basis or request from large blue-chips wanting to acquire land for corporate headquarter-type activity. All of these are very speculative in the current economic climate and more difficult to deliver. The natural result is that the momentum of the Campus growth will slow and potentially stall, and Government and other organisations may take the view that Harwell SIC is the more appropriate place to invest.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

A key priority for the Council is to equip our young people with employable skills, which in turn are a key determinant of an individuals life and employment chances. Daresbury SIC presents an opportunity to enable these skills to be realised, particularly in the science, technology and advance manufacturing sectors.

6.2 Employment, Learning and Skills in Halton

The report recognises the role Daresbury Science and Innovation Campus is playing in attracting major businesses to the Borough, thereby improving the Borough's overall employment offer.

6.3 A Healthy Halton

No direct implications

6.4 A Safer Halton

No direct implications.

6.5 Halton's Urban Renewal

Again, Daresbury SIC is contributing to the diversification of Halton's business base and commercial premises portfolio; it is a site that combines high science, research and development and innovation with business opportunity.

7.0 RISK ANALYSIS

- 7.1 As mentioned, the current round of significant cuts in public funding and the forthcoming Comprehensive Spending Review by the government is likely to further reduce the amount of public spending and, therefore, could impact on the speed at which development of the Science and Innovation Campus takes place.

8.0 EQUALITY AND DIVERSITY ISSUES

- 8.1 As part of the tendering process for the joint venture agreement, bidders were required to demonstrate how their proposals would engage with the wider community and contribute to ensuring equality of access for all to the new and emerging opportunities arising from the investment on the campus.

**9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE
LOCAL GOVERNMENT ACT 1972**

Document	Place of Inspection	Contact Officer
Daresbury Science and Innovation Campus Framework	Floor 5 Municipal Building	Wesley Rourke 0151 471 7526 Ext 1150

REPORT TO: Executive Board

DATE: 23 September 2010

REPORTING OFFICER: Strategic Director – Resources

SUBJECT: Review of the Council's Governance Arrangements

WARDS: Borough Wide

1.0 PURPOSE OF THE REPORT

- 1.1 To advise Members of the outcome of the consultation exercise in respect of the Council's Governance arrangements and make recommendations on the model of governance to be adopted.

2.0 RECOMMENDATION: That Executive Board

- (1) **note the outcome of the consultation exercise.**
- (2) **recommend to Council that the Leader with Cabinet model of governance be adopted with effect from May 2011 and the proposals, as detailed in the report, be published.**

3.0 GOVERNANCE ARRANGEMENTS - OPTIONS

- 3.1 A report was submitted to Executive Board on 17 June on the implications of the Local Government and Public Involvement in Health Act 2007 in relation to the Council's governance arrangements and the process for consultation.
- 3.2 Section 62 of the Act modifies the provisions in the Local Government Act 2000 in respect of the forms of Executive which local authorities may operate. It requires the Council to operate one of the following models:-
- Leader and Cabinet Executive (England); or
 - Mayor and Cabinet Executive
- 3.3 The features of the Leader and Cabinet are very similar to those currently being operated by Halton, in that the Leader is appointed by the Council for a term of office. However, whereas this term of office in Halton is currently annual, the Act now requires that the Leader of the Council be appointed either:-
- (i) where the whole Council is elected every four years, until the annual meeting after the next elections; or
 - (ii) where the Council is elected by halves or thirds (as is the case for Halton), until the annual meeting after the Leader's normal day of retirement as a councillor.

