



**Children, Young People and Families
Policy and Performance Board**

**Thursday, 5 January 2012 at 6.30 p.m.
Civic Suite, Town Hall, Runcorn**

A handwritten signature in black ink that reads 'David Walsh'.

Chief Executive

BOARD MEMBERSHIP

Councillor Mark Dennett (Chairman)	Labour
Councillor Margaret Horabin (Vice- Chairman)	Labour
Councillor Marjorie Bradshaw	Conservative
Councillor Arthur Cole	Labour
Councillor Frank Fraser	Labour
Councillor Mike Fry	Labour
Councillor Miriam Hodge	Liberal Democrat
Councillor Peter Lloyd Jones	Labour
Councillor Kath Loftus	Labour
Councillor Joan Lowe	Labour
Councillor Norman Plumpton Walsh	Labour
Miss Elizabeth Lawler	Co-optee

*Please contact Michelle Simpson on 0151 471 7394 or e-mail
michelle.simpson@halton.gov.uk for further information.*

The next meeting of the Board is on Monday, 20 February 2012

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

Part I

Item No.	Page No.
1. MINUTES	
2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)	
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.	
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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: Children, Young People and Families Policy & Performance Board

DATE: 5 January 2012

REPORTING OFFICER: Strategic Director, Policy and Resources

SUBJECT: Public Question Time

WARD(s): Borough-wide

1.0 PURPOSE OF REPORT

- 1.1 To consider any questions submitted by the Public in accordance with Standing Order 34(9).
- 1.2 Details of any questions received will be circulated at the meeting.

2.0 RECOMMENDED: That any questions received be dealt with.

3.0 SUPPORTING INFORMATION

3.1 Standing Order 34(9) states that Public Questions shall be dealt with as follows:-

- (i) A total of 30 minutes will be allocated for dealing with questions from members of the public who are residents of the Borough, to ask questions at meetings of the Policy and Performance Boards.
- (ii) Members of the public can ask questions on any matter relating to the agenda.
- (iii) Members of the public can ask questions. Written notice of questions must be given by 4.00 pm on the working day prior to the date of the meeting to the Committee Services Manager. At any one meeting no person/organisation may submit more than one question.
- (iv) One supplementary question (relating to the original question) may be asked by the questioner, which may or may not be answered at the meeting.
- (v) The Chair or proper officer may reject a question if it:-
 - Is not about a matter for which the local authority has a responsibility or which affects the Borough;
 - Is defamatory, frivolous, offensive, abusive or racist;
 - Is substantially the same as a question which has been put at a meeting of the Council in the past six months; or

- Requires the disclosure of confidential or exempt information.
- (vi) In the interests of natural justice, public questions cannot relate to a planning or licensing application or to any matter which is not dealt with in the public part of a meeting.
- (vii) The Chairperson will ask for people to indicate that they wish to ask a question.
- (viii) **PLEASE NOTE** that the maximum amount of time each questioner will be allowed is 3 minutes.
- (ix) If you do not receive a response at the meeting, a Council Officer will ask for your name and address and make sure that you receive a written response.

Please bear in mind that public question time lasts for a maximum of 30 minutes. To help in making the most of this opportunity to speak:-

- Please keep your questions as concise as possible.
- Please do not repeat or make statements on earlier questions as this reduces the time available for other issues to be raised.
- Please note public question time is not intended for debate – issues raised will be responded to either at the meeting or in writing at a later date.

4.0 POLICY IMPLICATIONS

None.

5.0 OTHER IMPLICATIONS

None.

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 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

8.1 There are no background papers under the meaning of the Act.

REPORT TO: Children, Young People and Families Policy and Performance Board

DATE: 5 January 2012

REPORTING OFFICER: Chief Executive

SUBJECT: Executive Board Minutes

WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

- 1.1 The Minutes relating to the Children and Young People Portfolio which have been considered by the Executive Board and Executive Board Sub are attached at Appendix 1 for information.
- 1.2 The Minutes are submitted to inform the Policy and Performance Board of decisions taken in their area.

2.0 RECOMMENDATION: That the Minutes be noted.

3.0 POLICY IMPLICATIONS

- 3.1 None.

4.0 OTHER IMPLICATIONS

- 4.1 None.

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 None.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

8.1 There are no background papers under the meaning of the Act.

APPENDIX 1

Extract of Executive Board Committee Minutes Relevant to the Children, Young People and Family's Policy and Performance Board

EXECUTIVE BOARD MEETING HELD ON 13 OCTOBER 2011

EXB54 HALTON CHILD AND FAMILY POVERTY STRATEGY 2011-2013 - KEY DECISION

RESOLVED: That the Sustainable School Travel Policy be approved for implementation from September 2011.

EXB31 – BSF LOCAL EDUCATION PARTNERSHIP (LEP) STRUCTURE

The Board considered a report of the Strategic Directors, Policy and Resources and Children and Enterprise, on the Halton Child and Family Poverty Strategy 2011-13.

The Board was advised that the Child and Family Poverty Act 2010, created a Government commitment to eradicate child poverty by 2020. Specific duties imposed upon local authorities and designated partners included:

- To co-operate to mitigate the effects of child poverty;
- To prepare a local child poverty needs assessment;
- Child poverty to be taken into account when preparing or revising the Sustainable Community Strategy; and
- To produce a local joint child poverty strategy.

The Board noted that the European Union's working definition of poverty, which had been adopted by authorities in the Liverpool City Region was:-

“Persons, families and groups of persons, whose resources (material, cultural and social) are so limited as to exclude them from the minimum acceptable way of life in the Member State to which they belong.”

It was noted that the definition recognised that poverty was about effective exclusion from ordinary living patterns, customs and activities, such as income poverty, difficulty accessing quality services such as housing, health and education, as well as the ability to participate in the community and to engage in social activities. In addition, it had a negative impact on experience of education and training and affected the transition to independence.

The Board was further advised that the draft strategy had been subject to extensive consultation and was formally endorsed by the Halton Strategic Partnership Board in September 2011.

Reason for Decision

The Child Poverty Act 2010 placed a duty upon the Council and key partners to complete a child poverty needs assessment and a strategy for the elimination of child poverty across the local authority by 2020.

Alternative Options Considered and Rejected

The option of not developing a strategy for the elimination of child poverty in Halton was precluded by the duties placed upon the Council by the Child Poverty Act 2010.

The process of developing the strategy had been overseen by a multi-agency steering group, chaired by the Portfolio holder for Children, Young People and Families.

During the development of the Strategy, over 30 partner organisations and services had participated together with a wide range of local residents and service users.

Implementation Date

October 2011, upon formal adoption by the Council and partners.

RESOLVED: That the Child and Family Poverty Strategy 2011-13 be approved.

EXECUTIVE BOARD MEETING HELD ON 3 NOVEMBER 2011

EXB61 BASIC NEED CAPITAL ALLOCATION 2011-12 - KEY DECISION

The Board considered a report of the Strategic Director, Children and Enterprise, which provided an update on the capital projects to be funded from the Basic Need Capital Allocation 2011/12.

The Board was reminded that in December 2010, the Government had announced the schools capital grant allocations for 2011/12, which included an allocation of £1,689,618 for Basic Need. In July 2011, the Board had approved the development of capital projects to address basic need at Windmill Hill

Primary School, Weston Primary School, Lunts Heath Primary School and St Bede's Catholic Infant and Junior Schools.

It was noted that the funding had been allocated in recognition of the significant pressures faced by local authorities in the provision of additional school places, particularly in the primary sector. The additional pressure on primary places was due to rising birth rates and changed migration patterns.

The report summarised the current position for each of the schools listed in terms of building projects, together with indicative costs. The work proposed would allow the Council to continue to meet its requirement to enhance the learning environment in schools and provide sufficient accommodation for increased pupil numbers.

RESOLVED: That

- 1) the proposals to be funded from the Basic Need Capital allocation be approved; and
- 2) Council be recommended to approve the submission of the projects.

EXB62 PROPOSAL FOR USE OF LOCAL EDUCATION PARTNERSHIP (LEP) BY WARRINGTON BOROUGH COUNCIL- KEY DECISION

The Board considered a report of the Strategic Director, Children and Enterprise on the proposal to use the Halton Local Education Partnership (LEP) by Warrington Borough Council.

Members were advised that in April 2009, Halton and Warrington Borough Councils agreed to a Memorandum of Understanding to jointly procure a LEP. Following changes to the Building Schools for the Future (BSF) programme, Warrington withdrew from investing in the LEP as well as being party to the Strategic Partnering Agreement, in August 2010.

The Board was reminded that the Halton BSF had established a public private partnership to deliver two sample schools and any other capital schemes. The partnership was a jointly owned company in which the Council had a 10% share and would benefit from any other capital project procured through the LEP, as future capital projects would deliver an income stream for shareholders.

It was noted that use of the LEP to deliver Warrington Capital Projects alongside Halton schemes, would improve the viability of the LEP and have the added benefit of establishing it as a regional procurement vehicle.

Reason for Decision

The wish to take advantage of the gains to be achieved by the collaboration, and to take advantage of the substantial opportunity which presented itself.

Alternative Options considered and Rejected

Consideration had been given to not supporting collaboration with Warrington. However, Warrington had already invested in the development of the LEP and any future capital projects approved would financially benefit Halton.

Implementation Date

Agreement was needed to proceed by 11 November 2011.

RESOLVED: That

- 1) the actions taken to date in respect of the agreement for Warrington Borough Council to use the Halton Local Education Partnership to procure future capital schemes be endorsed;
- 2) the proposal to enter into collaborative arrangements with Warrington Borough Council for the purposes of allowing them to use Halton Local Education Partnership for the provision of future capital schemes be agreed;
- 3) the arrangements in (b) above, be subject to the agreement of a deed of assignment of the Strategic Partnering Agreement which was an agreement between Halton Transformational Partnership and Halton Borough Council; and
- 4) it be ensured that the deed of assignment be in such detailed drafting as may be agreed by the Operational Director, Legal and Democratic Services, but the form of such Memorandum, as set out in the report, be approved.

EXB64 POSITIVE YOUTH PROVISION TENDER- KEY DECISION

The Board considered a report of the Strategic Director, Children and Enterprise which provided an update on the progress made on the re-commissioning of the Positive Youth Provision Tender.

The Board was reminded that since 2009, Halton's Youth Service had been provided by Action for Children. Further developments in the participation of young people in service design and delivery, such as the new Children's Shadow Trust Board, local area youth forums and youth cabinet, had taken place. Work had also been undertaken on the development of a community based approach

to support the sustainability of future youth provision through the Integrated Youth Support Service (IYSS) community funding grant.

It was noted that the Local Authority was required to provide a youth provision for 11-19 year olds (and up to 25 year olds for young people with additional needs). As described in Halton's Children and Young People's Plan, a comprehensive, effective youth provision would be an important aspect to ensure a real difference could be made to young people across the range of priorities in Halton.

Attached to the report were draft Service Specifications for the three areas of the Positive Youth Provision for Members' consideration.

Reason For The Decision

To agree the redesign of Youth Provision in Halton.

Alternative Options Considered and Rejected

Maintaining the current provision was considered, however, the reduction in budget and emphasis on positive youth services had necessitated the change.

Implementation Date

The new service would need to be fully operational by April 2012.

RESOLVED: That

- 1) the report be noted; and
- 2) the proposed re-designed from a traditional Youth Service, with provision to include a reduction in age to 10 years, be approved.

EXECUTIVE BOARD MEETING HELD ON 17 NOVEMBER 2011

EXB68 OFSTED'S ANNUAL CHILDREN'S SERVICES ASSESSMENT- KEY DECISION

The Board considered a report of the Strategic Director, Children and Enterprise, informing them of the Ofsted Statutory Annual Children's Assessment 2011.

The annual assessment of Children's Services took into account the inspection results of all settings and services for children, from Early Years, Primary, Secondary and Post -16 as well as specialist provision including those outside of Local Authority control.

The assessment letter, attached as an appendix, indicated that Halton's Children's Services performed well, and that this level had been maintained from 2010 to 2011. It also acknowledged the improvements made during the past 12 months and areas for improvement. The Board wished to place on record their congratulations to all staff that had contributed to the outcome of this Assessment.

The Board was informed that the letter would be the subject of detailed consideration and action by both the Halton Safeguarding Children Board and Halton's Children's Trust.

Reasons for Decision

To inform Executive Board of Ofsted's Statutory Annual Children's Services Assessment for 2011, reporting on the quality of services for children and young people in Halton. This letter included findings from across Ofsted's inspection and regulation of services and settings for which the local authority had strategic or operational responsibilities, either alone or in partnership with others, together with other published data.

Alternative Options Considered and Rejected

A draft version of this letter was reviewed and approved by the Strategic Director, Children and Enterprise for factual accuracy before being submitted to Executive Board. The Ofsted Children's Services Annual Assessment letter is also accessible to the public on the Ofsted website.

Implementation Date

The Ofsted letter would be the subject of detailed consideration and action by both Halton Safeguarding Children Board and Halton's Children's Trust, following publication on 8th November 2011.

RESOLVED: That it be noted that

- 1) Ofsted's judgement that Children and Young People's services in Halton continued to be performing well; and
- 2) the large majority of services, settings and institutions inspected by Ofsted were judged to be good or better.

EXB69 TRADED SERVICES SCHOOL IMPROVEMENT SERVICES

The Board considered a report of the Strategic Director, Children and Enterprise which provided an update on Traded Services School Improvement Services.

The Board was reminded that, at its meeting on 30 June 2011, it had approved the appointment of Serco Limited as the preferred bidder to form a Partnership between Halton and Warrington Borough Councils to provide school improvement services across the two authorities.

Staff previously employed by both authorities transferred to the Partnership, (which was named Aspire), on 1 September 2011. The menu of services previously provided by the local authority would be provided through the Traded Services Partnership. It was noted that 37 schools and 2 Pupil Referral Units in Halton had subscribed to Aspire for the provision of school improvement services.

The Board was advised that Halton Borough Council retained its statutory role in improving underperforming schools and the local authority had powers of intervention, as outlined in the Education Bill (expected to become law by the end of November 2011).

The report and attachment at Appendix 4b provided details of the current management structure for Members' information.

RESOLVED: That the report and the progress made since June 2011 be noted.

EXECUTIVE BOARD SUB MEETING HELD ON 17 NOVEMBER 2011

ESB55 SOCIAL WORKER CRITICAL SKILLS TRAINING

The Sub Committee was advised that in February 2011 Ofsted conducted a three yearly inspection of Safeguarding and Looked After Children services. Ofsted made 22 separate judgements with 12 areas graded as good and 10 as outstanding. An area identified as needing improvement was that social workers must:

“Ensure that the quality of core assessment and plans for children in need and children in need of protection is consistently good and addresses both the risk and protective factors as well as the implications of the family history”.

It was noted that the training needs of Social Workers were addressed by the Tools for Staff Working with Children & Young People training programme, most of which was delivered in house. However, occasionally there was also a need to use an external specialised provider.

It was proposed to waive Standing Orders to enter into a contract to appoint Afta Thought to deliver social worker critical skills training, without conducting a tender exercise. The reason being that:

- Afta Thought delivered high quality training and are particularly skilled in using actors for training sessions that tackle sensitive issues;
- feedback from social workers, who had previously attended courses, was always very positive and there is a higher transfer rate to practice;
- there was no other provider who were able to deliver this highly specialised training;
- there was not enough time to go out to tender if we are to comply with the action set by Ofsted.

Members noted that future external training courses with specialist providers would be subject to a procurement exercise.

RESOLVED: That

1. under Procurement Standing Order 1.8.2 (e) SOs 4.1 be waived in respect of Afta Thought Training Consultancy Ltd; and
2. the Divisional Manager for Child Protection and Child in Need be authorised to enter into a contract with Afta Thought Ltd as the only provider of Social Worker Critical Skills Training of two days x two at a cost of £9,500.

EXECUTIVE BOARD SUB MEETING HELD ON 1ST DECEMBER 2011

ESB59 WAIVER OF PROCUREMENT STANDING ORDERS CONTRACTED SERVICES FOR SPEECH AND LANGUAGE THERAPY

The Sub Committee considered a report of the Strategic Director Children and Enterprise which requested a waiver of Standing Orders in order to award a contract for the provision of Speech and Language Therapy services without obtaining quotes. For several years, the Council had commissioned Speech and Language Therapy services from Halton & St Helens Primary Care Trust's Paediatric Speech and Language Therapy Service. The service assists the Council in addressing speech, language and communication needs in the 0-5 age group and those with Special Educational Needs.

Members were advised that Halton & St Helens Primary Care Trust had been the only practicable provider for this service due to clinical requirements and both previous and existing partnership arrangements. In addition although provision of this service may be available from other NHS organisations contracting arrangements would have a significant negative impact from both a financial and operational perspective as the Council and the NHS currently fund the service on a shared cost basis. Also withdrawal of Council funding at this stage of NHS transitional developments would severely disrupt service delivery

with anticipated increased costs impacting on vulnerable children, young people and families.

It was noted that in accordance with Government policy, Bridgewater Community Healthcare NHS Trust was in the process of re-organisation and restructuring which may result in changes to their delivery and costs for Speech and Language Therapy over the next two years. It was proposed that officers would keep the situation under review to ensure the method of service delivery remained the most cost effective option for the Council.

RESOLVED: That

1. in light of the exceptional circumstances set out in the report, for the purpose of Standing Order 1.8.2, Procurement Standing Orders 3.1 to 3.7 be waived on this occasion in order to extend existing contracts with Bridgewater Community Healthcare NHS Trust for the provision of Speech and Language Therapy services to children and young people aged 0-5 years and those who have Special Educational Needs, in order to ensure continuous care and support; and
2. the Strategic Director, Children and Young People be authorised, in conjunction with the portfolio holder for Children Young People and Families, to enter into the above contracts for an additional year from April 2012 to the end of March 2013.

REPORT TO: Children, Young People and Families Policy and Performance Board

DATE: 5 January 2011

REPORTING OFFICER: Chief Executive

SUBJECT: Special Strategic Partnership Board minutes

WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

1.1 The Minutes relating to the Children and Young People's Portfolio which have been considered by the Special Strategic Partnership Board are attached at Appendix 1 for information.

2.0 RECOMMENDATION: That the Minutes be noted.

3.0 POLICY IMPLICATIONS

3.1 None.

4.0 OTHER IMPLICATIONS

4.1 None.

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 None.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

8.1 There are no background papers under the meaning of the Act.



Halton Children's Trust

Minutes of Executive Group Meeting held on Tuesday 18th October 2011 2.00pm, Marketing Suite, Municipal Building Widnes

Gerald Meehan	Strategic Director of Children's Services, HBC (Chair)
Ann McIntyre	Operational Director, Children's Organisation and Provision
Julia Rosser	Public Health Specialist Registrar, Halton & St Helens PCT
Mark Grady	Children's Trust Principal Officer, HBC
Simon Clough	Divisional Manager, 14 – 19 Services
Lorraine Crane	Divisional Manager, IYSS, HBC
Nigel Moorhouse	Operational Director, Children & Families Services, HBC
Steve Nyakatawa	Operational Director, Learning and Achievement, HBC
Jane Lunt	Operational Director, Child & Family Health, Halton & St Helens PCT
Emma Taylor	Divisional Manager, Team Around the Family Runcorn, HBC
Paula St Aubyn	Divisional Manager, Safeguarding, Quality and Review, HBC
Diane Spruson	Area Manager, Connexions
Gareth Jones	Warrington & Halton Youth Offending Team
Karen Hickey	Assistant Policy Officer, HBC (minutes)

Apologies

Katharine Evans	Lead Engagement Officer, CYP Voluntary Sector Partnership
Jonathan Potter	Divisional Manager, Team Around the Family Widnes, HBC
Michelle Bradshaw	Assistant Director, Child & Family Services, Halton & St Helens PCT

In Attendance

Christine Taylor	Divisional Manager, Children in Care, HBC
Dwayne Johnson	Strategic Director, Communities, HBC
Andrew Leadbetter	Policy Officer, Corporate and Organisational, HBC
Hazel Coen	Divisional Manager, Performance and Improvement

Item		Action
1.0	MATTERS ARISING from 06.09.11	
1.1	The minutes were agreed as an accurate record. All outstanding actions have been completed.	
1.2	Levels of Need: a draft report has been produced and will be presented to next Children's Trust Executive meeting	NM
1.3	Early Intervention: a working group has been set up and will report to the next commissioning partnership meeting.	
2.0	ITEMS FROM GUEST SPEAKERS	
2.1	Children in Care Partnership Board and Strategy The multi-agency Children in Care Strategy has recently been reviewed and re-drafted, and this was presented to the Executive Group for endorsement. A Children in Care Partnership Board has been established and is responsible for promoting the responsibility of the	

<p>2.2</p>	<p>council and its partners as corporate parents. In addition the Children in Care Council, made up of young people in care and care leavers, feeds into the development of services for Children in Care. An action plan has been developed in conjunction with the strategy. The Executive group endorsed the Strategy and action plan.</p> <p>Public Health Structures Consultation</p> <p>Dwayne Johnson outlined the changes which will be brought about by the proposed transfer of Public Health to local authority control from 2013. A Director of Public Health will be appointed within the council, and will be directly accountable to the Strategic Director of Communities. Transfer of public health teams will be complex as the current teams also cover Halton and St Helens, but this is currently being addressed. The group discussed the need to explore different ways of working in order to achieve the targets set out in the JNSA and the Children and Young People's Plan.</p> <p>The Executive group agreed for the following actions to be taken to the Board for consideration:</p> <ul style="list-style-type: none"> • The Trust need to consider the public health agenda and how to reflect the role of public health into the full range of services • The Trust need to consider if we would we need specialist staff within public health to represent children and young people <p>Both issues to be discussed at the next Executive Group meeting on the 29th November.</p> <p>A briefing will also be provided on the Marmot review at the next Children's Trust Executive meeting</p>	<p>JL/JR</p> <p>JL/JR</p>
<p>2.3</p>	<p>Child and Family Poverty Strategy</p> <p>The strategy has now been finalised and has been approved by the Council's Executive Board. The Child and Family Poverty steering group have been tasked with identifying indicators for child poverty. The steering group will provide 6 monthly updates to the Executive Group. ET to provide amendments with reference to Team around the Family. The Executive Group endorsed the Strategy and action plan with these amendments incorporated.</p>	<p>ET</p>
<p>3.0</p>	<p>PRIORITIES</p>	
<p>3.1</p>	<p>Improve outcomes for children and young people through effective joint commissioning</p> <ul style="list-style-type: none"> • An issue has been identified regarding funding bids from external organisations for provision of services for children and young people, as currently services are being provided which the Trust is unaware of and this may impact on future funding bids for the borough. AMc requested for a letter to be sent out on behalf of the Trust to partner agencies to address this issue. The Executive Group agreed this, letter to be drafted on behalf of Cllr Swain. • A lead on workforce needs to be identified for the commissioning partnership as Jonathan Potter will soon be leaving the authority. 	<p>AMc</p>

- A celebration event has been proposed to highlight best practice across the Trust and achievements to date.
- An operational group has been established to address teenage pregnancy.
- Opportunities for C-card services expansion is currently being explored
- Provision of youth services is currently out to tender
- Focus is being maintained on priorities in light of the current changes within the NHS
- An Infant Feeding Co-ordinator is currently being recruited via Bridgewater Trust, to ensure pathways are maintained and further developed for infant feeding support services.

NM requested that greater focus is given to the 19 programmes recommended from the Allen report, in order to identify services needed.

3.2 **Improve outcomes for children and young people through embedding integrated processes to deliver early help and support**

- The E-safety and Anti-bullying groups both now report into the EHAS group.
- Funding is being requested from schools for contribution to supporting IWST services
- A co-location model which has been established at Warrington Road children's centre is currently being reviewed, with positive feedback so far
- An Early Help and Support event is planned for December
- CAF training has been recently re-designed and will now be delivered in-house
- The Levels of Need Framework draft report has been received and is currently being circulated for consultation. Early indications are that the levels 3a and 3b will be redesigned.
- A Team Around the Family early help panel is currently being modelled, this is expected to be established by January.

3.3 **Improve outcomes for our most vulnerable children and young people by targeting services effectively**

- The deadline for the action for educational needs of children in care has been amended
- An Early Years integration team is currently being established
- An analysis has been conducted of the widening gap between children receiving free school meals and those who are not
- Data for attainment of vulnerable groups is currently awaiting validation, early indications show that the gap is widening by a small percentage, however it is still narrower than comparable areas and significant achievements are still being made
- A minimum bursary of £15 per week will be available to all young people who were on free school meals at school who wish to go into post 16 education

4.0	<p>INFORMATION ITEMS</p> <p>4.1 NEET Discussion Information released during summer showed that the NEET figures had increased by 33%, however on more detailed investigation this is due to 3 reasons:</p> <ul style="list-style-type: none"> • The age of the cohort has been extended to cover aged 19 • The residency measured has been changed • The status of 'not known' children is now measured from July/August, which means that young people who have not enrolled on courses at that point are now included in the count. <p>Therefore in summary the information does not provide comparable data with previous years, and this is expected to change with subsequent data released.</p> <p>4.2 HSCB/Children's Trust Joint Event 2012 Suggestions for topics for the joint event were highlighted within the report. The date of the event is anticipated to be in early March. GM proposed that the event focuses on the Children's Trust priorities, and promoting these to staff. Date to be agreed for submission to Board meeting on the 3rd November.</p> <p>4.3 Children and Families Services Audit The audit was conducted with additional research on this occasion and included conversations with individuals. GM proposed that future audits include the journey of the child.</p> <p>4.4 CAF Audit Feedback The audit showed clear commitment from the Think Family forum. Children and families views were recorded, but not consistently. GM highlighted that the audits are very helpful.</p> <p>4.5 NHS Reforms Update Over the next few months some NHS staff will be taking voluntary redundancy/retirement. The remaining staff will be clustered into new arrangements.</p> <p>4.6 Orthoptic Screening Catch up Programme A gap in provision has meant that a significant number of children have not had their screening. This will now be done via schools.</p> <p>4.7 Performance Framework, Sustainable Community Strategy 2011- 16 The performance indicators were agreed at the previous Executive Group meeting, however some amendments have since been made to the targets. The group noted the new targets.</p> <p>4.8 Minutes from HSCB Board and Executive Meetings The minutes were circulated to the group for information.</p>	MG
5.0	<p>AOB</p> <p>Date and Time of Next Meeting</p>	

	<ul style="list-style-type: none"> • 29th November, Civic Suite, Runcorn Town Hall • Meeting dates for 2012 are attached below  <p>2012 Childrens Trust Exec Group meeting c</p>	
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Outstanding Actions to date:

Item	Action Required	Who by	When by
1.2	Levels of Need: a draft report has been produced and will be presented to next Children's Trust Executive meeting	NM	22 nd Nov
2.2	<p>Public Health Structures Consultation</p> <p>The Executive group agreed for the following actions to be taken to the Board for consideration:</p> <ul style="list-style-type: none"> • The Trust need to consider the public health agenda and how to reflect the role of public health into the full range of services • The Trust need to consider if we would we need specialist staff within public health to represent children and young people <p>Both issues to be discussed at the next Executive Group meeting on the 29th November.</p> <p>A briefing will also be provided on the Marmot review at the next Children's Trust Executive meeting</p>	<p>JL/JR</p> <p>JL/JR</p>	
2.3	<p>Child and Family Poverty Strategy</p> <p>ET to provide amendments with reference to Team around the Family</p>	ET	
3.1	<p>Commissioning Priorities</p> <p>AMc to draft letter on behalf of John Swain regarding current funding bid issues with partners</p>	AMc	
4.2	Date to be agreed for HSCB joint event for submission to Board on 3 rd November	MG	



Halton Children's Trust

Minutes of Executive Group Meeting held on Tuesday 29th November 2011 2.00pm, Civic Suite, Runcorn Town Hall

Gerald Meehan	Strategic Director of Children's Services, HBC (Chair)
Ann McIntyre	Operational Director, Children's Organisation and Provision
Julia Rosser	Public Health Specialist Registrar, Halton & St Helens PCT
Mark Grady	Children's Trust Principal Officer, HBC
Simon Clough	Divisional Manager, 14 – 19 Services
Lorraine Crane	Divisional Manager, IYSS, HBC
Nigel Moorhouse	Operational Director, Children & Families Services, HBC
Steve Nyakatawa	Operational Director, Learning and Achievement, HBC
Emma Taylor	Divisional Manager, Team Around the Family Runcorn, HBC
Diane Sproson	Area Manager, Connexions
Michelle Bradshaw	Assistant Director, Child & Family Services, Halton & St Helens PCT
Karen Hickey	Assistant Policy Officer, HBC (minutes)

Apologies

Katharine Evans	Lead Engagement Officer, CYP Voluntary Sector Partnership
Jane Lunt	Operational Director, Child & Family Health, Halton & St Helens PCT
Paula St Aubyn	Divisional Manager, Safeguarding, Quality and Review, HBC
Gareth Jones	Warrington & Halton Youth Offending Team

In Attendance

Jonathan Greenough	Divisional Manager, Strategy and Security, HBC
Andrew McKenzie	Social Worker, Assessment, HBC
Lisa Driscoll	Lead Policy Officer, Corporate and Organisational, HBC
Hazel Coen	Divisional Manager, Performance and Improvement
Michelle Valance	Halton Parent and Carer Forum

Item		Action
1.0	MATTERS ARISING from 18.10.11 The minutes were agreed as a true and accurate record, with outstanding actions completed	
2.0	DECISION MAKING	
2.1	Halton Social Care and Health Systems Integration Following on from the challenges that the Council has in terms of sharing information securely with other local authorities and partners across NHS Health boundaries, ICT services have been working with the 4 other local authorities in the 5 Borough Partnership to establish a collective approach towards sharing confidential information. Jonathan Greenough outlined progress to date: <ul style="list-style-type: none"> • A new governance structure has been formed consisting of senior IT officers from all organisations and the current focus is to find a technical solution so that services can build on this. • A development day was held recently which had positive outcomes 	

	<ul style="list-style-type: none"> • Data across both organisations is not currently of good quality, so will need to be cleansed once collated. • A secure area of storage has been identified, which would be managed by IT technicians. • A collective understanding of Government Connect will be needed in the future and the group will identify a way forward for this. Connect email addresses will be shared via address book, so that secure email can be used • An arrangement is to be set up to provide a shared network for staff working across locations, using their own equipment. This will include access to wireless networks. <p>Jonathan will provide a 6 monthly update to the Executive Group</p>	
2.2	<p>Priorities from the HSCB Development Session – Early Help Early intervention was discussed at the recent HSCB development day, and it was established that an Early Help lead needs to be identified for the Children’s Trust and HSCB. Formalised reporting also needs to be established between both Boards. Feedback from HSCB development day to be discussed at the next Executive meeting in January. KH to obtain copy of report off Tracey Holyhead.</p>	KH
2.3	<p>Targeted Improvement Through Early Intervention One of the recommendations of the 2009 Review of the Operation of the Common Assessment Framework in Halton was for the Children’s Trust to commission further research around the incidence of Levels of Need 2 – 3a, and the degree to which and mechanisms by which they are currently met. Dr Karen Graham of Glyndwr University was commissioned to do this research by conducting a series of semi structured interviews with a broad cross section of local stakeholders. The report recommends a review and redesign of the levels of need framework, in particular levels 3a and 3b. A working group needs to be established to do this. It was suggested that this review should be promoted to all staff so that they are aware of it, via a 1 page communication strategy for promotion, for example by mapping where and how key stakeholders will be consulted, as the Children’s Trust needs to be clear on its role in early help and support. It is expected that the new levels of need framework would go live by next September. The group endorsed this approach</p>	
2.4	<p>Halton Transition Protocol Andrew McKenzie updated the group on the recently refreshed Transition protocol, which works towards the Transition Strategy 2011 – 13. The protocol provides guidance on the processes for transition, starting from year 9 in school, and has been signed up to by</p> <ul style="list-style-type: none"> • Halton Borough Council • Connexions • Halton and St Helens PCT • Bridgewater Community Healthcare NHS Trust • 5 Boroughs Partnership <p>The Executive group endorsed the protocol. Protocol to go to Children’s PPB on the 20th February 2012</p>	NM
2.5	<p>Public Health Structures Consultation Halton & St Helens PCT has now ceased to exist, and has become NHS Merseyside. Regarding children’s services, a Mersey cluster group has</p>	

	<p>been formed and has established a set of priorities. A Child and Maternity Merseyside Partnership Board will be established, which will have multi agency representation and will provide senior level leadership. Key areas of focus will be smoking during pregnancy, breastfeeding, weaning, constipation and childhood accidents. It is anticipated that the role of public health will be integrated into all aspects, including the Children's Trust.</p>	
3.0	<p>PRIORITIES</p> <p>3.1 Improve outcomes for children and young people through effective joint commissioning</p> <ul style="list-style-type: none"> • A common induction process for all new staff across the Trust is currently being developed. • Katharine Evans has done audit with Voluntary Sector partners and identified that membership needs to be strengthened, and stronger partnership working to be developed. • 14 – 19 commissioning priorities have been agreed by the Commissioning partnership and the 14 – 19 Subgroup, and this will now go to the Council Executive Board in January 2012. • Engagement has been established with the GP Clinical Commissioning Partnership. • Information, Advice and Guidance tenders for youth provision are currently being reviewed. <p>3.2 Improve outcomes for children and young people through embedding integrated processes to deliver early help and support</p> <ul style="list-style-type: none"> • A frontline event to promote Early Help has been planned for the 25th January, agenda and workshops have been drafted. • CAF training has recently been redesigned, and some training has now taken place • Sign up to the Early Help Principles is underway, some organisations are still outstanding and this is currently being followed up. • The Anti-Bullying and E-Safety operational groups now report into the EHAS group • A Team Around the Family Early Help panel is to be developed in the New year. A planning meeting will take place next week • A request to the Schools Forum for additional funding to support Integrated Working support Team has been successful • CAF plus project is on-going, focussing on children with very complex needs and trying to bring medical processes into social aspects. <p>3.3 Improve outcomes for our most vulnerable children and young people by targeting services effectively</p> <ul style="list-style-type: none"> • A data analysis exercise has been taking place to identify contributing factors to poor performance • Child and Family poverty indicators have now been established. • An early years project group is now meeting and has mapped out variety of work taking place and will hold event on 8th December • The latest NEET data; latest data has now been received. Levels are 	

	<p>now running at 10.6% which compares with last year's 9.6%. The number of 'not knowns' has increased, though this could be due to previously untracked 18-19 year olds. A change in counting methodologies has made accurate comparisons difficult.</p>	
4.0	INFORMATION ITEMS	
4.1	<p>Children's Trust Report Card Quarter 2, 2011 - 12 Data in key areas has been updated as much as possible. Attainment figures have improved, though not within early years. Data shows that the gap in attainment between children on free school meals and those who are not has widened. A report on the Sustainable Community Strategy indicators will come to the next Executive meeting. Some case studies have now been received as previously requested, though as these are all from one services this would not be representative of the whole of the work of the Trust. The group were asked to forward examples of joint working as a Trust to CYPD.Performance&Improvement@halton.gov.uk</p>	ALL
4.2	<p>Enhanced Partnership Working Lisa Driscoll outlined the outcomes and recommendations from the Enhanced Partnership Working Project, which was recently undertaken by the Halton Strategic Partnership, and proposals for how these will now be implemented. Resource mapping has taken place across 3 key areas within Halton Strategic Partnership, which are Stronger Local Labour Force, Reducing Alcohol Related Harm and Promoting Social Responsibility. A framework has been established to map work and priorities. Work will continue around training, cost/benefit analysis, practitioners and completing the three current work streams. Results will be reported back to the SSPs in March 2012 with a view to rolling out the approach more extensively across the Partnership during 2012.</p>	
4.2	<p>The Marmot Review JR presented an overview of the Marmot review, which was commissioned in 2008 with the intention of reducing inequalities in Health. There are 9 key messages within the report covering areas such as life expectancy, disability and educational attainment, which highlight how social inequalities can impact on health. The report also highlights how addressing these inequalities can impact on the economic growth of the economy as a whole. The report makes a number of recommendations both locally and nationally as areas of priority. AMc proposed a mapping exercise to establish how the work of the Children's Trust fits into the priority areas identified within the review.</p>	Priority Leads & MG
4.3	<p>Children's Trust/HSCB Joint Event A date has been agreed for the event which will be the 8th March 2012. The event will be held as 2 half day sessions on same day. Proposed topics for the event are:</p> <ul style="list-style-type: none"> • Feedback from the Early Help event • Presentations on each of 3 Children's Trust priorities • Information on Early Help and Support, including principles. • Group discussions on research into domestic abuse, how to engage with young people and implementation of Workforce Strategy. • Role of the Children's Trust; a 5 minute presentation focussing on 2 positives and 2 challenges, to be agreed by subgroups 	

	<ul style="list-style-type: none"> • A Child's journey – what does it mean for the Trust with regard to Ofsted • Information on the Levels of Need review • A celebration of good practice <p>It was proposed that the event should involve young people, though this would mean the sessions being held as one in the morning and one after school hours. Proposal to be discussed with Halton Youth Cabinet and Shadow Board</p>	MG/KH
4.4	<p>Multi Agency Audit of Practice, October 2011</p> <p>The report was presented to the group for information. During this review, each auditor was asked to have a conversation with the case holding practitioner, which provided a more qualitative aspect. CAMHS and Educational Psychology service had differences, and this will be addressed in future</p>	
4.5	<p>Turning Around the Lives of Troubled Families</p> <p>This letter to all local authority Chief Executive from Louise Casey, head of the Governments programme on Troubled Families, highlights the target that the government have set to turn around the lives of 120,000 troubled families by the end of this Parliament. A range of initiatives are around currently and the Trust need to ensure that local services fit with this agenda.</p>	
4.6	<p>Minutes from HSCB Board and Executive Meetings</p> <p>The minutes were circulated to the group for information.</p>	
5.0	<p>AOB</p> <p>The Department of Health have released £20 million for Warm Homes grants, which will include children and families. A joint bid with adult services is currently being submitted.</p>	
5.1	<p>Date and Time of Next Meeting</p> <p>Tuesday 10th January, 2.00pm – 4.30pm, Marketing Suite, Municipal Building Widnes</p>	

Outstanding Actions to date:

Item	Action Required	Who by
2,2	Feedback from HSCB development day to be discussed at next Executive meeting. KH to obtain copy of report from Tracey Holyhead.	KH
2.4	Halton Transition Protocol to go to Children's PPB on the 20 th February	NM
4.1	Children's Trust Performance Report - members to forward examples of joint working to CYPD.Performance&Improvement@halton.gov.uk	ALL
4.2	Marmot Review: mapping exercise to be undertaken to establish how Trust work fits into the priority areas identified within the review.	Priority Leads & MG
4.3	Children's Trust/HSCB Joint Event: Proposal for event to involve young people, via a session after school hours. Proposal to be discussed with Halton Youth Cabinet and Trust Shadow Board	MG/KH

REPORT TO: Children, Young People and Families
Policy & Performance Board

DATE: 5th January 2012

REPORTING OFFICER: Strategic Director, Policy & Resources.

PORTFOLIO; Children, Young People and Families

SUBJECT: Halton Child & Family Poverty Strategy, 2011-2013

WARDS; All.

1.0 PURPOSE OF THE REPORT

1.1 To seek the Board's endorsement of the Halton Child & Family Poverty Strategy, 2011 – 2013.

2.0 RECOMMENDATION: That

The Halton Child & Family Poverty Strategy, 2011-2013 be formally endorsed.

3.0 BACKGROUND

3.1 Briefly, the 2010 Child Poverty Act, which received all party support, created a Government commitment to eradicate child poverty by 2020. Specific duties imposed upon local authorities and designated partners include:

- To co-operate to mitigate the effects of child poverty
- To prepare a local child poverty needs assessment
- Child poverty to be taken into account when preparing or revising the Sustainable Community Strategy.

3.2 Whilst poverty can be measured by income alone, the European Union's working definition of poverty has been adopted by authorities in the Liverpool City Region;

“Persons, families and groups of persons, whose resources (material, cultural and social) are so limited as to exclude them from the minimum acceptable way of life in the Member State to which they belong.”

3.3 This definition recognises that poverty is not just about income but about effective exclusion from ordinary living patterns, customs and activities; for example;

- Income poverty
 - Service poverty (difficulty in accessing and benefiting from quality services e.g. housing, health, education and leisure)
 - Participation poverty (affecting the ability to participate in the community and to engage in social activities)
- 3.4 It also has a negative impact on experience of education and training and affects the transition to independence.
- 3.5 The Liverpool City Region's ('LCR') commitment to reducing child poverty is prominent in both the City Employment Strategy ('CES') and the former Multi-Area Agreement ('MAA').
- 3.6 Therefore, in anticipation of the Child Poverty Act the CES Board had commissioned the development of a Liverpool City Region Child and Family Poverty Framework, with Knowsley MBC acting as the lead City Region authority for child and family poverty through the City Employment Strategy.
- 3.7 Halton has been an active partner and participant in this work, which has facilitated the adoption of common definitions, the sharing of data and good practice across the city region authorities.

4 SUPPORTING INFORMATION

- 4.1 One of the key outputs of the collaborative approach across the LCR is the report, '*A Brighter Future: working together to tackle child and family poverty*' (Liverpool City Region Child and Family Poverty Framework Analysis Report), published last summer. This has been a helpful resource in the development of our Strategy. It has also helped to gain a better understanding of cross boundary child poverty issues and assisted in identifying opportunities to join up activity across the city region
- 4.2 Halton's own detailed Child and Family Poverty Needs Assessment was completed and published in December 2010. A copy can be downloaded by following this link; [Halton Child Poverty Needs Assessment](#)
- 4.3 It is currently planned to undertake a fresh needs assessment in 2013.
- 4.3 The strategy has been subject to extensive consultation; it has benefited from input from a range of organisations and groups, particularly with regard to the Development Plan, colleagues engaged on drafting the Liverpool City Region Child Poverty and Wellbeing Strategy and the Halton Child and Family Poverty Steering Group.
- 4.4 The strategy has been endorsed by the Halton Strategic Partnership and the Halton Children's Trust Board, and was formally approved at Executive Board on 13th October 2011. The Strategy is annexed to this report.

5.0 SUMMARY OF KEY ELEMENTS OF THE STRATEGY

5.1 Key underlying causes of child and family poverty in Halton identified;

- Some families feel that they will never move out of poverty which restricts their aspirations
- A cycle of benefit dependency which can be an intergenerational issue

5.2 Key priorities to tackle child and family poverty in Halton;

- Cultural challenge and realising aspirations
- Early intervention/help
- Whole family approach
- Providing a single point of access to support services

5.3 Key issues and barriers to overcome first to tackle child and family poverty in Halton;

- Ensuring that support services meet the needs of target groups now and in the future and are easily accessible
- Improving the sharing of information between partners to provide greater support to customers

5.4 There is a strong correlation between Halton's key issues and priorities with those of our LCR partners.

6.0 POLICY IMPLICATIONS FOR CHILDREN, YOUNG PEOPLE & FAMILIES

6.1 We know that a child that grows up in poverty is more likely to do less well at school, have lower chances of getting a well paid job and is more likely to have poor physical and mental health during adulthood. Therefore, the strategy takes the view that tackling child poverty is everybody's business.

6.2 The strategy is quite deliberately a child & family poverty strategy. This is because it is the firm belief of the steering group and the consultees that it is only by addressing poverty through a 'whole family' approach that we can help families make sustained progress out of poverty.

6.3 Also, children in families where their parents are in work are much less likely to be poor in income terms. Also, paid employment can offer a sustainable route out of poverty for the longer term; because work is good for the physical and psychological health of parents and hence of their children. Finally, we know that children who grow up in workless households are themselves much more likely to be poor in adulthood.

6.4 Therefore, as well as ensuring that there are jobs available it is vital that

our residents are 'work ready' through learning suitable skills and knowledge and that barriers to employment such as transport, and affordable childcare are accessible to those in greatest need.

7.0 NEXT STEPS

- 7.1 The Strategy's Development Plan reflects the fact that this is the first time that many of the partners have worked together on this specific topic, and the difficulty in setting concrete actions at this time.
- 7.2 The Steering Group believes that the Development Plan will provide the flexibility needed to remain effective and relevant. One consequence of this flexibility is that further work is underway to integrate the strategy within the emerging sustainable community strategy performance monitoring framework, along with appropriate 'SMART' indicators and outcomes.

8.0 IMPLICATIONS FOR OTHER COUNCIL PRIORITIES

- 8.1 The Strategy is a statutory requirement upon the borough council and its key partners, and is a genuinely 'cross-cutting' challenge. A point recognised by its identification as a such in the Halton Sustainable Community Strategy.
- 8.2 Child and family poverty has been recognised in the Halton Children's Plan, but if we are to make sustained progress in a time of great economic uncertainty it needs to be embedded into the work and priorities of **all** partners working with children and their families.
- 8.3 We know that children in families where their parents are in work are much less likely to be poor in income terms. Also, paid employment can offer a sustainable route out of poverty, because work is good for the physical and psychological health of parents and hence of their children. Finally, we know that children who grow up in workless households are themselves much more likely to be poor in adulthood.
- 8.4 The need for the Strategy to be embedded into all of the council's relevant priorities to varying degrees has an especially strong resonance in the areas of Children, Young People and Families and also the Employment, Learning and Skills agendas, as work is the best route out of poverty for most families and their children

9.0 RISK ANALYSIS

- 9.1 The level of knowledge and understanding of the child and family poverty agenda in Halton is mixed. It is important that there is a common understanding of the issue and a wide awareness of the child and family poverty strategy and activity amongst our partners. This risk will be

addressed through an effective and robust communication element in the Development Plan.

- 9.2 Achieving an effective approach to eradicating Child and Family Poverty in Halton requires strong strategic leadership from key partnership such as the Trust and the Halton Strategic Partnership. This is being addressed through the establishment and activities of the Halton Child & Family Poverty Steering Group, and also participation in the LCR Child and Family Poverty Commission.

10.0 EQUALITY AND DIVERSITY ISSUES

An Equality Impact Assessment of the draft strategy was undertaken by a multi-agency panel, with its key recommendations taken into account when developing the strategy's Development Plan.

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

Document	Place of Inspection	Contact Officer
'A Brighter Future: working together to tackle child and family poverty'	Rutland House, Halton Lea	Nick Mannion

12.0 CONTACT OFFICER

Nick Mannion, Principal Policy Officer, at
Nicholas.mannion@halton.gov.uk

0151 906 4885



HALTON CHILD AND FAMILY POVERTY STRATEGY

2011-2013



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FOREWORD

The children and young people of Halton are our future. We are:

'A community committed to realising high aspirations, where all children, young people and families are valued and respected and where inclusion and diversity are promoted'

However, around 6,500 children in Halton are currently growing up in poverty, around a quarter of all our children.

We know that a child that grows up in poverty is more likely to do less well at school, have lower chances of getting a well paid job and is more likely to have poor physical and mental health during adulthood.

This is the reality of growing-up in poverty; where birthdays and Christmas are potentially times of crisis for families, and the spectre of spiralling debts at punishing rates of interest and repayment are the enduring memory. Also, in turn, their children are likely to suffer the same disadvantage, perpetuating the cycle of poverty from one generation to another.