- 3.4 The legislation therefore requires the Leader to remain in office for four years or for the remainder of his/her term of office as a councillor. However, the Constitution can also be amended to enable the Council to pass a resolution to agree that a Leader ceases his/her term of office before this statutory period has come to an end. This provision within the Constitution would be required to deal with the circumstances such as the Leader wishing to retire or step down, political change, or the Council wishing to remove the Leader from office.
- 3.5 Under the new legislation, the Leader (rather than the Council as at present) would then appoint his/her own Executive Board of two or more Members up to a maximum of ten (including the Leader), and would be responsible for determining the Executive Members' portfolios and decision-making powers.
- 3.6 The Mayor and Cabinet executive model comprises a directly elected Mayor who appoints two or more Councillors to the Cabinet (again to a maximum of ten Members in total on the Cabinet). The Mayor holds office for four years.
- 3.7 In terms of governance arrangements, recent clarification of the legislation has shown that "no change" is no longer an option for Halton. Whilst the 'new style' Leader and Cabinet Executive is very similar to that in operation in Halton, the Council must pass a resolution to move to one of the two models outlined. The decision on which of the two models to adopt must be taken prior to 31 December 2010 following a consultation period, with the new model coming into effect on the third day after the ordinary elections of councillors in May 2011. In these circumstances, the Council's proposals must now be published, and a final report must be brought to Council in December.

4.0 CONSULTATION

- 4.1 As Halton must make a formal resolution on the model it is to adopt by 31 December 2010, a period of consultation has taken place. Information about the new arrangements have been published on the Council's website.
- 4.2 The consultation period expired on 10 September 2010 and no representations or comments have been received.

5.0 PUBLISHING PROPOSALS

- 5.1 It is recommended that the following proposals be published:
- (a) The Leader and Cabinet Executive model of governance be adopted;

- (b) The Leader be appointed until the annual meeting after the Leader's normal day of retirement as a Councillor;
- (c) Provision be made in the Constitution to enable the Council to pass a resolution to agree that the Leader ceases his/her term of office before this statutory period has come to an end, if required;
- (d) The Leader appoint his/her own Executive Board of two or more Members up to a maximum of ten (including the Leader).

6.0 POLICY IMPLICATIONS

- 6.1 There are no policy implications associated with this report.

7.0 OTHER IMPLICATIONS

- 7.1 There are no other implications associated with this report.

8.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

8.1 Children and Young People in Halton

None.

8.2 Employment, Learning and Skills in Halton

None.

8.3 A Healthy Halton

None.

8.4 A Safer Halton

None.

8.5 Halton's Urban Renewal

None.

9.0 RISK ANALYSIS

- 9.1. The Council must ensure that it has an appropriate governance framework in place to comply with the new requirements. Failure to do this could have potentially significant consequences for the Authority in relation to external assessments and public confidence.

10.0 EQUALITY AND DIVERSITY ISSUES

- 10.1 There are no Equality and Diversity issues associated with this report..

**11.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE
LOCAL GOVERNMENT ACT 1972**

Document	Place of Inspection	Contact Officer
Local Government and Public Involvement in Health Act 2007	Legal Services, Municipal Building Kingsway Widnes	Christine Lawley or Mark Reaney

REPORT TO: Executive Board

DATE: 23 September 2010

REPORTING OFFICER: Strategic Director – Resources

SUBJECT: Review of the Constitution

WARDS: Borough Wide

1.0 PURPOSE OF THE REPORT

- 1.1 To seek the approval of the Council to the revised Call-In Procedure and rules of debate for inclusion in the Constitution.

2.0 RECOMMENDATION: That Executive Board recommend to Council that the revised Call-In Procedure and rules of debate as detailed in the Appendix be approved.

3.0 BACKGROUND

- 3.1 At the meeting of the Executive Board held on 18 May 2010 a number of changes to the Constitution were approved. Annual Council on 21 May 2010 approved the recommendations of Executive Board.
- 3.2 The Executive Board also resolved that a cross party Constitution Working Group be established to consider changes to the Call-In Procedure and the proposals submitted by the Liberal Democratic Group and Conservative Group.
- 3.3 The Working Group met on 12 July 2010 and agreed the following:
- (i) Executive Board be recommended to approve the suggested revised text for Call-In as detailed in the Appendix;
 - (ii) With the exception of the suggestion in respect of training, Executive Board be recommended not to support the suggestions submitted by the Liberal Democrat Group and the Conservative Group;
 - (iii) All Councillors be offered training led by the Operational Director, Legal & Democratic Services to explain the key issues of the Constitution.

4.0 POLICY, FINANCIAL AND OTHER IMPLICATIONS

- 4.1 Any other required changes during the period 2010/11 will be the subject of further reports.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

None.