However, in Halton we are not prepared to accept this, and before the 2010 Child Poverty Act came into force, tackling child poverty was a priority for the council and its partners in Halton.

It is our view that tackling child poverty is everybody's business. Our strategy is a child & family poverty strategy. This is because we all firmly believe that it is only by addressing poverty through a 'whole family' approach that we can help families make sustained progress out of poverty.

However, this strategy has been developed at a point in time when we are about to experience the greatest changes to the welfare system since its inception, together with the partners' most significant reductions in their budgets for a generation.

Perhaps not the most auspicious time to launch a new strategy!

In the light of the fact that there is unlikely to be significant extra money available for the foreseeable future, our strategy focuses on how we can work more effectively and efficiently together to make sure we deliver the right support and services to those families in greatest need in a way they can use them to their best advantage.

Everyone in Halton can contribute in some way to eradicating child and family poverty by 2020. We all have a role to play to provide a better future for ALL our children and young people in the Borough.



Councillor John Swain

Children, Young People and Families Portfolio Holder
Halton Borough Council

VISION FOR HALTON 2020



To create and sustain an environment in which **ALL** children and their families living in Halton are supported in achieving emotional wellbeing and prosperity to fulfil their potential through the elimination of child and family poverty by 2020.

EXECUTIVE SUMMARY

This Strategy outlines the extent of child and family poverty in Halton and our commitment to reducing it between now and 2013. The Strategy covers a relatively short timeframe because we will be reviewing the Halton Needs Assessment that underpins the strategy in 2013 to ensure that our actions are based on the most current information. We share the Government's goal of eradicating child poverty by 2020 and believe that partnership working is the best way to achieve this.

Our vision is;

'To create and sustain an environment in which ALL children and their families living in Halton are supported in achieving emotional wellbeing and prosperity to fulfil their potential through the elimination of child and family poverty by 2020.'

The Government definition of eradicating child poverty as set out in the Child Poverty Act is:

- **Relative low income** – to reduce the proportion of children who live in families with net income below 60% of the median to less than 10%.
- **Combined low income and material deprivation** – to reduce the proportion of children who live in material deprivation and live in a household where the net income is less than 70% of the median to less than 5%.
- **Persistent poverty** – to reduce the proportion of children that experience relative poverty for 3 or more consecutive years (target to be set by 2015).
- **Absolute low income** – to reduce the proportion of children who live in households where the net income is less than 60% of the average net income in 2010 to less than 5%. By fixing the comparator income at 2010 levels this indicator allows changes in average net income to be ignored. This is particularly important during recession as a fall in average net income will lead to a reported fall in the number of people in poverty using the other indicators.

In addition to these targets, the National Child Poverty Strategy includes an indicator aimed at tracking the poorest:

- **Severe poverty** – proportion of children who experience material deprivation and live in households where income is less than 50% of median household income for the financial year.
- In Halton around 6,550 (26.4%) of our children live in poverty. Whilst this puts Halton below the Liverpool City Region average, it highlights the considerable challenge in front of us to meet the Government's targets.

We believe that achieving these financially orientated targets will be very

challenging but despite this we have chosen, in common with Liverpool City Region partners, to adopt a wider definition of poverty. We believe that financial poverty is only one element and that other forms of poverty such as poverty of services (or accessibility of them), poverty of opportunity, and poverty of aspiration are equally important factors holding people back from achieving their full potential. In addition this Strategy overtly refers to family poverty in addition to child poverty, recognising the linkages between the two.

In order to assess the prevalence and distribution of child and family poverty within Halton a comprehensive Needs Assessment was undertaken. In recognition of Halton's position within the wider Liverpool City Region economic area, the Assessment was coordinated between the six authorities. This Strategy draws heavily on the conclusions of the Assessment.

The key priorities for action are:

Key underlying causes of child and family poverty in Halton

- Some families feel that they will never move out of poverty which restricts their aspirations
- A cycle of benefit dependency which can be an intergenerational issue

Key priorities to tackle child and family poverty in Halton

- Cultural challenge and realising aspirations
- Early intervention/help
- Whole family approach
- Providing a single point of access to support services

Key issues and barriers to overcome first to tackle child and family poverty in Halton

- Ensuring that support services meet the needs of target groups now and in the future and are easily accessible
- Improving the sharing of information between partners to provide greater support to customers

In consultation with our partners we have produced a development plan which tackles child poverty head on. The continued commitment to reducing child poverty displayed by all partners is central to our approach and will provide the best outcome for the people of Halton.



SECTION ONE:

CHILD & FAMILY POVERTY IN CONTEXT

INTRODUCTION

This Strategy outlines why we need to tackle child and family poverty and the scale of the problem both nationally and here in Halton. Halton Borough Council and its strategic partners are committed to reducing the number of people living in poverty in Halton. We believe that achieving this aim will benefit not only those directly affected but everybody who lives in, works in, and visits Halton.

We recognise that tackling the causes of poverty requires partnership working both locally and regionally. With this in mind, during the development of this Strategy we have worked closely with both statutory partners and key colleagues in Halton. In addition we have also worked with partners across the Liverpool City Region to ensure that work is coordinated regionally. We feel that this gives us the best chance of maximising the positive work that is, and will, be undertaken to reduce child and family poverty.

We are determined to ensure that the work we undertake is targeted as effectively as possible to overcome the real issues that people face in our area. To do this we have undertaken a comprehensive needs assessment for Halton with our Liverpool City Region partners. The results of this have shaped this Strategy. We recognise that the needs of people will change over time, some of these changes will be due to the work undertaken to reduce poverty and some will be outside of our control. To make sure that our work remains as focussed as possible we are committed to undertaking a new needs assessment in 2013/14.



THE NATIONAL CONTEXT

Despite the best efforts of everyone involved, child and family poverty is still far too common in the UK today. In recognition of the fact that there needs to be a concerted effort to reduce the number of children living in poverty, the previous Government passed the Child Poverty Act in April 2010. This includes a commitment to eradicate child poverty by 2020 and imposes specific duties on key public sector organisations including:

- Local partners to co-operate to mitigate the effects of child poverty
- Local authorities to make arrangements to prepare a local child poverty needs assessment
- Local joint child poverty strategies to be produced
- Child poverty to be taken into account when preparing or revising the Sustainable Community Strategy.

The Act also sets out four challenging UK targets to be met by 2020 which frame the Government's definition of eradicating child poverty:

- **Relative low income** – to reduce the proportion of children who live in families with net income below 60% of the median to less than 10%.
- **Combined low income and material deprivation** – to reduce the proportion of children who live in material deprivation and live in a household where the net income is less than 70% of the median to less than 5%.
- **Persistent poverty** – to reduce the proportion of children that experience relative poverty for 3 or more consecutive years (target to be set by 2015).
- **Absolute low income** – to reduce the proportion of children who live in households where the net income is less than 60% of the average net income in 2010 to less than 5%. By fixing the comparator income at 2010 levels this indicator allows changes in average net income to be ignored. This is particularly important during recession as a fall in average net income will lead to a reported fall in the number of people in poverty using the other indicators.



In addition to these targets, the National Child Poverty Strategy includes an indicator aimed at tracking the poorest:

- **Severe poverty** – proportion of children who experience material deprivation and live in households where income is less than 50% of median household income for the financial year.

To provide a national focus for action the Government has published a national strategy to tackle child poverty. To support the development of the Strategy the Government has commissioned a series of reviews. The 'Graham Allen review of Early Intervention' and the Frank Field report 'The Foundation Years: preventing poor children becoming poor adults' both focus on early intervention and the importance of providing a structure to support children during these formative years. Both of these reports are discussed in greater depth in Section 3 of this report.

The most recent figures for England from 2008¹ show that 21.6% of children under the age of 16 lived in a relative low income household. This figure reduces slightly to 20.9% when all children are included (up to the age of 19). It is clear therefore that a significant amount of work remains.

¹ <http://www.hmrc.gov.uk/stats/personal-tax-credits/lsoa-gov-off08.xls>

THE REGIONAL AND SUB-REGIONAL CONTEXT

The North West of England has above average numbers of children living in poverty. With 23.5% of children under 16 and 22.8% of all children living in low income households, the region has the fourth highest rate of child poverty in England.

In recognition of this, the Liverpool City Region (LCR) is developing a Child Poverty and Life Chances Strategy which will coordinate work to tackle poverty across the Region. The Strategy identifies four key areas of work:

- Foundation Stage/Early Years
- Learning and attainment
- Labour market
- Income and parenting

In addition seven key actions are identified:

- Support effective parenting and drive improvement in foundation years services
- Enhance children's school and emotional development and reduce gaps in educational achievement
- Promote prevention and early intervention approaches to reduce health inequalities
- Improve the quality of places and support strong communities to minimise the impact of disadvantage
- Improve access to suitable financial services and support families to make good financial decisions
- Optimise employment opportunities by removing barriers to good quality and sustainable employment
- Support parents to progress in work

The draft Liverpool City Region Child Poverty and Life Chances Strategy was published in August 2011, and is expected to be formally adopted before the end of 2011.

Considerable progress has been made since 1999 when the Government first stated its ambition to eradicate child poverty by 2020. Nationally 800,000 children have been lifted out of poverty but 2.9 million² remain below the threshold. Of these 726,000 reside in the North West and 167,770 live in the Liverpool City Region³.

In our region the task is made even harder by lower average wages. Average median wages in all six city region authorities are below the national average, and all but one lies below the average for the North West. The widest gap is found in Halton where the average annual median wage is £4,361 lower than the average for Great Britain. Due to the fact that the child poverty targets are a percentage of the national average wage, this makes it more likely that children will fall into the poverty category in our area.

² Households below average income 2007/2008 (HABI) DWP.

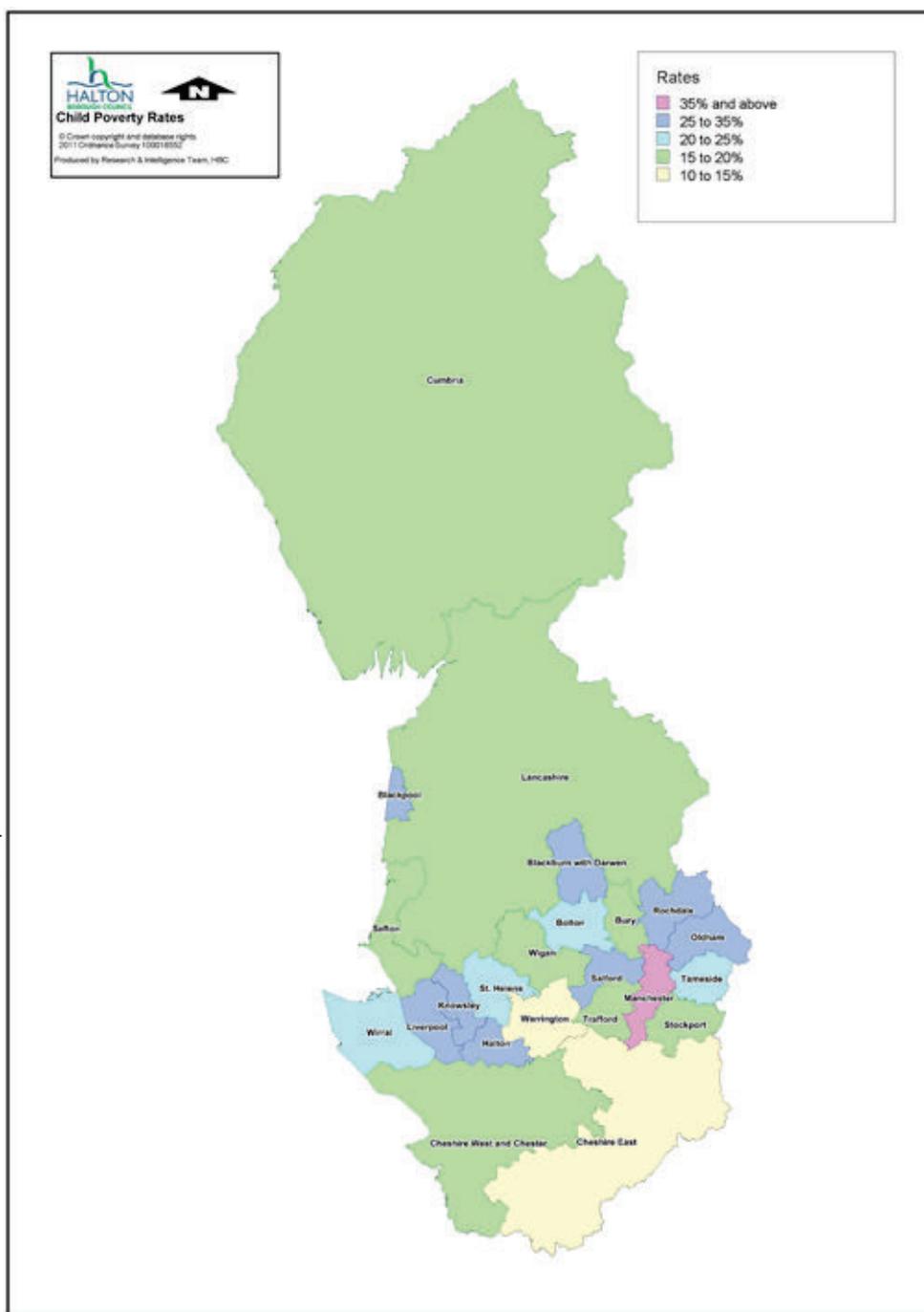
³ 2008 HMRC Child and working tax credits statistics (2007/08) and child benefit geographical statistics (August 2008)

Area	Average gross median wage 2010
United Kingdom	£26,510
North West	£24,062
Merseyside	£23,449
Wirral	£25,320
Knowsley	£23,442
Liverpool	£23,067
St Helens	£22,794
Sefton	£22,321
Halton	£22,149

LOCAL CONTEXT

In Halton just under 26.4% of children live in poverty. This places Halton below the Liverpool City Region average of 27.9%. The most recent figures from 2008 reveal that in total there are 6,550 children living in poverty in Halton. Of these 5,520 children live in out of work families and 1,030 live in households classified as in-work. This underlines that whilst being in work reduces the likelihood of child poverty it doesn't guarantee that children will be lifted out of poverty, particularly when there is only one working adult in the household.

Whilst the Child Poverty Act requires local authorities to undertake a child poverty needs assessment, Halton in line with the Liverpool City Region has chosen to broaden the definition to child and family poverty. This recognises that child and family poverty are linked and are therefore best tackled together.



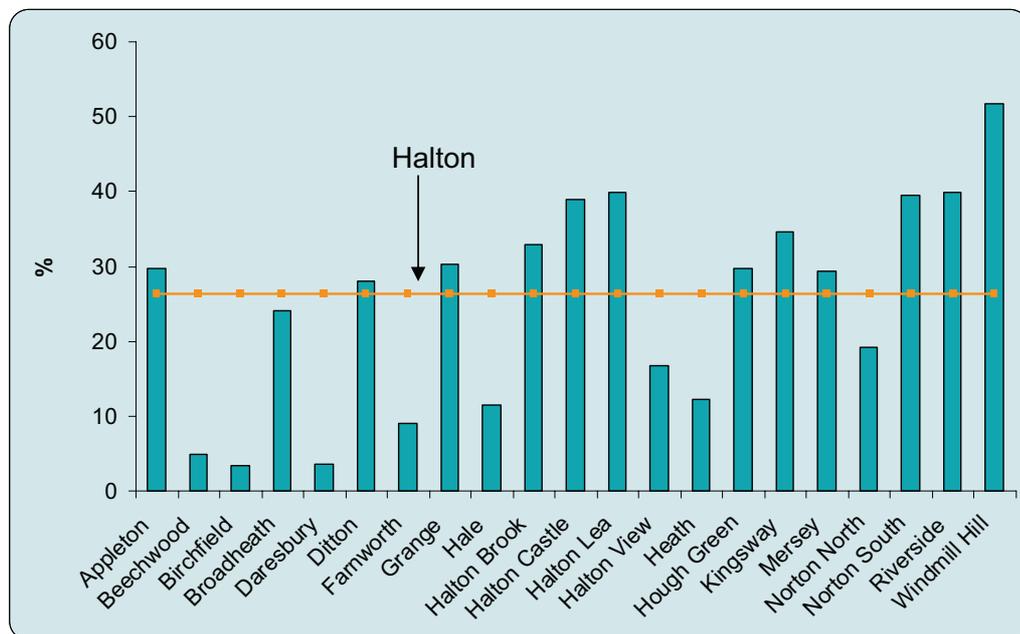
Average Household Income (Ward) (2009)

Ward Name	Mean Income 2009
Windmill Hill	£23,721.56
Halton Castle (Castlefields)	£26,212.29
Halton Lea	£26,927.17
Appleton	£27,123.56
Grange	£27,174.24
Norton South	£28,389.73
Mersey	£28,458.31
Riverside	£28,548.85
Kingsway	£29,889.04
Broadheath	£30,153.86
Hough Green	£30,391.42
Halton Brook	£30,477.09
Ditton	£30,632.13
Halton View	£31,617.88
Heath	£34,122.17
Hale	£37,371.32
Norton North	£39,986.28
Farnworth	£40,321.17
Beechwood	£42,141.86
Daresbury	£51,943.27
Birchfield	£56,421.36

We share the Government’s target of eradicating child poverty by 2020 and we want to start work as quickly as possible towards this goal. We know that this is a very challenging target which is made all the more challenging by the lower average household income in Halton compared to the North West and England and the economic uncertainty. We believe that paid employment is the best way out of poverty, although it is not a guaranteed route, the majority of people who find paid work are able to move out of poverty.

Source: CACI Household Income 2009

% of children in poverty by ward (2008)



Source: Her Majesties Revenue and Customs Data



The uncertainty over the number of jobs that will be lost in the coming years and the number that will be created makes it hard to forecast how easy it will be for people to move into employment and we recognise that slow growth will make it much harder to meet the targets. However the need to tackle child and family poverty remains regardless of economic conditions so we remain committed to achieving the targets.

JSA claimant count (September 2010)

District	Sep-09	Sep-10	% change in JSA claimant count
Halton	4,498	3,904	-13.2
Knowsley	6,289	5,591	-11.1
Liverpool	21,514	19,422	-9.7
Sefton	8,678	8,055	-7.2
St Helens	5,710	5,099	-10.7
Wirral	10,353	8,481	-18.1
LCR	57,042	50,552	-11.4
North West	199,744	178,176	-10.8
England	1,408,051	1,251,142	-11.1

Source: NOMIS, JSA claimant count [downloaded 27/10/10]

What we are already doing to combat poverty

Tackling poverty has been recognised as a major issue in Halton for a number of years, and there has been a considerable effort by partners to tackle specific aspects of poverty both through their own services, and as members of the Halton Strategic Partnership's neighbourhood renewal and working neighbourhood fund programmes.

Brief details of three examples of recent and current work aimed at breaking the poverty 'cycle' in Halton are:

1. Family Learning

Low levels of attainment, and in some cases aspiration, are recognised as leading to inter-generational poverty. One consequence of this are high levels of benefit dependency and poverty within 'workless' households.

One of the ways partners have worked hard to break this 'cycle' is through the provision of imaginative family learning services, designed in consultation with service-users and offered at over 20 venues across Halton, often in non-traditional settings and venues.

Halton's proportion of adults without any qualifications is falling, staying-on rates post-16 are improving steadily and we have worked hard to reduce young people categorised as 'NEET' (Not in Employment, Education or Training).

The results of this concerted effort are clear to see in the excellent GCSE results that were achieved by students in Halton in 2011. The percentage of students gaining five or more A* to C grades increased again to 83 per cent, which is above the national average.

The percentage attaining five or more A* to Cs, including English and Maths, increased by six percentage points to 56 per cent, broadly in line with the national average and represents Halton's best ever result. Given the socio economic make up of Halton, this is a real achievement which reflect the hard work of the students, parents, teachers, governors and the close working relationship between school's and Halton Borough Council.

2. Financial advice and access to affordable credit.

A range of partners from both the statutory and voluntary sector have worked together over many years in Halton to design and offer a range of services to help our poorest and most vulnerable residents maximise their income, tackle multiple debt problems and address housing and employment issues. Mobile outreach and evening advice surgeries have also been offered.

One success story is the budgeting officer working in Halton's thriving Credit Union, who in 2009/10 worked with over a hundred clients and helped them to save/write-off a total of £749,444 of debt. 98% of these clients were parents with dependant children.

3. Team Around the Family

Team Around the Family ('TAF') is Halton's Children's Trust approach to meeting needs that are above universal but that do not require a specialist service response, ensuring that families in Halton receive an appropriate level of service in a seamless way.

TAF includes services delivered from Children's Centres and family support services, including Halton's Family Intervention Projects (FIPs). Access to TAF services is via the multi-agency Integrated Working Support Team (IWST), which includes Social Care (Social Services) and Primary CAMHS (Primary Mental Health) provision.

The main elements within Halton's TAF model are:

Via the Integrated Working Support Team (IWST) element of Team Around the Family, the delivery of an assessment, triage, consultation and signposting service for professionals/practitioners across all agencies and sectors working with families in Halton. This entails a comprehensive knowledge of, and joint working processes with, the full range of partner and commissioned services in the Borough.

Delivery via IWST of the single point of entry to all services that work with families experiencing multiple problems. This includes commissioned services and partner services in the voluntary and community sectors, the Primary Care Trust (PCT) and NHS, Housing providers, specialist debt, welfare and legal (housing) support, Adult Learning, Drug and Alcohol services etc. The purpose of this structure is to ensure that families can access optimal bespoke packages of support while telling their 'story' once only.

Support to agencies and practitioners in creating multi-agency plans to support children and families using the Common Assessment process.



Halton child and family poverty targets are that by 2020

- **Relative low income** – to reduce the proportion of children who live in families with net income below 60% of the median to less than 10%.
- **Combined low income and material deprivation** – to reduce the proportion of children who live in material deprivation and live in a household where the net income is less than 70% of the median to less than 5%.
- **Persistent poverty** – to reduce the proportion of children that experience relative poverty for 3 or more consecutive years (target to be set by 2015).
- **Absolute low income** – to reduce the proportion of children who live in households where the net income is less than 60% of the average net income in 2010 to less than 5%. By fixing the comparator income at 2010 levels this indicator allows changes in average net income to be ignored. This is particularly important during recession as a fall in average net income will lead to a reported fall in the number of people in poverty using the other indicators.

SECTION TWO:

THE 2010 NEEDS ASSESSMENT

INTRODUCTION

Halton Borough Council has undertaken a comprehensive Needs Assessment with the Liverpool City Region (LCR) partners. We are required to undertake a Needs Assessment but in recognition of the importance of this process we have gone beyond the minimum requirement by working with the LCR authorities.

The Needs Assessment provides information about the level of child poverty in Halton and also highlights the areas where poverty occurs within the borough. The Assessment uses statistical information from national sources and from local sources but also uses information gathered about people's experiences of poverty and services that are offered in the borough to tackle poverty. By using all of the information the Needs Assessment provides a detailed view of poverty in Halton.

The factors that contribute to child and family poverty can be complex and deep rooted and we believe that it is important to undertake the analysis with our sub regional colleagues in order to get a clear picture of the common issues that we face. The Liverpool City Region is made up of the five Merseyside authorities and Halton, and recognises that the six authorities share common issues and act as a single economic and employment area. By undertaking a coordinated assessment the LCR is in a stronger position to tackle the issues.

KEY MESSAGES

In overall terms, more neighbourhoods saw a fall in poverty during 2006-08 than those where it increased. However, for many neighbourhoods' it remains a very significant issue.

The average annual household income in Halton is £46 lower than the LCR average, £3,323 lower than the North West average and £5,492 lower than the England average.

Halton also contains the two wards with **the highest** average household incomes of all LCR wards in 2009. This highlights the considerable variation of household income across fairly short distances within the Borough.

Halton has a disproportionately high number (12,500) of people who are dependent on out of work benefits such as Incapacity Benefit/Employment and Income Support Allowance, and this dependency is very high across a relatively large part of the Borough, particularly in the wards of Halton Castle (Castlefields estate), Windmill Hill and Halton Lea.

The significant 13.2% reduction in the Halton Job Seekers Allowance (JSA) claimant count suggests that the local Employment, Learning and Skills partnership has been effective in getting people off this benefit, particularly in comparison to elsewhere in the LCR. However, the destinations of these people (in terms of work and wage level) are less clear, and may contribute to the evidenced increase of in-work poverty.

Whilst not a direct indicator of general poverty, data on lone parent benefit claimants can be used to highlight neighbourhoods where some children are most likely to be living in relative poverty conditions, with potentially less parental or carer support, and limited potential for the household to move out of poverty.



The prevailing economic conditions create challenging circumstances for any district, but Halton's underpinning economic weaknesses make these challenges far more daunting. Halton has a narrow economic base and in common with the LCR the local economy and jobs market is overly reliant on the public sector. This means that the area will be disproportionately affected by public sector budget cuts. In addition the Borough has a relatively low skills base which makes it harder for residents to access the full range of jobs available in the Borough.

The Borough ranks as highly resilient in terms of the export trade and foreign owner businesses resident in Halton. This is offset by the low rankings around community variables. Halton's resilience rankings for life expectancy and claimant count are amongst the lowest in the country.

Halton is heavily dependent on neighbouring areas and the wider City Region labour market for jobs, meaning that the economic resilience of other areas is very relevant to the Borough.

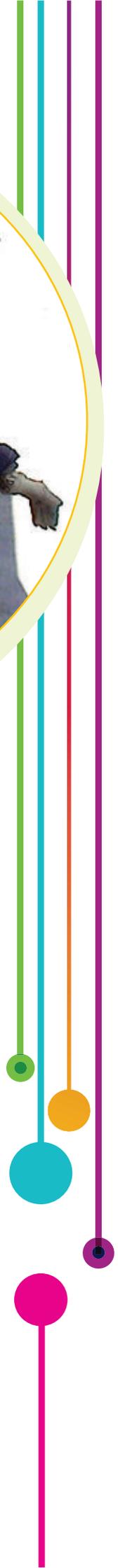
Residents in employment outside Halton are predominantly reliant upon the private car for their journey to work - increasing fuel and motoring costs will become a major pressure on their ability to afford to retain jobs.

Children and families living in poverty are more likely to experience a wide range of health inequalities. Examples of health related impacts include - children growing up in poverty are 37 times more likely to die as a result of exposure to smoke, fire, and flames; they are three times as likely to suffer mental health disorders; twice as likely to be homeless or trapped in unsuitable and/or poor housing.

There is a relationship between poverty and educational attainment, for example nearly one in five girls and more than one in four boys in receipt of free school meals leave school without at least five GCSEs. Whilst free school meals aren't a direct indicator of child poverty it does illustrate the link between poorer households and qualifications.

By the age of 19, only 14.3% of Halton residents have achieved a NVQ level 3 qualification, compared with 22.6% nationally. Almost 17% of working age residents in Halton have no qualifications, compared with 13.8% regionally and 12.3% nationally.

Inter-generational welfare dependency, worklessness and low aspirations can become accepted as the norm, perpetuating poverty from one generation to another. Some families have no experience of anything but benefits which can make it daunting to find work.



SECTION THREE:

PRIORITIES FOR ACTION

INTRODUCTION

Work to reduce the causes and effects of poverty is not new, and significant work has been undertaken across Halton for a number of years on these issues.

Building upon this work it is the needs assessment that provides the basis for determining the priorities for Halton. In addition a workshop was held with stakeholders drawn from across Halton to ascertain what the key priorities should be. The workshop was well attended underlining that the desire to tackle child and family poverty is strong in the Borough.

Participants were asked to nominate actions that will help to reduce poverty in the area and then vote on which were seen as the key priorities. We have drawn heavily on the outcomes of this workshop in the development of the key priorities. The full results of this exercise are shown in Appendix 1.

In addition to this, the following national reviews have informed our work:

Frank Field's review of Poverty and Life Chances

In June 2010 Frank Field MP was commissioned by the Prime Minister to provide an independent review on poverty and life chances. The review resulted in the publication of "The Foundation Years: preventing poor children becoming poor adults" in December 2010. The findings of this review have been taken into account in the development of this Strategy and have informed the Development plan.

Some of the key messages from the review include the assertion that child poverty in its broadest sense is about more than household income and that income is not the dominant cause of restricted life chances. As a result measures that solely focus on income, whilst helping to address financial poverty, are not effective in tackling the wider issues such as poverty of aspiration, financial exclusion, physical and mental wellbeing and skills gaps that all contribute to intergenerational and persistent poverty.

We agree with this conclusion and support the model of providing strong support structures for families which provide tangible benefits to them. This is reflected in the priorities identified in the stakeholder workshop which are outlined in this chapter. In particular an emphasis on aligning services to needs, information sharing and supporting aspirations which were all strong themes, support these goals.

In addition the review found that focusing on the foundation years from 0-5 years of age is key. This aspiration was also highlighted at the workshop with early intervention identified as a key issue and focusing on



the foundation years being seen as important.

Graham Allen review of Early Intervention

In June 2010 the Government requested that Graham Allen MP lead a review of early intervention. His interim report was published in January 2011. It highlights the importance of early intervention in improving children's and ultimately adults' lives and strongly recommends that early intervention actions are improved and expanded upon. He particularly focuses on the 0-3 age group as children's brains develop from 25% to 80% of their full capacity during this period.

The final report (*'Early Intervention; Smart Investment, Massive Savings'*) was published in July 2011, and makes recommendations for how the expansion of early intervention services could be financed.



Summary of key priorities

In developing this strategy we have taken account of local needs, consulted extensively with local partners and listened to the views and suggestions of a range of adults and young people. We have also considered the latest national research in this area to develop a set of priorities that will provide the biggest benefit to the residents of Halton.

As a result of this process we have identified the following:

A. Key underlying causes of child and family poverty in Halton

- Some families feel that they will never move out of poverty which restricts their aspirations
- A cycle of benefit dependency which can be an intergenerational issue

B. Key priorities to tackle child and family poverty in Halton

- Cultural challenge and realising aspirations
- Early intervention
- Whole family approach
- Providing a single point of access to support services

C. Key issues to overcome first to tackle child and family poverty in Halton

- Ensuring that support services meet the needs of target groups now and in the future and are easily accessible
- Improving the sharing of information between partners to provide greater support to customers

SECTION FOUR:

IMPLEMENTING THE STRATEGY

Governance

In late 2010 the Halton Child & Family Poverty Group was established by the Halton Strategic Partnership.

The Group was formally inaugurated in November 2010 and, in addition to statutory partners prescribed by the Act, membership includes representatives from the voluntary sector and service users. Organisations represented on the group are set-out in Annex 2.

The key functions of the group are to;

- a) *Oversee the preparation and publication of a local child poverty needs assessment that understands the drivers and characteristics of child and family poverty in Halton, as prescribed in the act.*
- b) *Ensure all statutory partners are represented and engaged to carry out their duty to co-operate to reduce, and mitigate, effects of child & family poverty in Halton.*
- c) *Set-out a vision for reducing child and family poverty in Halton through the publication of a Child & Family Poverty Strategy which sets-out the contribution that each partner will make to address the issues and challenges raised in the needs assessment.*
- d) *Agree in consultation with statutory and wider partners, the delivery and monitoring of the Halton Child & Family Poverty Strategy Development Plan.*
- e) *Ensure that child and family poverty issues and needs are taken into account in the preparation of plans and strategies such as the Sustainable Community Strategy, Children & Young People's Plan, Local Economic Assessment, and other plans and strategies relating to employment, skills, housing, transport, health and wellbeing and safer and stronger communities.*
- f) *Report periodically on progress to the Halton Strategic Partnership Board.*

Administrative support is currently provided by Halton Borough Council.



Consultation

As well as involving a wide range of our partners from the statutory and voluntary sectors at each key stage in the development of the strategy, we have also gone out into Halton's communities and listened to the views and suggestions of many families and young people in Halton on the three key questions;

- What do you think are the causes of child and family poverty in Halton?
- What should our priorities for action be?
- Where should we start?

The response has been overwhelmingly consistent and positive; that only by adopting a consistent and sustained 'whole family' approach will we eradicate child and family poverty in Halton.

Both 'providers' and 'consumers' of key services recognise that in the current difficult financial environment we need to make sure that scarce resources are carefully and sensitively targeted at those in greatest need if we are to meet this challenge and deliver sustained progress towards eradicating child and family poverty in Halton.

Links to Other Plans & Strategies

The Halton Child & Family Poverty Strategy has been prepared in the context of our other key local plans and strategies. It does not stand alone in isolation; it is an overarching high level strategy that is connected to a wide and varied range of other plans and strategies that deal with specific topics and co-ordinate the delivery of services and projects.

Therefore, this Strategy has been prepared to align with other key partnership plans and strategies. Figure 1 illustrates this relationship, the Strategy sits within a matrix of these plans that allow the Halton Strategic Partnership to deliver improvements that make a real difference to the people of Halton.



Challenges

At a time of major, and ongoing, reductions in the financial resources available to many key partners we are faced with the challenge of 'delivering more with less', without sacrificing quality.

Therefore, if we are to tackle the deep-rooted underlying causes of child and family poverty in Halton, it is only by working closely together towards shared tightly focused priorities that we will be able to have a significant impact on the underlying problem, and break the cycle of intergenerational poverty.

The primary challenge facing us will be to make effective early intervention and prevention with those families in the greatest need. In terms of definition, 'prevention' refers to activities to stop a problem arising in the first place. 'Early intervention' is activity aimed at helping to stop the development of a problem already evident before it becomes overwhelming.

Thus, the distinction between the two terms relates to the stage of problem development. Evidence shows that this early action can reduce a dependency culture emerging and can lead to improved quality of life.

There is considerable evidence in Appendix 1 that this is the way many of our partners are already working together in Halton. The challenge is to make this the way we all work.

There are also the emerging 'localism', 'personalisation' and 'Big Society' agendas, all of which will have an impact to some degree or another on the child & family poverty agenda. Finally, there are the radical changes to welfare benefits, with the introduction of the single Universal Credit welfare benefit and the allied Work Programme, both of which will have a significant but as yet undetermined impact on the income and lifestyles of many families in poverty.



Figure 1: Integration of the Child and Family Poverty Strategy with other key plans and strategies

Integration of the Child and Family Poverty Strategy with Key Plans and Strategies



The Halton Child and Family Poverty Strategy has been prepared in the context of other key local plans and strategies. It does not stand alone in isolation but is a crosscutting strategy that is linked to a multitude of detailed strategies that deal with specific topics and coordinate the delivery of services and projects

Equality Impact Assessment

Under the provisions of the Equality Act 2010 we have a duty to demonstrate that we have taken action to consider equality issues in the development of this Strategy.

This has been undertaken by way of an Equality Impact Assessment (EIA) which is the name of a process by which we have examined the Strategy in order to minimise the potential for discrimination against one or more groups that include people with one or more 'protected characteristics': - age, disability, gender and gender identity, race, religion/belief, marriage and civil partnerships, pregnancy and maternity and sexual orientation.

A copy of the EIA is available for inspection.



DEVELOPMENT PLAN

The issues that this Strategy commits us to tackle are long term difficult ones. It will take several years for the work underway to make a lasting impact. Early intervention and prevention in health, poverty and employability are examples.

It will take several years of sustained hard work before we will see a decrease in patients attending GP Surgeries and hospitals with established illnesses and a reduction in obesity, smoking and drinking to excess. Each of which in turn reduce people's capacity to fulfil their potential through learning, employment and prosperity.

The long timescales, together with the impact of the many current changes mentioned earlier mean we need to be flexible to cater for the unforeseen and allow partners to adapt to constantly evolving legislative and financial structures.

Therefore, the Development Plan covers the period from 2011-13 and is open to review at any stage. It sets out our starting point and sets partners progress targets to help to 'kick start' the delivery on the priorities set-out in this strategy. The Development Plan will be regularly reviewed with periodic progress reports to the Halton Strategic Partnership Board.

The end date for the Strategy and Development Plan is 2013. This is when the next child and family poverty needs assessment will be undertaken and the ramifications of some of the major national policy and legislative changes currently underway will be clearer.

In keeping with the Strategy, the Development Plan has been developed in consultation with our wider LCR partners to ensure that our local work contributes to reducing Child and Family Poverty across the city region.



Halton Child and Family Poverty Strategy

Development Plan 2011-13

Outcome: Child and Family Poverty is eradicated in Halton

Our strategy is a statement of the fundamental commitment by the partnership to ultimately eradicate child and family poverty in Halton by 2020. It provides us with a cohesive overview and facilitates better co-ordination of our efforts towards this objective.

However, this is the first time many partners have worked together on this specific objective. Therefore, this development plan has been written to raise awareness, increase our knowledge and improve the way we work together to tackle child poverty during these initial stages. It is not intended to be prescriptive, but to lay down a solid foundation for our work over the coming years on this vital issue.

This document outlines some of the key outcome indicators which will measure the extent to which poverty is being reduced and families are supported to move out of poverty, some performance measures for partners to assess their contribution to this, and the actions and processes which will support the eradication of child and family poverty in Halton.

The following key objectives have been identified as methods to reduce poverty, within these a number of actions have been identified to assist.

- Objective 1:** Supporting families to achieve their aspirations
- Objective 2:** Working with the whole family
- Objective 3:** Working more closely between partners
- Objective 4:** Mapping services/New ways of working
- Objective 5:** Maximise income

It is important to note that there is not a single indicator which will measure child and family poverty in Halton. The indicators and measures in this document have been chosen to illustrate how progress could be made across areas of work which together may improve the position for families according to the objectives and may assist in reducing poverty in the long term. It is best described as a dotted line between the outcome of reducing poverty with these indicators and measures contributing to the whole.



Key actions to be undertaken

Objective One: Supporting families to achieve their aspirations			
ACTION	TIMESCALE (all 2013 unless stated)	LEAD AGENCY	INTENDED IMPACTS
Work with 14 – 19 year olds to enable pathways into HE and employment and decrease participation poverty		Children and Enterprise Directorate – HBC	More young people progressing into higher education from deprived neighbourhoods.
Providing 12 -19 year olds with music making and other creative learning opportunities		LOOSE MUSIC	More young people accessing service from deprived neighbourhoods
Targeted support to reduce the outcome gaps at school between children in care, disadvantaged children, and their peers.		Children and Enterprise Directorate - HBC	Reduced attainment gap between children in care, disadvantaged children and their peers.
Better support to parents re/joining the employment market.		DWP/Jobcentre Plus	Lower proportion of benefit claimants with children
Deliver children’s Centre core offer – early intervention for families		Children and Enterprise Directorate - HBC	More vulnerable families able to access range of services to improve quality of life, and access to childcare.
Increase the staying-on rates for post 16 year olds		Children and Enterprise Directorate - HBC	More young people continuing in full time education post-16. A reduction in the NEET rates in deprived neighbourhoods.

Objective Two: Working more closely between partners

ACTION	TIMESCALE (all 2013 unless stated)	LEAD AGENCY	INTENDED IMPACTS
Providing premises at a peppercorn rent to support Halton Credit Union in Widnes	Opening 2011	Halton Housing Trust	Premises open for business
Cross promotion of financial inclusion services		Halton and Warrington Trading Standards	Increased take-up rates of services on offer Reduced levels of irresponsible lending.
Complete A-Z employment offer from attracting business to the Borough to supporting local people into jobs		Halton Employment Partnership Group	Less unemployment, especially in worst performing neighbourhoods. A greater proportion of jobs with new/expanding employer filled by local people.
Embed the Integrated Working Support team as the first point of contact for professional needing support and advice.		Children and Enterprise Directorate	Vulnerable families receive timely and relevant support from appropriate partners/agencies.
Joint Commissioning of services through Children's Trust		Children's Trust Children & Families Partnership Commissioning Board	Inclusion of challenging targets for service access and provision for poorer families.

Objective Three: Working with the whole family

ACTION	TIMESCALE (all 2013 unless stated)	LEAD AGENCY	INTENDED IMPACTS
Assisting families affected by substance misuse		Children’s Trust Children & Families Partnership Commissioning Board	More clients with dependant children accessing substance misuse services.
Healthy Lifestyle education		Children’s Trust Children & Families Partnership Commissioning Board	Lower obesity, smoking etc rates in poorer families.
Embed the Integrated Working Support team as the first point of contact for professionals needing support and advice. CAF process is used and understood.		Children and Enterprise Directorate	Vulnerable families receive timely and relevant support from appropriate partners/agencies in order to meet their needs.
Continue to embed “Team around the Family” principles to ensure whole family approach to service delivery		Halton’s Children’s Trust	More successful outcomes for poorer families.

Objective Four: Mapping services / New ways of working

ACTION	TIMESCALE (all 2013 unless stated)	LEAD AGENCY	INTENDED IMPACTS
Map current services and identify areas of collaboration	By end Sept 2011. Feed into 2012/13 business plans	Child & Family Poverty Steering Group	Partners working together to eliminate gaps/ overlaps in service provision.
Explore opportunities offered by the DWP/ESP programme for families with multiple problems.	Starts late 2011 to 2014	TBC	Better identification and co-ordinated support for families with multiple problems.
Identification of appropriate SMART targets and indicators	November 2011	Child & Family Poverty Steering Group	Better targeting of scarce resources to points of greatest need and impact.

Objective Five: Maximise income

ACTION	TIMESCALE (all 2013 unless stated)	LEAD AGENCY	INTENDED IMPACTS
Ensure that existing and new benefit claims are dealt with as quickly and accurately as possible		Revenues and Benefits administration - HBC	Fewer families resorting to doorstep and other unaffordable credit.
Support adults into employment		Halton People Into Jobs	Less unemployment, especially in worst performing neighbourhoods.
Attract and secure employment generating investment in the Borough. Ensure a good spread of skill requirement.		Development and Investment Services - HBC	Increased skill levels amongst local labour force. Increasing jobs in new and growing sectors of the economy. A greater proportion of jobs with new/expanding employers filled by local people.
Improve quality and range of the housing stock		HBC/Housing Partnership	Fewer families in unsatisfactory accommodation on social housing waiting lists.
Developing Financial Literacy		Halton CAB	Increased take-up of affordable credit and/or fewer repossessions/bankruptcies.
Provide supported bus services to key education and employment sites		HBC - Transport	More young people continuing in full time education post-16. Greater proportion of jobs with new/growing employers taken by local people.

This Development Plan is not exhaustive. Nor is it fixed, being subject to periodic review by the Halton Child & Family Poverty Steering Group on behalf of the Halton Strategic Partnership.

Outcome Indicators

Additional indicators may also indicate reduction in poverty for particular groups and/or improvements in ability to move out of poverty:

Children in Care attainment

Attainment gap for free school meals

Reduction in percentage of children eligible for free school meals

Benefit claimants with children reduction

Reduction in unemployment

Reduce number of families in unsatisfactory accommodation on social housing waiting lists

Reduction in the number of repossessions

Reduction in the number of bankruptcies

Increase in the proportion of young people continuing in full time education post-16

Performance Measures

The following measures may be used to indicate progress made with specific partners or specific programmes of work. Please note that these are not in any specific order.

Numbers of young people accessing LOOSE music from deprived neighbourhoods

Increase the number of Halton Credit Union premises across Halton

Increase take up rates of financial inclusion services

Proportion of new/expanding employer jobs filled by local people

Increase the number of clients with dependent children accessing substance misuse services

Reduction of obesity in poorer families

Reduction in smoking rates in poorer families

Increase speed and accuracy in dealing with benefit claims for new and existing claimants

Reduce the number of families in unsatisfactory accommodation on social housing waiting lists

Reduction in the number of repossessions

Reduction in the number of bankruptcies

USEFUL LINKS

National Child Poverty Strategy - "A New Approach to Child Poverty: Tackling the Causes of Disadvantage and Transforming Families' Lives"

<http://www.education.gov.uk/publications/eOrderingDownload/CM-8061.pdf>

Frank Field review 'The Foundation Years: preventing poor children becoming poor adults'

<http://webarchive.nationalarchives.gov.uk/20110120090128/http://povertyreview.independent.gov.uk/media/20254/poverty-report.pdf>

Graham Allen review 'Early Intervention: The Next Steps'

<http://www.dwp.gov.uk/docs/early-intervention-next-steps.pdf>

National Child Poverty Unit

<http://www.education.gov.uk/childrenandyoungpeople/families/childpoverty>

Halton's Child and Family Poverty Needs Assessment

<http://cid9104d6a5e629b08f.office.live.com/self.aspx/ChildPoverty/CPFNeedsAssessment.pdf>

Department for Work and Pensions

<http://www.dwp.gov.uk/policy/child%2Dpoverty/>

Joseph Rowntree Foundation

<http://www.jrf.org.uk/child-poverty>

Child Poverty Action Group

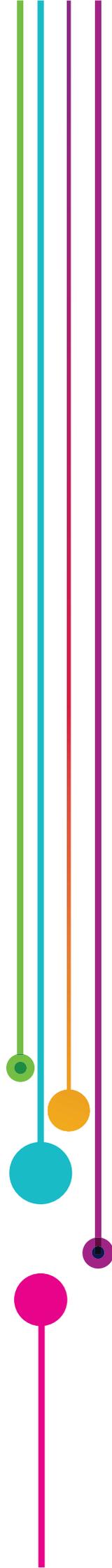
<http://www.cpag.org.uk/>

End Child Poverty

<http://www.endchildpoverty.org.uk/>

Liverpool City Region Child Poverty & Life Chances Strategy;

<http://www.liverpoolcitystrategyces.org.uk/projects/overview-of-what-is-being-done-to-tackle-child-poverty/>



GLOSSARY

Liverpool City Region – The LCR comprises of the five Merseyside Authorities of Liverpool, Sefton, Knowsley, Wirral and St Helens, plus Halton in Cheshire. The grouping recognises that these areas have similar underlying issues which can be best tackled through joint working.

Government definitions of Child Poverty

Relative low income - The relative low income target is that less than 10% of children who live in qualifying households live in households that fall within the relevant income group.

A household falls within the relevant income group, in relation to a financial year, if its equivalised net income for the financial year is less than 60% of median equivalised net household income for the financial year.

Combined low income and material deprivation - The combined low income and material deprivation target is that less than 5% of children who live in qualifying households —

- (a) live in households that fall within the relevant income group, and
- (b) experience material deprivation.

A household falls within the relevant income group, in relation to a financial year, if its equivalised net income for the financial year is less than 70% of median equivalised net household income for the financial year.

Regulations must specify the circumstances in which a child is to be regarded as experiencing material deprivation in a financial year.

Absolute low income - The absolute low income target is that less than 5% of children who live in qualifying households live in households falling within the relevant income group.

A household falls within the relevant income group, in relation to a financial year, if its equivalised net income for the financial year is less than 60% of the adjusted base amount.

“The adjusted base amount”, in relation to a financial year, is the base amount adjusted in a prescribed manner to take account of changes in the value of money since the base year.

- *“the base amount”* means the amount of median equivalised net household income for the base year;
- *“the base year”* means the financial year beginning with 1 April 2010.

Persistent poverty - In relation to a financial year (“the relevant financial year”), the persistent poverty target is that less than the target percentage of children who have lived in qualifying households during each of the survey years have lived in households that have been within the relevant income group in at least 3 of the survey years.