5.2 Employment, Learning and Skills in Halton

None.

5.3 A Healthy Halton

None.

5.4 A Safer Halton

None.

5.5 Halton's Urban Renewal

None.

6.0 RISK ANALYSIS

- 6.1. The Council needs to ensure that its Constitution is regularly updated so that it continues to support efficient, transparent and accountable decision-making by the authority.

7.0 EQUALITY AND DIVERSITY ISSUES

- 7.1 There are no Equality and Diversity issues associated with this report..

8.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972

None under the meaning of the Act.

APPENDIX**9. Call in**

Any matter decided by the Executive Board or the Executive Board Sub-Committee/Sub-Board may be called in not later than 5 working days after the publication of the Minutes of the Executive Board or Executive Board Sub-Committee /Sub-Board which decided the matter. At least ten Members of the Council or five Members of the relevant Policy and Performance Board with responsibility for the matter decided by the Executive Board or Executive Board Sub-Committee /Sub-Board, must apply in writing to the Chief Executive on the requisite form for the matter to be called in. Any matter called in must be considered at the next meeting of the Council which will have power to affirm or reject the decision. If rejected, the Council may refer the decision back to the Executive Board or Executive Board Sub-Committee/Sub-Board for further consideration. The call-in procedure can only be used once in relation to any particular decision. Once the procedure has been used and a decision confirmed or rejected by the Council, the decision cannot be re-considered.

Once a call-in application is made it cannot be withdrawn after the expiry of the call-in period, namely, after five working days following the publication of the Minutes of the Executive Board or Executive Board Sub-Committee /Sub-Board which decided the matter, unless the notice of withdrawal is signed by the same people who signed the call-in notice. Prior to the expiry of the 5 working day period, a signature to a call-in application can be withdrawn at any time. Any notice of withdrawal will only take effect if it is in writing to the Chief Executive. If a signature is withdrawn prior to the expiry of the 5 working day period, the proposer will be advised and will need to obtain an alternative signature and notify the Chief Executive within the five day period.

The call- in procedure only applies to the Executive Board and Executive Board Sub-Committee /Sub-Board.

Decisions requiring immediate action and so specified in the minutes of the Executive Board or Executive Board Sub-Committee /Sub-Board are excluded from 'call-in'.

Procedure when a Call-in is received

- (1) Notification of call-in received on the requisite form.
- (2) The Chief Executive will confirm that the call-in is valid (i.e. is correctly signed by the required number of signatories, is a decision made by the Executive Board or Executive Board Sub-

committee /Sub-Board and was not excluded from the call-in procedure on the grounds of urgency).

- (3) Call-in item included on the next Council Summons; the following details will be included:
 - the name of the proposer;
 - the name of the seconder; and
 - the reason for call-in.
- (4) Call-in item is considered by Council as detailed in the 'Rules for Debate for Call-in'. Council can either affirm or reject the original resolution or can send it back for re-consideration by the original decision-making body (i.e. Executive Board or the Executive Board Sub-Committee /Sub-Board).
- (5) Decision of Council is implemented.

Rules of Debate for Call-in

- (1) A call-in shall not be discussed unless it has been proposed and seconded.
- (2) The Proposer shall have a maximum of five minutes to address Members to explain his reasons for the call-in.
- (3) A Member, when seconding the call-in may, if he then declares his intention to do so, reserve his speech until a later period of the debate.
- (3) A Member when speaking shall stand and address the Mayor; if two or more Members rise, the Mayor shall call on one to speak. The other or others shall then sit. While a Member is speaking the other Members shall remain seated, unless rising to a point of order or in personal explanation.
- (4) A Member shall direct his speech to the call-in under discussion or to a personal explanation or to a point of order. No speech shall exceed five minutes except by consent of the Council, which shall be signified without discussion.
- (5) The Chairman of the relevant decision making body or the relevant Portfolio which is the subject of the call-in, has the right to speak on the matter for a maximum of five minutes.
- (6) Finally, the Proposer of the call-in shall have a right to reply to a maximum of five minutes.

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