The survey years are—

- (a) the calendar year that ends in the relevant financial year, and
- (b) the 3 previous calendar years.

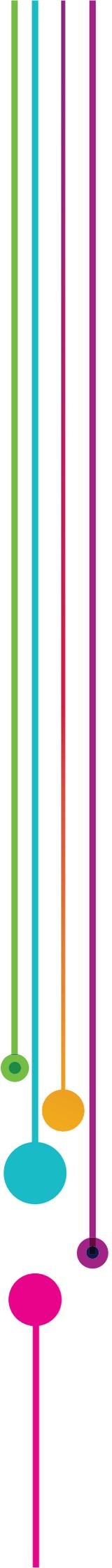
The target percentage is a percentage to be prescribed by regulations made before 2015.

A household falls within the relevant income group, in relation to a calendar year, if its equivalised net income for the year is less than 60% of median equivalised net household income for the year.

Instead of exercising the power conferred by subsection (3) of the Child Poverty Act, the Secretary of State may by regulations amend this section so as to substitute a different persistent poverty target for that set out in subsections (1) to (4).

Regulations under subsection (5) may only be made—

- (a) before 2015, and
- (b) with the consent of the Commission.



APPENDIX:

STAKEHOLDER WORKSHOP

PRIORITIES FOR ACTION AND WHY

The following tables provide a summary of a workshop undertaken to determine key priorities for tackling child and family poverty in the Borough. Participants were able to suggest any measures that they felt would positively impact on poverty and then through a series of votes participants were asked to rank the measures to ascertain the key priorities.

The first task asked participants to identify the underlying causes of poverty in Halton having seen a presentation of the needs assessment.

The most important factor was identified as 'Family aspirations' followed by 'Cultural acceptance'. In Halton low aspirations are believed to be a key factor holding children back from achieving their full potential. In particular a lack of positive role models, lack of academic ambition and a fear of further education is restricting the academic achievements of Halton's young people which leads to a cycle of low paid employment and increases the likelihood of becoming dependent on benefits in adult life.

However it is recognised that low aspirations are often a result of living in poverty rather than the cause of poverty. In many cases families living with the day to day grind of poverty do have aspirations but they often feel that there are too many barriers in their way to achieve them. This is important because if the barriers can be removed people are often very committed to improving their own lives.

When asked to identify the second most important issue 'Benefit dependency' was seen as the key issue followed by 'Lack of secure employment'. Both of these issues are related to low aspirations but also highlight the need to support people in finding employment through providing individuals with the necessary skills to access employment and ensuring that the right mix of jobs are available in the Borough.

What are the underlying causes of child poverty in Halton?

Issue	1 st Vote
Family aspirations	11
Cultural acceptance	9
Lack of secure employment	3
Lack of long-term investment in services	3
Benefit dependency	1
Lifestyle	1
Educational attainment (post 16)	1
Financial lifestyle	0

Issue	2 nd Vote
Benefit dependency	9
Lack of secure employment	7
Cultural acceptance	3
Lifestyle	2
Family aspirations	2
Financial lifestyle	2
Lack of long-term investment in services	1
Educational attainment (post 16)	1

Having identified the key causes of poverty the group were then asked to determine the key actions to mitigate the issues.

The group identified 'Cultural challenge/aspirations' as the key area of focus. This follows on strongly from the priority causes. Alongside this 'Early intervention' was also highlighted as the best way to bring about long term change.

When asked to select the second most important actions 'Whole family approach (holistic)' and 'Flexible single point of access' were chosen. Adopting a whole family approach recognises that intergenerational poverty is a serious issue and an holistic approach is necessary to break the cycle of poverty. Adopting a flexible single point of access recognises that the range of services offered can be confusing and people would benefit from a simpler system which guides them to the most appropriate service as quickly as possible.

What should our key priorities be?

Issue	1 st Vote
Cultural challenge/aspirations	7
Early intervention	7
Focus on 0-5 years	5
Whole family approach (holistic)	4
Education – parentcraft	4
Identify ‘frequent flyers’	2
Best practice evidence	1
Flexible single point of access	0
Celebration of success	0

Issue	2 nd Vote
Whole family approach (holistic)	6
Flexible single point of access	6
Cultural challenge/aspirations	5
Early intervention	3
Identify ‘frequent flyers’	3
Best practice evidence	2
Education – parentcraft	2
Focus on 0-5 years	1
Celebration of success	1

In the third task participants were asked to select the issue that should be tackled first. The most popular choice was ‘Mapping service user journeys to future provision’ with ‘Info sharing between partners’ a close second.

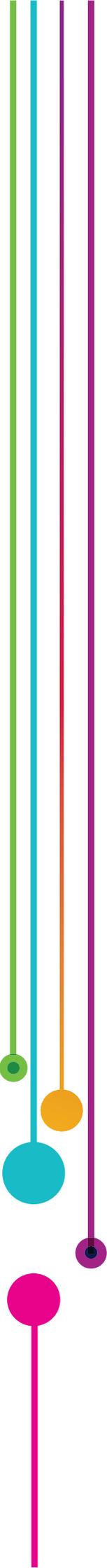
Mapping of services was seen as a key tool in firstly simplifying the system for users and secondly in identifying which services provide the best support for lifting people out of poverty. This relates strongly to the identification of a single point of access as an important measure for helping people to access services more easily.

Increased information sharing between partners also figured strongly. This category of action supports the whole family approach where information sharing between partners is key. It also supports early intervention and raising aspirations as a range of partners can provide a much broader overview of the contributory factors that lead to poverty than any one partner can. Once all of the factors are known, services are much better positioned to provide the right support to help families to escape poverty.

What should we tackle first?

Issue	1 st Vote
Mapping service user journeys to future provision	7
Info sharing between partners	6
Community engagement – priorities	4
Multi-agency co-located teams	4
Targeted information services	3
Online multi-agency directory of services	3
Communications – what’s happening?	1

Issue	2 nd Vote
Info sharing between partners	8
Mapping service user journeys to future provision	6
Community engagement – priorities	3
Communications – what’s happening?	3
Multi-agency co-located teams	2
Targeted information services	2
Online multi-agency directory of services	1



Financial Exclusion

In addition to the work undertaken through the needs assessment and the outcomes of the stakeholder workshop, this Strategy and the resulting Development Plan have been shaped by an assessment of the prevalence and effects of financial exclusion in Halton, which has been undertaken by Halton and Warrington Trading Standards.

Financial exclusion can mean that individuals have limited or no access to:

- **Bank Accounts:** vulnerable individuals can find it difficult to obtain bank accounts and difficult to understand how to use their account to avoid unnecessary bank charges. Individuals can be refused a bank or building society account because they cannot provide identity documents to show who they are and where they live. Many banks and building societies only accept a driving licence or passport, which some low-income families do not have. Basic bank accounts provide essential financial services such as enabling people to pay their bills by direct debit, pay in cheques and cash, and make cash withdrawals 24 hours a day and receive income and benefit payments.
- **Personal Credit:** vulnerable individuals can find it difficult to obtain personal credit from mainstream low-cost lenders.
- **Insurance:** vulnerable individuals can have difficulty accessing insurance products, particularly home contents insurance, either because they haven't got the income to pay for a policy or because the area where they live attracts higher premiums.
- **Savings:** many individuals on lower or fixed incomes can find it difficult to get savings started and experience difficulty in accessing savings accounts.
- **Financial Advice:** individuals can find it difficult to get simple and independent explanations of financial services and easy access to money management information.
- **Employment:** not having a bank account often acts as a barrier to employment as more and more employers prefer to pay wages directly into a bank account.

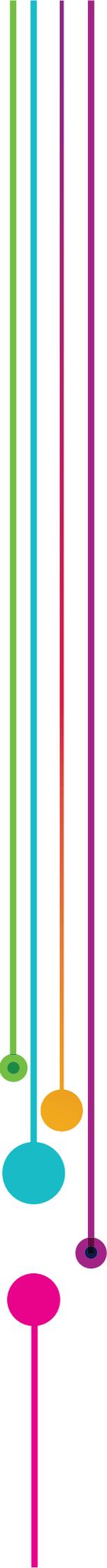
Certain groups are at high risk of financial exclusion: social housing tenants, those who are unemployed, those claiming benefits and lone parents. There is an established link between social housing and child poverty and in Halton every Lower Super Output Area that has high levels of child poverty also has a high proportion of social housing - the highest correlation in the Liverpool City Region.

The demographic profile of Halton provides the following estimates of those at high risk of financial exclusion:

Groups at high risk of financial exclusion	Estimated numbers 'at risk' in Halton
Tenants of Social Rented Housing	13,245 households
People who are unemployed and claiming Job Seekers Allowance	4,110 people (May 2010)
People claiming health-related benefits	8,420 people (May 2010)
Lone parents on income support	2,200 people (May 2010)

It should be noted that any one individual may experience several of these risk factors together and so it is difficult to estimate the actual number of households or people that are at risk of financial exclusion.

The need to tackle financial exclusion within the Borough will be a key consideration in the development of the Development Plan.



ANNEX:

Membership of the Halton Child & Family Poverty Steering Group

Organisation	
1	Portfolio Holder for Children, Young People and Families, HBC. (Chair)
2	Chair of Children & Young People Scrutiny Board, HBC
3	Operational Director for Learning & Achievement. HBC
4	Halton & Warrington Youth Offending Team
5	Job Centre Plus
6	Cheshire Constabulary
7	Local Transport Authority
8	Halton Childrens' Centre Manager
9	Halton & Warrington Trading Standards
10	Halton Citizens Advice Bureau
11	Halton Parents & Carers Forum
12	NHS Halton & St Helens

Partnership and Administrative Support is provided by Halton Borough Council

[As at September 2011]



Help Us Help You

📞 0303 333 4300
✉️ hdl@halton.gov.uk

📍 HDL, Municipal Building, Kingsway, Widnes WA8 7QF
🌐 www.halton.gov.uk/contact



Halton Strategic **PARTNERSHIP**

REPORT TO: Children, Young People & Families Policy & Performance Board

DATE: 5th January 2012

REPORTING OFFICER: Strategic Director Policy & Resources

PORTFOLIO: Children and Enterprise

SUBJECT: Children & Enterprise Business Plan 2012-2015

WARDS: Borough wide

1. **PURPOSE OF THE REPORT**

- 1.1. To provide an update on Business Planning for the period 2012-15 and to consider the Directorate priorities, objectives and targets for services for this period that fall within the remit of this Policy and Performance Board.

2. **RECOMMENDED: that**

- 1) **The Board identifies any objectives and targets for the next three years that it wishes to see included in the Business Plans ; and**
- 2) **That Board Members pass any detailed comments that they may have on the attached information to the relevant Operational Director by 18th January 2012.**

3. **SUPPORTING INFORMATION**

- 3.1 Each Directorate of the Council is required to develop a medium term business plan, in parallel with the budget, that is subject to annual review and refresh.
- 3.2 PPB input to the business planning process and the setting of priorities for the Directorate is an important part of this process. Key Priorities for development or improvement in 2012-15 are proposed to be:
- Commissioning
 - Early Help & Support
 - Narrowing the Gap
 - Employment & Growth

In addition, three cross-cutting priorities, workforce planning and development, low carbon economy and resources, are also proposed.

These are now reflected in the draft plans now available for consideration by the Policy & Performance Board. On page 14 of the draft, example Business Critical

Issues within the four overarching priorities are provided, and the linkages across priorities that again show cross-working.

- 3.3 Draft Service Objectives and Performance Indicators and targets have been developed by each Department and this information is included within Appendices to the Directorate Plan. These departmental objectives and measures will form the basis of the quarterly performance monitoring received by the Board during the future year.
- 3.4 Comments additional to those made following the PPB meeting should be made to the relevant Operational Director by 18th January 2011 to allow inclusion in the draft business plan. Appendix A provides a short summary of how issues raised at the Special PPB meeting on December 14th are covered within the document and the work of the Directorate.
- 3.5 The draft Directorate Business Plan will be revised following member comments during January and will go to Executive Board for approval on 9th February 2012, at the same time as the draft budget. This will ensure that decisions on Business Planning are linked to resource allocation. All Directorate plans will be considered by full Council at the 7th March 2012 meeting.
- 3.6 It should be noted that plans can only be finalised once budget decisions have been confirmed in March and that some target information may need to be reviewed as a result of final outturn data becoming available post March 2012.

4.0 POLICY IMPLICATIONS

- 4.1 Business Plans form a key part of the Council's policy framework.
- 4.2 Elected member engagement would be consistent with the new "Best value guidance", announced in September 2011, to consult with the representatives of a wide range of local persons.
- 4.3 Plans also need to reflect known and anticipated legislative changes.

5.0 OTHER IMPLICATIONS

- 5.1 Directorate Plans will identify resource implications.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

- 6.1 The business planning process is the means by which we ensure that the six corporate priorities are built into our business plans and priorities, and thence cascaded down into team plans and individual action plans.
- 6.2 From 2012/13 it is proposed that with the introduction of the new performance framework Departmental Reports now be available to members via the intranet. Also priority based reports for each respective Policy & Performance Board be introduced, containing details stated within the Appendices of the Directorate Business plans

7.0 RISK ANALYSIS

7.1 Risk assessment will continue to form an integral element of Directorate Plan developments. This report mitigates the risk of members not being involved in the setting of service delivery objectives.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 Those high priority actions that result from Impact Review and Assessment will be included within Directorate Plans and will continue to be monitored through Departmental Performance Monitoring Reports.

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

9.1 There are no relevant background documents to this report.

Appendix A – Issues Raised at Special Children, Young People & Families PPB Meeting – December 14th 2011

Issue	What is in place
Mental health of young people, increase in self-harm, mechanisms for support and detecting early signs	<ul style="list-style-type: none"> • Links to each of the overarching priorities, e.g. <ul style="list-style-type: none"> ○ Commissioning of Tier 3 mental health services and related monitoring as part of contract ○ Detecting early signs part of remit of early help and support ○ Work contributes towards narrowing the gap for young people with mental health issues • Performance measures around substance misuse, self-harm and hospital admissions • CAMHS mapping of CiCOLA (Children in Care from Other Local Authorities)
Information sharing – communication of problems between partners, transition information, etc	<ul style="list-style-type: none"> • Information sharing across agencies is being improved across Children’s Trust through continued embedding of partnership arrangements to meet the Trust’s priorities, which in turn correlate with those for the Directorate – commissioning in partnership, processes of early help and support being signed up to by all partners to tackle issues together, etc
Free Schools/ Academies	<ul style="list-style-type: none"> • Referred to at several points within Directorate Plan draft, for example is highlighted as one of the Directorate’s key challenges to consider during the next 12 months and the latest national policy developments are included
Narrowing the Gap	<ul style="list-style-type: none"> • Information on page 14 just some examples of narrowing the gap areas, shows wider focus than simply educational attainment, e.g. <ul style="list-style-type: none"> ○ Health inequalities, this links to many of the Business Critical Issues and is a prime concern for the Children’s Trust. Work on Health issues for the Directorate will continue to grow and feature more heavily within the Directorate Business Plan as Public Health becomes part of the local authority remit. ○ Child & Family Poverty – Directorate has played a key role in development of Halton Child & Family Poverty Strategy
Schools	<ul style="list-style-type: none"> • Fully supportive of principles of Early Help & Support

	<p>and this is shown in recently putting £50,000 into future provision</p> <ul style="list-style-type: none"> • Will be a significant amount of commissioning of services to schools
Bullying	<ul style="list-style-type: none"> • Directorate heavily involved in development of a draft Halton Anti-Bullying Strategy for all agencies within Halton Children's Trust. This will be finalised at the beginning of 2012.
Welfare Reforms – single parent families being forced into work	<ul style="list-style-type: none"> • An example of linkages across priorities – between employment and growth (welfare reform) and commissioning (childcare sufficiency)
Autistic children & young people	<ul style="list-style-type: none"> • Issues such as autism will be dealt with appropriately across all Directorate priorities as follows: <ul style="list-style-type: none"> ○ Commissioning of services as appropriate ○ Providing help and support at the earliest stage ○ Working to narrow the gap for our autistic children and young people, as with all vulnerable groups ○ Supporting autistic children and young people as appropriate into employment
Overlap in Directorate Plans	<ul style="list-style-type: none"> • Covered by Corporate Plan – this Plan provides detail for Directorate, links across Directorate provided by Corporate Plan



Children & Enterprise Directorate

DIRECTORATE PLAN

April 2012 to March 2015

Contents

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NB – Please note that at the time of writing, this Directorate Plan has not been able to take into account the full implications of the Schools White Paper and Halton Borough Council restructuring and this should be kept in mind when reading the document

1.0 Foreword from Strategic Director

The Children & Enterprise Directorate (CED) Service Plan for 2012 to 2015 comes at a time of continuing change for both the Council and Halton's Children's Trust.

The Directorate is at the heart of the Trust; having a dual responsibility to both the Council and the contribution it makes to the strategic priorities of the Children's Trust. The scope of the Directorate was broadened in 2011 with the addition of the Economy, Enterprise and Property Department. This has meant that the Directorate has an even greater role to play in the element of the Trust's work that focuses on young people aged 16 plus. Similarly, the changes have increased the presence of the Directorate within the Employment, Learning & Skills Specialist Strategic Partnership.

All partners remain committed to Halton Children's Trust and are working together to meet the aims and objectives of the Children & Young People's Plan 2011-14. This commitment to working in partnership is crucial as we look to work through tough economic times, with reducing resources, while maintaining the same high quality level of service for our children and young people and their families in Halton. We have been successful in achieving this so far – in 2011 this was externally recognised through the Ofsted/CQC Safeguarding and Looked After Children Inspection. Halton was rated as Outstanding or Good in each of the 22 elements of this Inspection. This is welcome recognition of the work being done in Halton for our children, young people and families but we must continually look to improve to achieve the highest levels of performance in the years ahead.

We are now attracting large-scale investment from a range of sectors and many employment opportunities for Halton residents have resulted or will develop over the years ahead from these but more work needs to be done increase the number of employment opportunities in Halton and to break the cycle of worklessness in some parts of the Borough.

Despite facing many challenges, I believe that the Directorate is well placed to meet each challenge and continue to work to improve outcomes for our children and young people, as well as their families and businesses in Halton.

Gerald Meehan

Strategic Director
Children & Enterprise Directorate



2.0 Introduction

The Children and Enterprise Directorate (CED) plays a key role within the Council structures and in ensuring the Council achieves its objectives. Whilst CED works to the key priorities that appear within Halton's Children & Young People's Plan of Halton Children's Trust and economic development programme, it is a business unit within its own right, requiring leadership and direction provided by this Plan.

Business planning encourages the development of a blueprint for the ongoing performance management of the Directorate and, without it; the preparation needed to manage performance is missing. Without ongoing performance management, the strategies and plans developed through business planning will not be implemented and will fail to impact upon the activities of the Directorate, or on outcomes for service users.

This document is a key business planning document and should be used alongside performance information when developing service and team plans. Its overall aims are to:-

- identify the key objectives for the Directorate over the next 12 months;
- improve the quality of the services provided; and
- deliver better outcomes for service users.

The plan is underpinned by the principles and strategic objectives Halton Borough Council has adopted in its Corporate Plan 2011 - 2016. It aims to be a key reference document for elected members, staff in the Directorate and our partner agencies. It provides the rationale and framework for the major areas of the Directorate's activity. It does this by taking account of the national, inter-agency and Council planning and budget priorities and inter-weaves these with what we know - or what our service users and carers tell us - about how services should be developed in order to meet needs and expectations more effectively. The plan needs to be understood in the context of a wide range of other documents. The main strategic documents are:-

- Sustainable Community Strategy for Halton: 2011 – 2026;
- Halton Local Development Framework;
- The Borough Council's Corporate Plan 2011 - 2016;
- Halton Children & Young People's Plan 2011 - 14

These commit the Borough Council and its partners to achieving explicit and realistic priorities over the coming year. This Business Plan highlights the Children and Enterprise Directorate's elements of those commitments within the context of the Government's overall agenda for Local Government. The achievement of these continues to depend on partnerships with many other agencies, and members are committed to testing these achievements.

The plan does not attempt to describe all the day-to-day activities that make up most of the Directorate's work, but only to set out the overall framework within which that work takes place. It needs to be remembered, however, that it is the everyday assessment of needs and arrangement of services to meet those needs that is the fundamental task of the Directorate. Undertaking this effectively requires the continuing dedication and enthusiasm of staff, together with the Directorate's commitment to recruit, retain and train the staff able to meet the challenges of the future.

3.0 Key messages

3.1 OVERALL DIRECTORATE STRATEGIC DIRECTION

The structure for the Directorate is set out in detail in Section 6 but in summary is split into four departments as follows:

- Children & Family Services
- Children's Organisation & Provision
- Learning & Achievement Services
- Economy, Enterprise and Property

In addition the Children's Safeguarding Unit reports directly to the Strategic Director.

The key messages in terms of progress against the agreed objectives during the last 12 months are outlined below.

Department	Objective	Progress 2011-12
Children & Family Services	Workforce Development – ensuring sufficient frontline managers and social workers with the skills/competence to improve outcomes.	<ul style="list-style-type: none"> • Work is continuing to take this forward in line with the Children's Trust Integrated Workforce Strategy through the Children's Trust sub groups together with all partner agencies. • Recruiting frontline managers remains a challenge. • No vacancies for frontline social workers
	High quality assessments/interventions at Levels 3b and 4.	<ul style="list-style-type: none"> • Child protection processes remain strong and were recognised through the Ofsted Safeguarding & LAC Inspection, February 2011 • Issues remain within managing capacity • Progress continues to embed Safeguard in everyone's working practices.
	Improve outcomes for Children in Care and Care Leavers	<ul style="list-style-type: none"> • Attainment gap for Children in Care is closing • Placement stability is improving • Continuing focus on EET opportunities for Care Leavers, 6 apprenticeship opportunities have been developed but work is continuing to reduce the number of NEET Care Leavers
	Develop Team around the Family model of early intervention across the continuum of need.	<ul style="list-style-type: none"> • The framework, structure and service for Team around the Family are established. • Workforce and multi-agency resource elements are being strengthened • Developments so far have been Halton Borough Council-led, work continuing to embed all partners within the model.
Children's Organisation & Provision	To fully establish commissioning to improve outcomes in Halton	<ul style="list-style-type: none"> • Commissioning is now an overarching priority for all agencies within the Children's Trust as outlined within the Children & Young People's Plan 2011-14; • Revised commissioning framework; • Agreed key commissioning priorities; • Reviewed all commissioned services.

		<ul style="list-style-type: none"> • Halton Strategic Commissioning Statement for Post-16 provision in Halton developed and agreed by all partners; • In-year reductions in the Area Based Grant identified and implemented; • Departmental restructures completed for IT and Post-16 Development and 14-19 Entitlement
	To manage resources effectively	<ul style="list-style-type: none"> • Extended and delivered flexibly the free early years entitlement to 2, 3 and 4 years old; • Childcare Sufficiency Audit completed, agreed and published along with action plan • Play Review completed
	Implement integrated targeted youth support	<ul style="list-style-type: none"> • Developed a range of services for young people including sexual health e.g. VRMZ, 6 day a week provision; • Increased number of teen parents engaged in suitable, education, training and employment; • Improved young people's employability by reducing NEET; • Introduced teen drop-in into The Bankfield; • Redesigned Youth Services • Reductions to Connexions contract - £2 million across Merseyside; • Delivered word class facilities from CRMZ – five agencies permanently based at CRMZ – extensive and successful Summer Blitz programme
	Transform the learning environment	<ul style="list-style-type: none"> • Reached financial close on BSF Projects; • Completed All Saints Upton School and Children's Centre; • Completed Our Lady Mother of the Saviour capital project; • Undertook a review of primary school provision
Learning & Achievement Services	Narrow the gap in attainment between vulnerable groups and their peers through early identification of need and effectively targeted school improvement support	<ul style="list-style-type: none"> • The performance of pupils eligible for Free School Meals at 5+ A*-C including English & Maths at 34.4% is the highest ever and up 5 points from 2010 • However gap has increased slightly from 26.7% to 28.3% as performance overall has improved.
	Ensure that service re-design results in the most efficient use of available resources to meet local needs and also delivers the requirements of the Education White Paper and the SEN Green Paper	<ul style="list-style-type: none"> • New structure with a small core team now in place – focus on under performing schools. Use of LA's powers of intervention • Staff have been successfully transferred to Serco as part of Joint Venture company – HBC, WBC and Serco • Specialist resource bases open with contracts between LA and schools agreed. • 92 places in the primary phase • 38 places in secondary phase • SEN Green Paper Pathfinder bid submitted through LTP with a focus on Early Years.

		Although the bid to be the regional pathfinder was unsuccessful, work is continuing to implement the proposals in Halton.
	Increase the percentage of schools where Ofsted judge overall effectiveness to be good or better	<ul style="list-style-type: none"> • Overall 78% judged as good or better in primary phase • 11 primary schools judged satisfactory overall (22%) • 1 school currently in special measures • 3 secondary schools judged outstanding • 2 secondary schools judged satisfactory
	Increase attainment at 5 A*-C including English and mathematics	<ul style="list-style-type: none"> • 5+ A* - C including English & Maths at 56% is the highest ever, six points above 2010 and should put Halton broadly in line with the 2011 national average. • 5+ A* - C at 84% is also the highest ever, two points up on 2010 and should put Halton well above the 2011 national average by this indicator.
Economy, Enterprise and Property	Operations	<ul style="list-style-type: none"> • Runcorn Market Hall (refurbishment to form library/Halton Direct Link) • CRMZ youth facility (part refurbishment/part new build) • Upton All Saints Primary school (new build) • Halton Lea Library (refurbishment) • Municipal Building ground/first floor refurbishment.
	Employment, Learning & Skills	<ul style="list-style-type: none"> • Halton People into Jobs won the contract to deliver an 'end to end' Single Work Programme package in Halton on behalf of the Prime Contractors (Ingeus Deloitte and A4E) • Further advances in <ul style="list-style-type: none"> ○ Halton Employment Partnership Complete Employment Offer ○ 3MG Tesco Logistics Project ○ Construction Halton ○ Science Halton
	Development and Investment Services	<p>Work has continued on:</p> <ul style="list-style-type: none"> • The Mersey Gateway • Daresbury Science and Innovation Campus • The Heath Business and Technical Park. • 3MG • Mersey Gateway Port • Widnes Waterfront • Castlefields Regeneration • £1.1 million in income generation annually • Business Improvement Districts (BIDS) at Astmoor and Halebank Industrial Estates

3.2 MAJOR ACTIVITIES

Over the past twelve months, the Directorate has contributed to a wide range of major activities that directly impact on the Directorate itself. Examples are outlined below:-

Halton Safeguarding & Looked After Children Inspection

It was announced in 2009 that each local authority area would have an announced multi-agency Ofsted and CQC inspection between June 2009 and 2012. Halton's inspection took place in February 2011. As with all other local authority areas, Halton had two weeks to prepare following the initial announcement.

The report following Halton's rigorous inspection showed the level of planning and preparation by all partners had been worthwhile - Halton was graded as 'Outstanding' or 'Good' against all 22 criteria for both Safeguarding and Looked After Children. This highlights the robust systems in place locally and the strength of partnership working across Halton within children and young people's services.

Halton Sustainable Community Strategy

Halton's Sustainable Community Strategy outlines the goals that the Halton Strategic Partnership (HSP) wants to achieve for Halton. It provides a framework in which the public, private, community and voluntary sector organisations and groups within the HSP can work together. A new overarching 15-year document has been developed from 2011. It sets out a plan to tackle the five agreed overarching priority areas, including Children and Young People, to improve quality of life in Halton. In full the five priorities are:

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

Children & Young People's Plan 2011-14

Although the Coalition Government in 2010 removed the statutory duty to produce a Children & Young People's Plan that is owned by all Children's Trust partners, it was agreed locally to produce a new Plan from 2011 to provide strategic direction for the Trust. The new Plan has been developed around the following new priorities for the Children's Trust:

- A: Improve outcomes for children and young people through effective joint commissioning*
- B: Improve outcomes for our most vulnerable children and young people by targeting services effectively*
- C: Improve outcomes for children and young people through embedding integrated processes to deliver early intervention.*

The priorities of the Directorate within this Plan complement these overarching priorities.

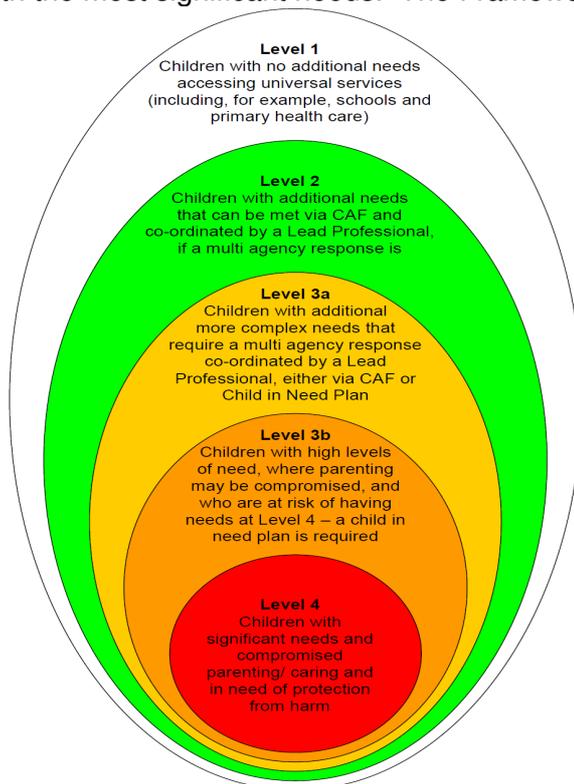
Welfare Reform and the Single Work Programme

As part of the Welfare Reforms introduced nationally, a single, personalised welfare to work programme has been developed for benefit claimants. This initiative went live in June 2011 to replace a number of existing programmes. It is a mandatory

programme for residents reaching key milestones of unemployment. On a sub-regional basis two 'Prime Contractors' were awarded the local contract, Ingeus Deloitte and A4E, for 7 years with contractual payment by results/outcomes. Halton People into Jobs won the contract to deliver an 'end to end' package within Halton on behalf of the Prime Contractors. A target of 1557 referrals was set for Year 1 of the programme.

Halton Levels of Need Framework

These Children & Young People's Plan priorities, and in turn those contained within this Directorate Plan, are set against the Halton Levels of Need Framework. This maps a continuum for professionals in Halton to meet the needs of all children and young people, from those with no additional needs through to our most vulnerable with the most significant needs. The Framework works across four levels as follows:



Level 1 – Children and young people whose needs are being met through universal services available to all

Level 2 – Additional needs that have been identified that can be met through a CAF or discussions within or across agencies.

Level 3a – More complex needs have been identified, a co-ordinated multi agency approach to addressing these can be facilitated by the Integrated Working Support Team.

Level 3b – Higher levels of need which require contact to be made with Children's Social Care

Level 4 – Children and young people identified as being in need of immediate protection

In essence, the work of the Children's Trust in Halton focuses on Levels 1 – 3a of the framework. Levels 3b and 4 are the remit of the Halton Safeguarding Children's Board.

Support at Levels 2 and 3a is now facilitated for Halton Children's Trust through the Team around the Family service and approach to early help and support. Team around the Family ensures that fewer cases reach the 'Specialist' end of the Levels of Need continuum, at Levels 3b and 4. Instead, where appropriate, children, young people and their families will receive the additional services that they need more quickly, before these needs escalate beyond Levels 2 and 3a. This support is gradually phased out at the appropriate rate within each individual case.

Early Intervention: Team around the Family

Team around the Family was established in 2010 as the new Halton Children's Trust approach to early intervention and prevention. By intervening early, it aims to prevent issues escalating to the point where they require higher level interventions. This contributes to keeping children safe and helps families to develop the resources needed to ensure that the outcomes for their children are positive.

By amending the way in which we work in Halton in line with the principles of Team around the Family, more children, young people and their families who need the additional support at Levels 2 and 3a of the Halton Levels of Need Framework will receive and access the appropriate services at this stage, and fewer will reach the Specialist Services at the top of the pyramid. The approach aims to remove any barriers to the appropriate services being made available and accessible to those who need them. By reducing the flow of cases reaching Levels 3b and 4, it should free up more resources that can be made available to provide further support at Levels 2 and 3a.

A major element of Team Around the Family are the Integrated Working Support Teams (one in Runcorn, one in Widnes). These are the 'front door' to early help services and the teams provide support to professionals working with families where additional needs have been identified. They also advise and support professionals in CAF assessments and reviews. On completion of a consultation, a course of action is agreed and support services deployed to the family to help improve their circumstances. The overall aim of this service is to help prevent needs from increasing and further, more intrusive and costly interventions becoming necessary.

This process has been successfully implemented and work will be undertaken during 2012 to increase capacity within Team around the Family through service redesign to provide additional resource.

Commissioning

With diminishing resources, a greater focus has developed on commissioning to ensure best use is made of the available resources. This focus is reflected in the new Halton Children's Trust priorities reflected within the Children & Young People's Plan. Halton already had in place a Joint Commissioning Unit between the Directorate and Primary Care Trust. This has been broadened to also include all relevant partners from across the Children's Trust. The Children & Enterprise Directorate continues to play a major role in the new arrangements, which bring together all aspects of commissioning and decommissioning for children and young people in Halton, and monitors the impact of commissioning and decommissioning decisions. Areas of focus for commissioning include:

- Maternity
- Urgent Care
- Child & Family Poverty
- 14-19 Strategy
- Special Educational Needs

A particular priority is taking forward the Children's Trust's Joint Commissioning Framework. This includes five commissioning priorities that closely relate to the Children's Trust's overall priorities. For these five commissioning priorities, resources within the Children's Trust are being brought together to tackle these issues. These are:

- Behaviour
- Breastfeeding
- Alcohol
- Team around the Family
- Transition of Care Leavers, Children in Care and Children with Complex Needs

Attainment and Achievement

In 2011, Halton's GCSE results were once again the best ever recorded for the Borough. Overall, 85% achieved 5 A*-C's, with 56% achieving 5 A*-C's including English and Maths.

In addition, Halton has continued to achieve significant improvements in attainment at Level 2 (5 A*-C GCSE grades or equivalent and Level 3 (achieving 4 AS-Level/2 A-Levels at Grade E or above or equivalent) by age 19. The level of improvement has exceeded expectations and indicates that the action plans implemented by the multi-agency 14-19 Strategic Partnership are focused on the right areas to bring real improvements. At Level 2, the rate was 74.8% in 2010, a 7.6% increase on the 2009 figure, which was the highest annual increase recorded anywhere nationally. This figure has been exceeded in 2011. Final verified data is being awaited, but 78% of the cohort has already achieved a Level 2 qualification.

At Level 3, 42.3% of Halton learners in 2010 achieved a qualification by age 19, an 8.4% increase compared to 2009, which is the second highest level of increase recorded nationally. Again, it is expected that there will be a further increase in the rate of Level 3 achievement when 2011 data is released.

Development and Investment Services

There has been significant development and progress over the last 12 months, including:

- Securing Enterprise Zone Status for Daresbury Science and Innovation Campus
- An award of £9m regional growth funding for 3MG
- Working with partners to deliver the Hive leisure park – Reel Cinema, Widnes SuperBowl, Nandos, Frankie and Benny's all open and a majority of the vacancies have been filled by Halton residents, many of whom were previously unemployed.
- Halton residents will be supported into employment within Tesco and the Premier Inn hotel and restaurant when both open in 2012.
- HBC Fields/3MG Developer and end user have been identified and the scheme has secured planning permission will lead to the creation of 1000+ jobs.
- The £11m Castlefields Village Square development delivering 25 residential units, 5 retail units, new public realm/village square, new community centre and a health centre.
- The production of Halton Business Support Guide - a simple and straightforward guide to the range and type of business support currently available in the Borough of Halton.
- A partnership between the Council, Halton Chamber of Commerce and Enterprise and Google to bring a 'Google Juice Bar' to the Borough.

4.0 Factors affecting the Directorate

4.1 CHALLENGES

Below is a summary of the challenges that the Directorate as a whole will face and consider within its work during 2012-13.

<p>Health Reforms</p> <ul style="list-style-type: none"> Abolition of PCTs Partnership with GPs Reduced budget 	<p>Safeguarding</p> <ul style="list-style-type: none"> Ensuring safeguarding is seen as everyone's job 	<p>Information, Advice & Guidance</p> <ul style="list-style-type: none"> Impact of revised arrangements/TUPE
<p>NEET</p> <ul style="list-style-type: none"> Economic climate New method of calculating figures 	<p>Early Intervention Grant</p> <ul style="list-style-type: none"> Income from schools Staff funding beyond 2013 	<p>Families with multiple problems</p> <ul style="list-style-type: none"> Pathways
<p>Schools</p> <ul style="list-style-type: none"> Development of school sixth forms, academies and free schools Staff funded through school buy back – e.g. SIMS, technical support SIMS Support – introduction of new centralised service Gateway standards & performance 	<p>Schools</p> <ul style="list-style-type: none"> Development of shared governor services Attainment gap – e.g. FSM Changes to work experience School service redesign – e.g. SEN Implications of Education Bill – e.g. impact of changes to exclusions 	
<p>Early Years</p> <ul style="list-style-type: none"> Integrated strategy and provision 	<p>Specialist Assessments</p> <ul style="list-style-type: none"> Managing capacity Seamless continuum 	<p>Sustainability</p> <ul style="list-style-type: none"> CRMZ, HRMZ, VRMZ
<p>Youth Service</p> <ul style="list-style-type: none"> Reduced funding Revised method of commissioning 	<p>Capital</p> <ul style="list-style-type: none"> Future levels of capital strategy funds Combined funding for all representatives 	<p>Workforce Development</p> <ul style="list-style-type: none"> Recruitment and retention Core competencies
<p>Skills</p> <ul style="list-style-type: none"> Reducing proportions with no qualifications Train workforce for available jobs 	<p>Provision</p> <ul style="list-style-type: none"> Child minders SEN – based on new funding formula Post-16 (Wolf Review) 	<p>Commissioning</p> <ul style="list-style-type: none"> Efficiency review Joint commissioning with CWAC TP services
<p>Employment</p> <ul style="list-style-type: none"> Sufficient jobs Pockets of worklessness Business start-ups 	<p>Regeneration</p> <ul style="list-style-type: none"> Keeping to timescale on major initiatives – e.g. Mersey Gateway Widnes Waterfront 	<p>Early Help</p> <ul style="list-style-type: none"> Ensuring offer right Shifting resources and support across agencies

4.2 DIRECTORATE PRIORITIES 2012

The Directorate has continued to successfully improve the services provided for our children and young people. This has been evidenced by externally validated inspections of services, and in a range of performance indicators. To maintain this and continually improve, a set of overarching priorities to be driven by the Directorate's Senior Management Team (SMT) have been agreed to provide direction for this Plan. These take into consideration the national agenda, internal and external factors that are and will affect the Directorate and also the main activities and achievements of the Directorate.

Four priorities have been agreed to cover cross-cutting themes that link together the work of the Directorate and the Children's Trust. These are:

- Commissioning
- Early Help and Support
- Narrowing the Gap
- Employment and Growth

Three key common areas of work that transcend these priorities have also been agreed for the Directorate, giving a 'four plus three' structure. These common areas of work are:

- Workforce Planning and Development
- Asset Management
- Resources

To achieve our objectives, four lead officers have been designated, one for each priority, and there will be a strong emphasis on cross-collaboration from across all Departments within the Directorate.

Each work stream will utilise the existing meeting groups within the Directorate and wider partnerships, such as the Children's Trust and Employment, Learning and Skills Partnership.

The focus on these priorities and how we align our services with those of partners in the Children's Trust will be particularly important within the current difficult economic climate that we are facing.

The matrix below depicts the 'four plus three' structure of the priorities for the Directorate from 2012/13, with a colour coding system used to show examples of where Business Critical Issues will cut across the four priorities and this cross-collaboration will be utilised in work going forward. These Business Critical Issues closely relate to the service objectives set out in the appendices of this document.

These are the key priorities that we will focus upon as a Directorate in 2012-13 in order to ensure improved outcomes for children, young people and families in Halton and have been agreed within the context and continuum set out in the Halton Levels of Need Framework found within section 3.2 of this Plan.

Directorate Priority	Commissioning 	Early Help & Support 	Narrowing the Gap 	Employment and Growth 
<p>Directorate Business Critical Issues</p>	<ul style="list-style-type: none">  Specify and implement common understanding of commissioning across Directorate, Council and with partners  Ensure long-term sustainability of service providers  Sector Development School funding – manage changing role of LA as broker/commissioner rather than provider  Integrated and targeted youth support  Ensure Early Years, school and post-16 provision are sufficient, sustainable and of appropriate quality  Effective joint commissioning to improve outcomes for all, with emphasis on our most vulnerable children and young people 	<ul style="list-style-type: none">  Specify and implement Halton Early Help Statement  Embed integrated processes and common understanding of Halton’s Early Help offer within Directorate and across Halton Children’s Trust  Recruit and retain Children’s Social Care managers to deliver scrutiny and management oversight to ensure effective care planning  Ensure the implications of the Munro Review improve outcomes for children and families  Improve outcomes for Children in Care and Care Leavers 	<ul style="list-style-type: none">  Narrow the attainment gap between vulnerable groups (e.g. SEN, FSM, CiN) and their peers through early identification of need  Integrated Early Years Strategy, including targeted family learning provision  School Improvement  Measuring progression (of pupils and schools)  Raising presence, participation and achievement  Health inequalities  Child & Family Poverty 	<ul style="list-style-type: none">  The Big Society  Welfare Reform and the Single Programme  Maintain HBC assets in order to provide a sustainable flow of income and capital  Interface with the Private Sector and employer facing services  Mersey Gateway investment  European Social Fund bid  Delivering a comprehensive development and investment service  Apprenticeships  Delivering a comprehensive employment, learning and skills service
<p>Common key areas of focus</p>	<ul style="list-style-type: none"> Workforce Planning & Development Asset Management <ul style="list-style-type: none"> Low Carbon Economy Youth facilities School Estates & Organisation Resources 			
<p>Priority Lead</p>	<p>Ann McIntyre</p>	<p>Nigel Moorhouse</p>	<p>Steve Nyakatawa</p>	<p>Wes Rourke</p>

4.3 EXTERNAL FACTORS

In order to meet the Business Critical Issues and priorities for the Directorate, external factors need to be considered that are outside of the Directorate's control but inform and help to set the context for much of the Directorate's work.

Demographic Changes

The 2010 population estimate for Halton was 119,300. The population is projected to grow to 122,900 in 2023.

Halton has a larger number of people in the 5-24 age categories than the national average, and a lower proportion of population over age 65+. The next ten years will see a reduction in teenagers by 20%. This presents new risks for social exclusion and shifting demands for services. Single person households will rise, and single parenthood will become even more common. One result is likely to be a marked increase in social isolation, which will have profound effects on people's health and involvement in their communities.

Deprivation

The Index of Multiple Deprivation (IMD) for 2010 is the most comprehensive sources of deprivation indicators and shows that overall, Halton is ranked 27th nationally (a ranking of 1 indicates that an area is the most deprived), which is third highest on Merseyside, behind Knowsley and Liverpool, and 9th highest in the North West. Deprivation has stayed relatively level in the borough from since 2007. The Index shows that 25% of Halton's population live in the most deprived areas (i.e. the top 10% of Lower Super Output Areas) nationally. Much has been done but clearly there is still much to do to narrow the gap between the least and most deprived parts of the Borough while at the same time improving prosperity for all.

Digital Accessibility

New communications technologies not only help businesses trade and develop; they also create opportunities for businesses to develop new applications and services. These new applications and services increase demand for faster and better communications facilities, which in turn leads to more innovation in applications and services in a development spiral. Connecting people to ICT skills can connect them to new or better jobs, to new forms of communication and social interaction, to community infrastructures and government services, to information to help with homework, to consumer power and convenience. It can save people time and money, open new doors and new worlds. Digital inequality matters because those without the right combination of access, skill, motivation or knowledge to make digital decisions are missing out in all areas of life.

In Halton, a Corporate Digital Economy and Inclusion Strategy is delivering on these challenges. Within this Directorate, it is imperative that ICT form part of core curriculum in schools. Digital life skills offer a route to employment, with employers seeking employees who are computer literate and able to take advantage of technology. For the mobile 24/7 society service engagement is often through a web interface and the advent of smart phones and iPods and other mobile devices will continue to drive advances in community engagement and service delivery.

Climate Change

The Comprehensive Spending Review contained a number of announcements on carbon management including funding for low carbon technologies, the introduction of a Green Investment Bank and Green Infrastructure fund and a new Green Deal which will enable households to fund energy efficiency improvements in their home

through savings on energy bills. The funding announcements will contribute towards the delivery of a Climate Change Strategy to Halton.

As part of work on the Low Carbon Agenda, the Directorate is participating in a pilot programme between the Carbon Trust and schools. This is a new collaborative service to help local authorities engage with and support their schools estate in cutting carbon emissions and energy costs. It is a 10 month programme which will develop the capability of local authorities and schools to work collaboratively to achieve carbon and cost reductions. The service will support local authorities in leading a programme of support for their schools estates and covers 7 key stages.

Marmot Review of Health Inequalities

The Review argues that traditionally government policies to reduce health inequalities have focused resources only on some segments of society. To improve health for all of us action is needed to build on the past ten years work to continue to improve everyone's health and reduce differences that are both unfair and unjust.

From a Directorate perspective, the Review recommends:

- Giving every child the best start in life - increasing the proportion of overall expenditure allocated to the early years and ensure expenditure on early years development is focused progressively across the social gradient
- Enabling all children, young people and adults to maximize their capabilities and have control over their lives - reducing social inequalities in pupils' educational outcomes;
- Creating fair employment and good work for all
- Ensuring a healthy standard of living for all minimum income for healthy living
- Creating and developing sustainable places and communities

Munro Review of Child Protection

This independent review to improve child protection, led by Prof. Eileen Munro looked at the problems in the child protection system, with an analysis of how they had arisen and the characteristics of an effective system, with an outline of the reforms needed to create a system that keeps a focus on the child's journey from needing help to receiving it.

The final report set out 15 recommendations for reforming the child protection system, to reduce bureaucracy and concern with process compliance to a more child-centred system focusing on the provision of effective help.

The Government's response to the report addressed each of the recommendations across four themes. Implementation of the changes will begin at once but the Government has suggested that change will evolve and utilise experience – change will be long term with the aim of being sustainable and successful.

Early Intervention: the Next Steps

Two reports have been published following an independent review of early intervention projects for children, led by Graham Allen MP.

- i. The first covers the rationale, social and economic benefits, current policy and practice, and the most effective programme, recommending a new focus on early intervention and the creation of an independent Early Intervention Foundation to promote the evidence base and to broker funding.

- ii. The second focuses on how to expand early intervention through better use of public resources and the use of alternative routes to attract additional investment – proposing the creation of a market in early intervention and social investment products; it also addresses the leadership that will be needed to bring about a major shift to a new culture of early intervention to improve the lives of disadvantaged children and avoid future costs to society.

Regulations and Guidance for Care Planning and Looked After Children (LAC)

On April 1 2011, revised regulations and guidance for care planning and LAC came into force to streamline processes, increase the emphasis on more effective care planning, focus on the child, and improve the quality and consistency of care planning, placement and case review for LAC. They also aim to improve the care and support provided to care leavers.

The new regulations and guidance aim to improve the clarity of the regulatory framework for LAC and care leavers for practitioners and one coherent and easily accessible package relating to care planning and case review for LAC.

The revised legal framework covers all aspects of a child's journey through care, including health, education and ensuring the child's voice is heard in the care process. The framework also includes regulations and guidance relevant to children's homes and fostering services providers. These are designed to work together as a coherent whole, helping local authorities to ensure high quality care for all their LAC.

Family Justice Review

The family justice system is a network of organisations and individuals from many different professions all working co-operatively and collaboratively so that the system achieves its aims. A Family Justice Review Panel was appointed in 2010 to review the effectiveness of the whole of the family justice system, looking at all aspects, from court decisions on taking children into care, to disputes over contact with children when parents' divorce. The Panel aimed to improve the system so that it is quicker, simpler, more cost-effective and fairer, whilst continuing to protect children and vulnerable adults from risk of harm.

The panel's final report was published in November 2011. This took into account the views expressed during the consultation on the interim report and the call for evidence. A useful young person's guide to the review has also been published.

The key recommendations are a new six month time limit in care cases; enabling people to make their own arrangements for their children when they separate, using the courts only when necessary; and a range of proposals to ensure that agencies and professionals work together to make the system simpler and far more effective, improving the experience and outcomes for children and families. One element of particular interest for the Directorate is the review of the Guardian/IRO role.

European Social Fund and families with multiple problems

The Department of Work & Pensions is commissioning employment focused provision for families with multiple problems, supported through its European Social Fund co-financing arrangements. The intention is that local authorities will be the primary route to identify families who would benefit from the provision.

The DWP has invited tenders from the private sector to work with the families to deliver a wraparound service, supporting families over a 12 month period. The targets are that 22% will go into work and 78% will be on their way into work.

Halton is working within a partnership of 10 local authorities in the North West CPA (Contract Package Area) that will work with the private provider Reed and their “The Families Programme” to deliver the service from 2012.

Education Act 2011

The Education Act was passed in November 2011 and reconfirms many of the proposals announced in the 2010 Schools White Paper, with additional elements covering vocational learning, management of further education and sixth form colleges, early years, student fees and loans, and pupil admissions.

In setting out a major programme of reform for schools, it includes some major changes in the role of local authorities. Most of the proposed changes are intended to be introduced between 2011 and 2014 but the Act has not set out a defined timetable, which began from the Act's passing. The Act replaces or amends 18 education or children acts already in existence.

The Act aims to free schools from government bureaucracy and interference, aiming to give greater accountability to parents and local communities. It is envisaged that the reforms will raise the quality of new teachers and transform the quality of initial training and continued professional development.

It also sets out:

- Powers for teachers to improve discipline in the classroom
- Early Years provision for 2 year olds from disadvantaged families
- A vision for a transformed school curriculum
- Changes to the conditions in place for academies
- Reforms to school performance tables
- A pupil premium channelling money to the most deprived children
- Plans to develop a fairer and more transparent funding system
- A new Ofsted Inspection framework for maintained schools and academies.
- New, shorter guidance on behaviour and discipline in schools.

Special Educational Need and Disability (SEND) Green Paper

The SEND Green Paper aims to improve the entire SEN system and covers issues including school choice, early identification and assessment, funding and family support. Options being considered include:

- a new approach to identifying SEN through a single Early Years setting-based category and school-based category of SEN;
- a new single assessment process and Education, Health and Care Plan;
- local authorities and other services setting out a local offer of all services;
- the option of a personal budget by 2014 for all families with children with a statement of SEN or a new Education, Health and Care Plan;
- giving parents a real choice of school, either a mainstream or special school;
- introducing greater independence to the assessment of children's needs.

A coordinated response for Halton was developed as part of a wider sub-regional response to the Green Paper's consultation. This was the basis for a sub-regional bid to obtain pathfinder status. Although the bid was unsuccessful, this coordinated work is continuing to lay the groundwork for the changes.

Tickell Review of Early Years Foundation Stage

This independent evidence-led review into the Early Years Foundation Stage (EYFS) concluded that the EYFS has contributed to improvements across the sector; that it

enjoys strong support amongst practitioners and parents; but that there are clear areas where it can be improved.

The Review's recommendations aim to make EYFS clearer, less burdensome, more accessible to practitioners and parents, and better linked to Key Stage 1. Particular attention should be paid to ensuring that children with specific needs, or from particularly disadvantaged backgrounds, are identified and supported early; that a close working relationship is established between parents and carers and staff in health, early years and education; that the early years workforce is well qualified and supported; and that an appropriate and proportionate regulatory framework is delivered by an inspectorate with a deep understanding of early years.

Following the Review, the DfE has consulted on a revised, slimmed down framework, to be introduced in September 2012. It has also announced some planned changes to Sure Start Children's Centres. The Review will be used to inform the development of an integrated Early Years Strategy across the Directorate.

Wolf Review of Vocational Education

This Review looked at ways of improving vocational education for 14-19 year olds, thereby promoting successful progression into the labour market and into higher education and training routes. The Review considered all formal qualifications for the 14-19 phase which include vocational content and all young people on courses leading to them.

The report was set out under three main headings: the social and labour market context; the educational context; and an audit of current provision. It made 27 recommendations, each accepted by the Government, many with implications for providers, employers and other bodies. The Government's response was split thematically under the following headings: 14-19 vocational qualifications; 16-18 curriculum; lower attaining pupils; 16-18 funding; apprenticeships; strengthening vocational education in schools; enrolling students in colleges pre-16; work experience; Ofqual and qualifications design; and performance indicators and published information.

The recommendations are to be implemented by September 2012 and will impact significantly on the 16-18 curriculum, post-16 provision overall across Halton and on Halton's Education Business Partnership.

James Review of Education Capital

An independent Review of Education Capital looked at the DfE's existing capital expenditure and made recommendations on the future delivery models for capital investment; to ensure that future capital investment represents good value for money and strongly supports the Government's ambitions to reduce the deficit, raise standards and tackle disadvantage; and to consider how all DfE capital expenditure within any spending constraint and PFI policy could be distributed more effectively over the Spending Review period.

The review makes 16 recommendations to fundamentally change the present system for building and maintaining schools. The report of the Review is presented in two parts. The first provides a critique of the current processes for capital allocation, Building Schools for the Future, devolved and targeted programmes, and the maintenance of school estates. The second provides a recommendation for a new system. In addition to Education Capital, the Review also looked at Children's Centre capital, the role of the local authority and regional procurement.

School funding reform and Academies pre-16 funding options

The Government has conducted two parallel consultations on school funding: 'School funding reform - Rationale and principles'; and 'Academies pre-16 funding – Options for the 2012/13 academic year'. The first looked at the aims and objectives of the school funding system, and the high level principles of a potential move to a national funding formula. The second explained why the Government believes the current model for funding Academies is unsustainable, and explains why it wishes to make changes in 2012/13 if reform to the overall funding system is not in place. It describes the options for funding Academies, possibly as an interim measure, in 2012/13.

The Government has also started to look at a new system of revenue funding for schools and the transfer of Academies' LACSEG funding from local authorities. These reforms to academy funding, once in place, will impact on schools and retained services, particularly during the period of implementation.

16-19 Funding Formula Review

The Government is conducting a consultation on 16-19 Funding Formula proposals to look at moving away from the current system of funding on the basis of 'payment per qualification' to a simpler system of funding at the level of the learner. This supports the Government's aim of reducing bureaucracy for education providers and making the funding system simpler, more transparent and readily understood by all.

School Admissions Code

The Government has approved new Codes for School Admissions and for School Admission Appeals to be introduced for the admissions round for school entry in September 2013. The Codes are far shorter than the current Codes, and together contain only about half the number of requirements. The main changes that will need to be considered by the Directorate are the removal of the requirement for the Local Authority to co-ordinate In-Year Admissions (whilst maintaining their safeguarding role in ensuring that children continue to be admitted to a new school within a reasonable time), and the potential for popular schools to admit over their Published Admission Limit, which may impact upon neighbouring schools.

Youth Employment Bill

This Private Member's Bill would establish a programme to provide training and employment opportunities for 16 to 25-year-olds. This would include assisting small businesses to help them employ apprentices through the payment of grants to help cover the costs of employment and through a National Insurance contributions 'holiday'. The Bill would also make provision for the programme to be funded through a levy on the bonus payment budgets of banks and other financial services providers. If passed, this Bill will have a significant impact on the NEET population in Halton.

NEET (Not in Employment, Education or Training)

In May 2011, the Government announced a package of measures to help address youth unemployment. These included a new 'Innovation Fund' of up to £30 million over three years for social investment projects, paid on an outcome funded basis. The projects will support young people aged 14 and over who are disadvantaged or at risk of disadvantage. The purpose of the Innovation Fund is to improve employment prospects for young people by:

- supporting disadvantaged 14-17 year olds to participate and succeed in education or training in order to achieve better employment outcomes; and
- providing interventions and support which help to deliver improved employment outcomes for young people aged 18 and over.

Innovation Fund contracts will be awarded towards the end of 2011. A second bidding round will begin later in 2011, with contracts awarded mid-2012.

The Government in November 2011 also announced a new £150m programme to provide support to some of our most vulnerable 16-17 year olds NEET from 2012. This will provide vital support to help them to get back into education, an apprenticeship or a job with training.

Review of Higher Education Student Funding.

The publication of the Browne Review into Higher Education funding and student finance prompted the Government to announce proposals that incorporated many features of the Review: loans would be offered to all students to cover fees with an absolute cap of £9,000 per year, to be repaid only when graduates are earning over £21,000, at a rate of 9%, written off after 30 years; part-time students would be entitled to loans on a similar basis to full-time students; there would be a real interest rate with a progressive taper. Universities charging fees of over £6000 per year would be required to contribute to a National Scholarships program. The changes will be implemented in time for the 2012/13 academic year.

The Review is part of the wider government agenda to 'put more power in the hands of the consumer' by reforming funding; delivering a better student experience; enabling universities to increase social mobility; and reducing regulation and removing barriers for new providers.

These changes are likely to have a significant impact on numbers of young people from Halton moving into Higher Education.

Health and Social Care Bill

The Health and Social Care Bill proposes a new public health service and the transfer of local health improvement services to local authorities. Following a pause in the Bill and subsequent 'listening exercise' undertaken by the NHS Future Forum, the Government agreed to incorporate 16 recommendations within the Bill. These address what were seen to be key areas of weakness, clarify through further evidence some of the proposed changes and ensure greater safeguards are in place to protect against unintended consequences of the reforms.

Health and Wellbeing Boards

Subject to Parliamentary approval, Health and Wellbeing Boards will be established from 2013 running in shadow form from 2012 during a transitional year.

In Halton the Chief Executive has commissioned the Director of Adult Social Services and the Director of Children's Services to develop a framework Health and Well Being Board. This Shadow Board, that will develop the arrangements for the full Board from 2013, met for the first time in December 2011.

The JSNA will underpin the work of the Health and Wellbeing Board and related Joint Health and Wellbeing Strategy to be developed by the Board. This high-level strategy will span the NHS, social care and public health, and could potentially consider wider health determinants such as education. The implications of the Bill will place Clinical Commissioning Groups and local authorities under a new statutory duty to develop this strategy together.

Work Programme

This initiative went live in June 2011 as part of the Welfare Reforms, replacing a number of existing programmes. It is a mandatory programme for residents reaching

key milestones of unemployment, to be delivered by two private/not-of-profit 'Prime' contractors across each sub-region for between 4-7 years with contractual payment by results/outcomes. 'Prime' contractors for Halton are A4E and Ingeus Deloitte, who are engaging sub/delivery contractors for various elements of the programme.

Apprenticeships

The Government is intent on a major expansion in the number and range of apprenticeships, with around 200 different career choices on offer in 80 different sectors, available to anyone over 16 years-old and not in full-time education. The target is to create 100,000 more apprentices by the year 2014, with a budget for 2011/12 of £1,400m.

The Youth Contract will provide nearly half-a-million new opportunities for 16 to 25-year-olds. This will include encouraging small businesses to hire young apprentices with an incentive payment of up to £1500; simplifying processes to make it quicker and easier for employers to take on an apprentice; a renewed focus on targeting the programme where apprenticeships deliver greatest value and the requirement for apprenticeship providers to offer training in English and maths up to the standard of a good GCSE (level 2) for all Apprenticeships

Locally, the Halton Employment Partnership committed to securing 100 new apprenticeship opportunities across the borough in 2011/12, with over 300 young people and adults across Halton have already signed up to the National Apprenticeship Service to help secure future employment and training. These opportunities will support work within the 14-19 Partnership and the NEET agenda.

The Big Society

The Coalition Government's priorities are underpinned by radical reform of public services to build 'The Big Society' where everyone plays their part, shifting power away from central government to the local level. For Halton this will mean continued development and strengthening of partnerships, which may include joint provision or commissioning with other local authorities, key statutory partners and with providers within the community, independent and voluntary sector.

The Voluntary Sector will have a significant role to play. The Directorate already works closely with the Sector and offers support through, for example, funding for a Lead Engagement Officer post that works with the Directorate and Halton Children's Trust. Similar support is provided to engage with parents and carers across Halton.

The Directorate will need to ensure that it manages The Big Society agenda locally in a climate of cuts in resources and more competition for the resources that are available. In some cases funding is being directed towards sub regional and regional projects. The External Funding, European & Regional Affairs Team based within the Directorate will perform a crucial role in ensuring that Halton is able to take advantage of all funding opportunities available. The Directorate is looking at how it can work more closely with other local authorities within the agenda, in particular the Cheshire local authorities, for example to bid for Improving Futures funding.

Child & Family Poverty Strategy

The Child Poverty Act received Royal Assent and became an Act of Parliament in 2010. The Act imposes specific duties including:

- Local partners to co-operate to mitigate the effects of child poverty
- Local authorities to make arrangements to prepare a local child poverty needs assessment

- Local joint child poverty strategies to be produced
- Child poverty to be considered within the Sustainable Community Strategy.

The new national Child Poverty Strategy was launched in April 2011. In Halton the needs assessment has been undertaken as part of an overall needs assessment for Greater Merseyside, with each local authority producing its own strategy. The Strategy in Halton is known as the 'Child & Family Poverty Strategy 2011-2013' to reflect the broad nature of the issue locally, where 6500 children and young people are currently living in poverty, around a quarter of our children and young people.

In the development and roll out of the Strategy in Halton, consideration is being given to how we as a Directorate commission services and the implications of new initiatives such as the pupil premium.

The Future of the Youth Justice Board and Youth Offending Teams

During 2011, the Justice Select Committee held an inquiry into the future of the Youth Justice Board (YJB) and Youth Offending Teams (YOTs). The Committee looked at the impact of changes to national governance arrangements for youth justice on the YJB and YOTs, the impact of changes to funding arrangements on YOTs and ways to reduce the number of young people entering the criminal justice system and being sentenced to custody within existing levels of funding.

The government initially announced that the YJB would be abolished as part of the reduction in the number of QUANGOs and its functions brought within the Ministry of Justice. This decision has however been reversed and the YJB will continue.

Legal Aid, Sentencing & Punishing Offenders Bill

This Bill, currently at the Committee Stage within Parliament covers a wide range of issues, the key ones for the Directorate focusing on making provision to ensure that, where a person aged under 18 has to be remanded into custody, in most cases they would be remanded into local authority accommodation. If passed, the implications of this Bill will need to be considered by the Directorate in the next 12 months.

Free early years education entitlement and childcare sufficiency

The DfE is consulting (until 3 February 2012) on proposals for implementing the new entitlement to free early education for disadvantaged two year olds from September 2013, and on new, simplified Statutory Guidance for local authorities on delivery of free early education and securing sufficient childcare. The proposals would increase the number of eligible two year olds to almost 140,000 from the 20,000 currently receiving free provision.

The consultation covers eligibility criteria for the new entitlement, increased flexibility on when free entitlement hours can be taken, eligibility criteria that providers must meet to deliver early education places, and proposed changes to the assessment of the sufficiency of childcare.

The new draft Statutory Guidance covers delivery of free early education for two, three and four year olds and securing sufficient childcare. It is much shorter than the existing guidance it would replace.

5.0 Organisational initiatives

There are a number of initiatives that have been developed at an organisational level in order to ensure consistency and synergy between individual business units of the Council. As such these initiatives are relevant to the work of all Directorates of the Council and have implications for, and are supported by, the work of the individual departments that sit beneath them. Such initiatives include:-

5.1 Equality, Diversity and Community Cohesion

Halton Council is committed to ensuring equality of opportunity within all aspects of its service design and delivery, policy development and employment practices. This commitment is reflected in a range of policies, strategies and other framework documents and practices that underpin the work of the Council through its day to day operational activities.

The Council reviewed and refreshed its [Single Equality Scheme](#) in 2009. As a result of the introduction of the Equalities Act (2010) the scheme has recently been further reviewed and slightly refined to ensure that it remains current and fit for purpose.

The scheme sets out the Council's approach to promoting and securing equality of opportunity, valuing diversity and encouraging fairness and creating and promoting a social environment in which people can work, learn and live free from discrimination and victimisation in all of its forms. The Council will combat discrimination throughout the organisation and will use its position of influence in the borough to help to identify and remove discriminatory barriers and practices where they are found to exist.

The Council has developed a systematic approach to examine and address the equality implications of its existing and future policies, procedures and practices through the use of a Community Impact Review and Assessment process.

As a result of such assessments any actions considered to be of high priority will be monitored and reported through the Council's Quarterly Performance Reporting process.

The Directorate Equality & Diversity Group has been expanded to become a multi agency group for the Children's Trust. The group has updated and broadened the Equality Scheme already in place for CED to take into account the additional duties and implications of the Equality Act 2010 and to allow the Scheme to be a useful multi agency document

5.2 Environmental Sustainability

The Council is committed to taking a lead and setting an example in tackling climate change. The Council has developed a Carbon Management Plan that will support the Council in managing its carbon emissions and developing actions for realising carbon and financial savings and embedding carbon management into the authority's day to day business.

The Plan was reviewed and updated during 2011/12, with a revised energy emissions reduction target and it is now set at a reduction of between 5% and 10% over 2010/11 figures over a 5 year period. The main measure included in the revised

Plan is the Green House Gas emissions indicator, which differs from the previous carbon emissions indicator. The GHG emissions figure for 2010/11 was 25,817 tonnes CO2e. This total figure breaks down as follows:-

Corporate buildings	- 8306 tonnes CO2e
Schools	- 9323 tonnes CO2e
Street lighting	- 6247 tonnes CO2e
Vehicle fleet	- 1446 tonnes CO2e
Business Miles	- 495 tonnes CO2e

To improve the focus on achieving its targets the Directorate, through the Carbon Group, will develop specific plans and, where appropriate, specific reduction targets around buildings and vehicle fleet and business miles.

There is particular focus on the CRC energy efficiency scheme and the implications for the Council, i.e. £175k cost in April 2012 rising to £190k the following year.

Positive work being undertaken in Halton includes:

- carbon management plan
- work with schools on the Eco schools programme
- energy efficiency works implemented to date
- awareness raising with officers/managers
- Sustainable Projects office focusing initially on working with managers re energy management,
- the proposal re solar/PV panels to take advantage for the feed in tariffs.

The Council has also worked with the Energy Saving Trust to develop opportunities for reducing emissions in the wider community. The opportunities will form the basis of a Corporate Climate Change Strategy. The Directorate will contribute to and support specific actions within the overall Strategy.

5.3 Risk Management

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

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

Following such assessments a series of risk treatment measures are identified that will mitigate against such risks having an adverse impact upon the delivery of departmental / organisational activities. All high risks and the implementation of their associated mitigation measures will be monitored and reported through the Council's quarterly performance monitoring arrangements.

5.4 Arrangements for managing Data Quality

Good quality data provides the foundation for managing and improving services, determining and acting upon shared priorities, and accounting for performance to inspecting bodies and the local community.

In recognising this, the Council has developed a Corporate Data Quality Strategy that will provide a mechanism by which the authority can be assured that the quality of its data remains robust and fit for purpose. This strategy, which will remain subject to periodic review, identifies five Key Corporate Objectives and establishes the key dimensions of good quality data i.e. that data is:-

- Accurate:** For its intended purpose;
- Valid** By being consistently recorded and used in compliance with predetermined definitions and rules;
- Reliable** By reflecting stable and consistent data collection processes;
- Timely** By being made available as soon as possible after the activity or event and in line with organisational requirements;
- Relevant** For the purpose intended;
- Complete** In that the monitoring of incomplete, missing or invalid data is avoided as far as is possible.

In supporting the delivery of the corporate strategy the Directorate will ensure that appropriate systems and processes are in place to secure the quality of its data and that such systems are subject to periodic and risk-based review.

6.0 Organisational & Directorate structure

The Council is committed to consistently managing the delivery of its services in the most cost efficient way that maximises the effectiveness of its available resources.

As a result of this continuing drive for efficiency as of April 2011 the Council has reduced the number of Directorates from four to three with an overall reduction in the number of departments to eleven.

The Council recognises the value of corporate working and that effective communication channels, both internally between Directorates and externally with partners, are a pre-requisite to success. It therefore has in place complementary arrangements at different organisational levels to ensure that the organisation works as an integrated and unified entity.

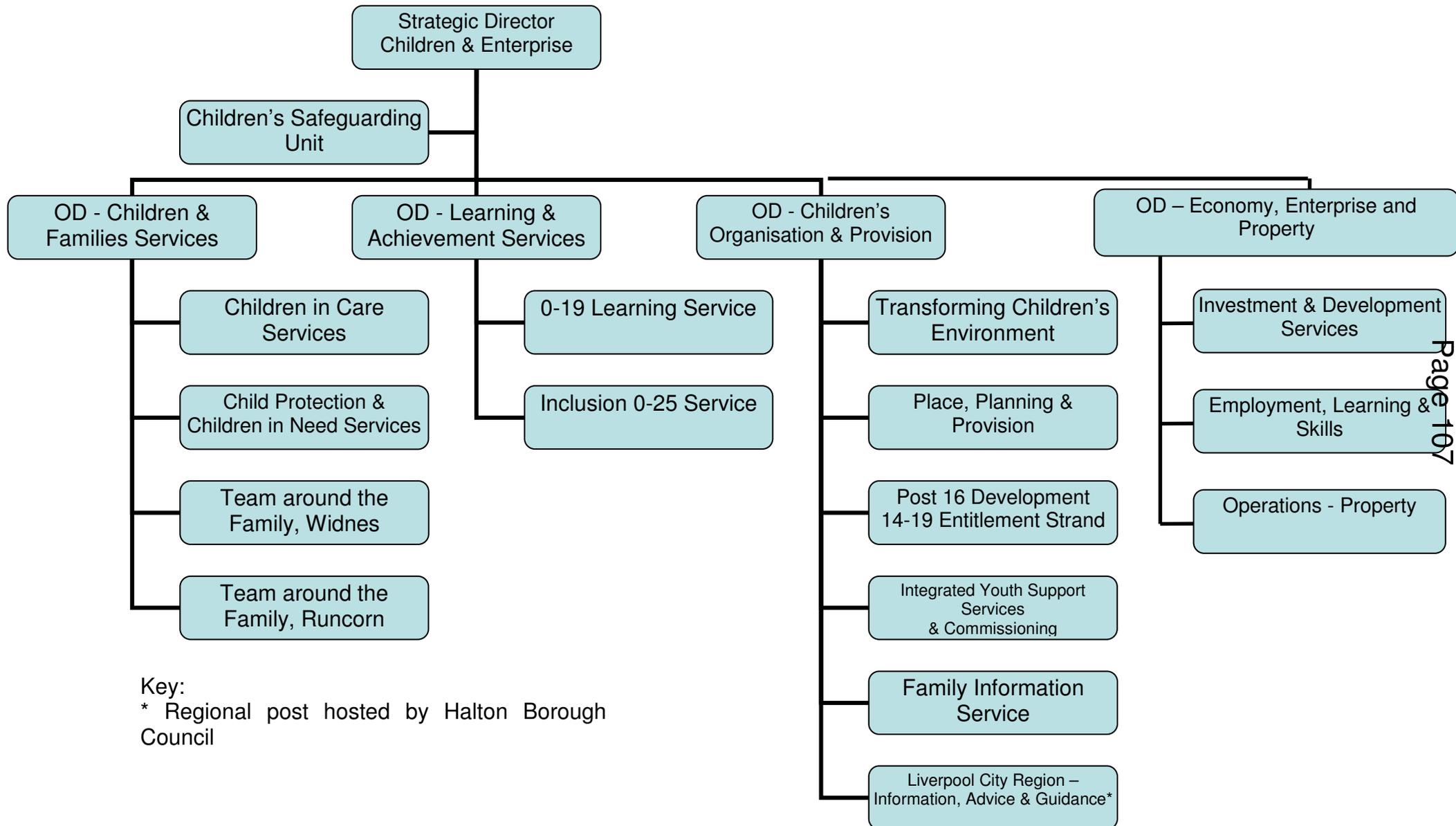
In support of this approach results-based matrix management practices, through for example project implementation groups, are used to bring together expertise and knowledge from across the organisation in order to optimise the response to community needs and aspirations.

Lead Officers are identified to drive and direct corporate initiatives to bring together elements of the Councils activities which, for the purposes of day to day management, may sit within all or any of the different Directorates.

Each of the Directorate Plans is aligned to and supports the delivery of one or more of the Councils six organisational and five partnership strategic priorities as detailed within the Corporate Plan and Sustainable Community Strategy respectively.

The chart overleaf provides an overview of those functions that fall within the new Children & Enterprise Directorate.

The Directorate structure is subject to change in preparation for the new financial year from April 2012. The latest draft structure is as follows:



Key:
 * Regional post hosted by Halton Borough Council

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6.1 CHILDREN AND FAMILIES SERVICES

This Department provides services to children and families from Universal to Complex Needs, as set out in Halton's Level of Need Framework. The services aim to support and protect children, ensuring that they are safe and have the opportunity to reach their potential. We aim, together with partners, to narrow the gap in outcomes for these most vulnerable children. For the majority of children this will be with their families, and we will provide services and support to families to achieve this. When this is not possible we provide services to ensure that children live somewhere that is safe, caring and appropriate to their needs.

The Department's main responsibilities are summarised in the work of the 3 divisions detailed below.

Children in Care & Care Leavers

- Care Leavers services
- Recruitment, assessment and support for adoptive parents and foster carers
- Provision of Residential Care for Children
- Support to Children in Care to improve outcomes
- Inter-agency Working
- Assessing the needs of older Children in Need and vulnerable young people.

Children in Need & Child Protection

- Assessing promptly the needs of children and families in need
- Planning and delivering integrated services for vulnerable children and families across the levels of need
- Crisis and emergency intervention in families
- Intensive support to families and carers
- Child Protection services,
- Targeted interventions with the most vulnerable children in need and their families
- Provision of short breaks for disabled children

Team around the Family – Early Help

- Children's Centres - provision of the full core offer and extended services
- Integrated Working Support Teams
- Co-ordinated early targeted intervention based on CAF
- Parenting and family support across the levels of need
- Provision a range of accessible short breaks for disabled children
- Integrated services for Young Carers
- Family Intervention

6.2 LEARNING AND ACHIEVEMENT SERVICES

The Department works in partnership with schools and settings to raise standards of attainment and achievement. This work is undertaken by a team of specialists who focus on for example the curriculum, attendance, inclusion and behaviour within the different phases of education. School Improvement Partners (SIPs) are also a key part of this Department. We work together with the other departments to achieve the best possible outcomes for all young people and to narrow the gap in outcomes for the most vulnerable young people.

The Department's main responsibilities are summarised in the detail below:

0-19 Learning

- Early Years Foundation Stage and the Early Years Outcome Duties
- Quality assurance of the Early Years Foundation Stage
- Key Stage 1 and 2 standards of achievement and attainment
- Healthy Schools and PSHCE
- School and setting leadership and management
- Sports, the Arts and Music developments in schools and settings
- Intervention and support in schools and settings
- School Improvement Partners (SIPs)
- Safeguarding in schools
- Support and intervention in secondary schools
- Key Stage 3, 4 and 5 standards of achievement and attainment
- Key Stage 3 Pupil Referral Unit
- The 'Virtual Headteacher' role for vulnerable pupils
- Support the development of the Learning agenda within the Building Schools for the Future Programme leading to the raising of standards

0-25 Inclusion

- Statutory assessments for pupils with Special Educational Needs (SEN)
- Behaviour and attendance
- Transition
- SEN service delivery for schools covering areas such as cognition and learning, visually impaired and hearing impaired
- Statutory duties covering all areas of SEN for young people to the age of 25
- Implementation and delivery of new resource base provision for schools

6.3 CHILDREN'S ORGANISATION AND PROVISION

The Department will be responsible for the management, co-ordination and delivery of all capital programmes aimed at transforming Children's Environment including the Buildings Schools for the Future and Primary Capital. It leads and facilitates the strategic arrangements for joint commissioning of services to children, young people and their parents and carers within the Directorate, Statutory Partners, the Independent Sector, Voluntary and Community organisations. In addition it co-ordinates the effective delivery of youth support, community justice and sexual health service and manage the Liverpool City Region Information, Advice & Guidance contract.

The main responsibilities of each team are detailed below:

Transforming Children's Environment

- Building Schools for the Future
- Local Education Partnership (LEP)
- Primary Capital Programme
- Children's Centres Capital
- Childcare
- Playbuilder
- Sufficiency & Suitability Childcare
- Condition
- Accessibility

- My Place
- Broader Projects

Place Planning and Provision

- Early Years Sufficiency.
- Child and pupil place planning (schools and other settings).
- School Transport.
- Services to schools and settings (SLAs).
- Information, support and guidance for schools and Children's Services settings.
- Educational visits.
- Health and Safety
- Technical Support
- Business Continuity/Critical Incident Support.
- Governor Support.

Post 16 development and 14-19 entitlement strand

- Pupil Referral Unit
- Key Stage 4 Engagement Service
- Education Business Partnership
- Duty to secure sufficient suitable education and training opportunities to meet the reasonable needs of all young people in Halton.
- Delivery against the six key priorities identified within the 14-19 Strategic Commissioning Statement 2012-13
- 14-19 Apprenticeship Strategy
- 14-19 NEET Strategy
- Improve participation and achievement of vulnerable groups
- Access to Independent, Advice and Guidance
- Plan for raising of the participation age

Integrated Youth Support Services and Commissioning

- Integrated planning and commissioning
- Joint Commissioning
- Effective delivery of Integrated Youth Support
- Deployment of youth support services
- Deployment of sexual health services including Teenage Pregnancy
- Substance Misuse.
- Alcohol Services.
- Anti Social Behaviour.
- Community Safety.
- Information, Advice and Guidance Services.
- Promoting Positive Activities.

Liverpool City Region

- Ensure the effective management of the Liverpool City Region Information, Advice & Guidance contract.

6.4 CHILDREN'S SAFEGUARDING UNIT

The Safeguarding Unit consists of lead officers for Safeguarding in Halton including Children's Services, the PCT, Education, and Police. This co located and virtual team strengthens multi agency working, making efficient use of knowledge and expertise across the CED and the Children's Trust.

Members of the Safeguarding Unit are responsible for identifying the themes and issues, which impact on the delivery of front line practice. Through scrutiny, challenge and support, the Unit will continuously enhance standards and good practice through quality assurance and professional development.

The Unit informs and is informed by national and local guidance as well as research, to positively enhance the delivery of front line services to vulnerable children and young people in Halton.

Core Business of the Unit

- Developing sector-led improvement through formalised partnership arrangements with Cheshire West & Chester
- Providing an Independent chairing service within the Child Protection and Children in Care systems and for those children in need identified as requiring services at level 3b.
- Independent review of Foster carers
- Responsibility for the management of allegations against adults who work with children, including the statutory role of Local Authority Designated Officer (LADO)
- Via the Halton Safeguarding Children Board manager, providing all the business support requirements for HSCB.
- Lead responsibility for the rigorous auditing of practice within Children & Families and Early Help multi-agency services.
- Lead role in multi-agency practice reviews.
- Supporting safeguarding practice in educational settings.
- To support engagement of the community in safeguarding.
- Multi agency support, challenge and scrutiny.

6.5 ECONOMY, ENTERPRISE AND PROPERTY

A key aim of the Department is to use the borough's regeneration projects and programmes to create an environment that is attractive to business, which leads to the creation of jobs and, in turn, will help to improve the quality of life of people living and working in Halton. The Department comprises the following divisions: -

Investment and Development Services

The work of the division includes bringing forward and implementing the borough's major physical development sites (including town centres, housing regeneration, watersides and brownfield land reclamation); managing the Council's property and strategic assets (property services), including Widnes Market Hall, coordinating and acting upon the borough's inward investment and business enquiries, encouraging and supporting businesses to expand; for example, providing advice and guidance on grant support, development and planning issues, transportation; improving the image of the borough's industrial areas; and helping businesses to become more competitive. The division also provides advice on funding opportunities as well as supporting the Council's representatives in European, Regional and sub-regional forums and committees.

Employment Learning and Skills

This division focuses on developing and delivering initiatives which create secure and safeguard jobs in the Borough. It hosts the Halton People Into Jobs (HPIJ) initiative.

This is a Halton Borough Council employment service which promotes local jobs for local people. HPIJ provides a comprehensive job brokering service for both employers and potential employees. The division also supports a wide range of self-employment and business start-up initiatives. The division is also sub-contracted to deliver the Government's Work Programme which is a scheme based on 'payment by results' where the division is rewarded financially for getting people who are receiving benefits into work.

This division also delivers a wide range of adult and family learning courses across the borough. It also leads the borough's Halton Employment Partnership which acts as a one stop shop for employer local job seeker recruitment needs, as well as sector led employment initiatives such as Construction Halton and Science Halton. Key areas of activity in the division are: - Adults and Community Learning – providing opportunities for adults to access a wide range of learning experiences within their local area; Skills For Life – improving literacy and numeracy skills amongst adults; Family Learning – which gives all family members an opportunity to learn with their children or learn about how they can further support their children.

Operations – Property

The division exists to provide corporate support to all areas of the Council in relation to the management, maintenance and development of the Council's property portfolio and regeneration schemes.

The division is responsible for a number of areas of work, the primary function however is to ensure that the Authorities accommodation is fit for purpose, and meets the needs and expectations of members, officers and the public alike.

The Facilities Management section manages the maintenance, security, caretaking and cleaning to all corporate sites and provides a repairs and maintenance and cleaning buy back service to schools. In addition they play a significant role in carbon management and helping to reduce carbon emissions, they provide a building surveying service, and carry out a significant amount of construction related procurement.

The Capital Works section project manages all capital works from inception to completion on corporate building together with numerous projects on Education premises.

Recently along with colleagues in asset management, the division has supported the Mersey Gateway team in respect of the necessary site assembly and demolitions needed to deliver the Mersey Gateway project.

7.0 Resources

The Directorate faces a number of challenges in ensuring it has the resources available to support the delivery of its service objectives during a period of reducing financial resources. A number of functions, including finance, workforce, performance, policy development, support to the Children's Trust, management of information and administration have moved into the Resources Directorate. Whilst these changes should enable the Council to achieve the required efficiencies without impacting on the quality of service there are likely to be some impact during the transitional period.

7.1 BUDGET SUMMARY AND SERVICE COSTS

To be added once confirmed

7.2 HUMAN RESOURCE REQUIREMENTS

The Directorate employs approximately 700 staff, and together with school staff, are considered to be the Directorate's most valuable asset. The Directorate (and the Council as a whole) is committed to training and developing its staff and has a system of Employee Development Reviews twice a year to produce Personal Action Plans for each employee setting out future learning and development plans, and setting individual work based performance targets. These are complemented by more regular supervision which review progress with personal development and are one of the key processes by which performance and service outcomes are monitored.

Supervision is not just about getting the job done; it is also about investing time and energy in developing and motivating staff for the benefit of the individual and the organisation as a whole and ultimately the local community. Good supervision will result in well-trained and motivated staff who are clear about their role within the organisation and the tasks they need to achieve.

A major requirement for the Directorate will be the continuing implementation of the new Integrated Children's Workforce Strategy for Halton's Children's Trust. The key aim of the strategy is a workforce that is reformed, integrated and making the best contribution possible to Halton's Children & Young People's Plan.

7.3 ACCOMMODATION AND PROPERTY REQUIREMENTS

The accommodation requirements of the Directorate have been impacted upon by the efficiency programme and the establishment of the Centres of Excellence. The continued development and embedding of Team Around the Family services will further influence the Directorate's needs as the ambition is to establish community based accommodation providing front line access for all services through effectively utilising Children's Centres, GP practices and the secondary provision developed through the Building Schools for the Future programme.

As part of the Halton Borough Council Asset Management Strategy, staff within the Directorate based in Grosvenor House will be relocating in 2012 to Rutland House.

7.4 ICT REQUIREMENTS

The Directorate has an ICT Development Plan mapping out its ICT requirements and areas for development. There are number of major ICT projects that will be central to the development of the Directorate and act as enablers for service delivery.

Carefirst 6/Electronic Social Care Record (ESCR)/Integrated Children's System (ICS)

Implementation of Carefirst 6 collaboratively with ICT Services and the Adults and Community Directorate is critical in providing an effective ICT solution for Children's Social Care. There are statutory requirements relating to ICS and ESCR as well as the benefits the system will provide in terms of operational efficiency. The process will require new ICT infrastructure, scanning and new working arrangements. Implementation of Carefirst 6 continues and will be completed over the next 12 months. The delivery of IT enhances support and frontline practice.

Synergy CYP Database

This database allows web based access to core pupil information and will be developed to replace existing modules allowing wider and more flexible access opportunities. Wider access to Duty Desk, School Health and PCT Teams will help to better inform practitioners. .

Synergy Connect - Children Centre Management of Information System

Synergy Connect is a flexible, web based database allowing development of its components depending on the service provider's engagement or to tie in with local or national requirements. Together with the CYP Database, once in place it will enable the exchange of information on the regular basis. The system has been used to record data from health personnel to enable integrated reporting of performance

Schools Information Management System/Virtual Learning Environment Support Service

The Directorate provides a support service to schools for the Virtual Learning Platform and the Schools Information Management System (SIMS). A new centralised server is being procured to house the SIMS software within the Local Authority data centre and will allow all schools to link into the database via a secure and fast dedicated line.

8.0 Business planning

Directorate Plans form an integral part of the authority's corporate planning framework, as illustrated within the diagram opposite.

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

Such plans, and the Quarterly Service Plan Monitoring Reports that flow from them, are an essential tool in enabling the public, Elected Members,

Senior Management, and staff how well Council departments are performing and what progress is being made in relation to improving the quality of life within the borough and service provision for local people, businesses and service users.



8.1 PERFORMANCE REPORTING

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

As a result departmental progress will be monitored through:

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

In demonstrating its commitment to exploiting the potential of Information and Communications Technology to improve the accessibility of its services and related information an extensive range of documentation, including this plan and its associated quarterly monitoring reports, are available via the Council's website at <http://www2.halton.gov.uk/content/councilanddemocracy/council/plansandstrategies>

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

Appendix A: Departmental Service Objectives & Performance Indicators

1. CHILDREN AND FAMILIES SERVICES

Corporate Priority:	Children and Young People				
Service Objective:	CFS1: Recruit and retain Children's Social Care Managers to deliver the necessary level of scrutiny and management oversight to ensure effective care planning				
Key Milestones (12-13)	<ul style="list-style-type: none"> Evaluate the impact of the management trainee programme for aspiring managers, with the aim of increasing candidates by September 2012 				
	<ul style="list-style-type: none"> Review terms and conditions to ensure Halton's offer is competitive by June 2012 				
Risk Assessment:	Initial		Responsible		Linked
	Residual		Officer		Indicators

Corporate Priority:	Children and Young People				
Service Objective:	CFS2: Improve outcomes for children and families through embedding integrated processes to deliver Early Help and Support				
Key Milestones (12-13)	<ul style="list-style-type: none"> Specify and implement the Early Help Statement in line with the guidance published in response to the Munro Review of Child Protection (date to be advised once published) 				
	<ul style="list-style-type: none"> Implement the new Team Around the Family structure by June 2012 				
	<ul style="list-style-type: none"> Ensure that the Team Around the Family workforce have a set of core competencies to work with families with multiple problems 				
	<ul style="list-style-type: none"> Develop opportunities to integrate and co-locate teams by partner agencies by March 2013 				
Key Milestones (13-14)	<ul style="list-style-type: none"> Continue to ensure that the Team Around the Family workforce have a set of core competencies to 				

	work with families with multiple problems				
	<ul style="list-style-type: none"> Further develop opportunities to integrate and co-locate teams by partner agencies by March 2014 				
Risk Assessment:	Initial		Responsible Officer	Emma Taylor	Linked Indicators
	Residual				

Corporate Priority:	Children and Young People				
Service Objective:	CFS3: Ensure that the changes required by the Munro Review of Child Protection to practice improves outcomes for children and families				
Key Milestones (12-13)	<ul style="list-style-type: none"> Implement the new single social work assessment in line with the deadline required (date to be advised once published) 				
	<ul style="list-style-type: none"> Effectively implement the new Framework for the Assessment of Children in Need and the changes to Working Together to Safeguard Children (date to be advised once published) 				
Risk Assessment:	Initial		Responsible Officer	Vicky Buchanan	Linked Indicators
	Residual				

Corporate Priority:	Children and Young People				
Service Objective:	CFS4: Improve outcomes for Children in Care and Care Leavers				
Key Milestones (12-13)	<ul style="list-style-type: none"> Implement the revised Children in Care and Care Leaver pathways by September 2012 				
	<ul style="list-style-type: none"> Implement the action plan from the multi-agency Children in Care strategy (2011-14) by March 2013 				
Key Milestones (13-14)	<ul style="list-style-type: none"> Continue to implement the appropriate action plan from the multi-agency Children in Care strategy (2011-14) by March 2014 				
Risk Assessment:	Initial		Responsible Officer	Chris Taylor	Linked Indicators
	Residual				

Key indicators

Ref	Description	Actual 10/11	Target 11/12	Actual 11/12	Targets		
					12/13	13/14	14/15
CFS LI01	Number of Children in Need plans independently reviewed	New indicator	New indicator		140	140	140
CFS LI02	Single Social Work Assessment – measure to be defined once guidance published						
CFS LI03	Number of multi-agency interventions (CAF) which are in place and operating for Level 2/3 cases	New indicator	New indicator		250	250	250
CFS LI07 SCS	Percentage of referrals to social care that had been subject to CAF in the previous 12 months	New indicator	15%		30%	40%	45%
LPI01 CYP	Percentage gap between Children in Care attainment at KS2 and their peers	New indicator	N/A	37%	<i>Due to small cohorts and statistical variation, targets are not meaningful. An analysis of the small cohort is conducted on an individual basis for these children to underpin resulting performance.</i>		
LPI02 CYP	Percentage gap between Children in Care attainment at 5+ GCSE's grades A*-C including English and Maths and their peers	New indicator	N/A	39%			
LPI03 CYP SCS	Percentage of Children in Care achieving expected outcomes at KS2 and KS4	New indicator	N/A	83%			
NI 058	Emotional and behavioural health of Children in Care: average SDQ score	12.4	16		14	14	14
NI 061	Timeliness of placements for Children in Care for adoption following an agency decision that the child should be placed for adoption	54.5%	N/A		<i>Due to small cohorts and statistical variation, targets are not meaningful. An analysis of the small cohort is conducted on an individual basis for these children to underpin resulting performance.</i>		
NI 062	Stability of placements of Children in Care: number of moves	7.9%	7.7%		7.6%	7.5%	7.4%
NI 063	Stability of placements of Children in Care: length of placement	87%	90%		80%	80%	80%
NI 064	Child Protection Plans lasting 2 years or more	0%	0%		0%	0%	0%
NI 065	Children subject to a child protection plan for a second or subsequent time	12.2%	10%		10%	10%	10%
NI 066	Children in Care cases are reviewed within timescale	100%	100%		100%	100%	100%

					Targets		
NI 067	Child Protection cases are reviewed within timescale	100%	100%		100%	100%	100%
NI 147	Care Leavers in suitable accommodation at 19	88.9%	90%		90%	90%	90%
NI 148	Care Leavers in Employment, Education or Training at 19	88.9%	75%		75%	75%	75%

2. LEARNING AND ACHIEVEMENT SERVICES

Corporate Priority:	Children and Young People
Service Objective:	LAS1: To increase the percentage of schools and EY settings where Ofsted judge overall effectiveness to be good or better
Key Milestones (12-13)	<ul style="list-style-type: none"> Review the performance of all schools and EY provision with a specific focus on those currently graded as satisfactory. Identify actions, including levels or support and intervention, required to improve inspection outcomes by July 2012 Evaluate the outcomes of all inspections and through the School Development Panel and Early Years Development Plan, ensure that learning resulting from the inspection process is effectively shared with schools and settings Review the alerts and triggers criteria to ensure that they align with the current floor standards and use to support the categorisation of all schools Support schools in their understanding of the new Ofsted inspection framework including key changes and implications Complete data analysis for all schools to align the appropriate support for all schools through the school improvement cycle by December 2012 Categorise settings and ensure that services are aligned to improve standards in EYFS by March 2013 Complete FSP data analysis at ward level, to identify multi agency links; training and interventions that can be planned through Children's Centre and Early Years support by December 2012

Key Milestones (13-14)	<ul style="list-style-type: none"> Review the performance of all schools and EY provision with a specific focus on those currently graded as satisfactory. Identify actions, including levels of support and intervention, required to improve inspection outcomes by July 2013 					
	<ul style="list-style-type: none"> Evaluate the outcomes of all inspections and through the School Development Panel and Early Years Strategic and Operational groups, ensure that learning resulting from the inspection process is effectively shared with schools and settings 					
	<ul style="list-style-type: none"> Review the alerts and triggers criteria to ensure that they align with the current floor standards and use to support the categorisation of all schools 					
	<ul style="list-style-type: none"> Complete data analysis for all schools to align the appropriate support for all schools through the school improvement cycle by December 2013 					
Key Milestones (14-15)	<ul style="list-style-type: none"> Review the performance of all schools and EY provision with a specific focus on those currently graded as satisfactory. Identify actions, including levels of support and intervention, required to improve inspection outcomes by July 2014 					
	<ul style="list-style-type: none"> Evaluate the outcomes of all inspections and through the School Development Panel and Early Years Development Plan, ensure that learning resulting from the inspection process is effectively shared with schools and settings 					
	<ul style="list-style-type: none"> Review the alerts and triggers criteria to ensure that they align with the current floor standards and use to support the categorisation of all schools 					
	<ul style="list-style-type: none"> Complete data analysis for all schools to align the appropriate support for all schools through the school improvement cycle by December 2014 					
Risk Assessment:	Initial		Responsible Officer	Gill Bennett	Linked Indicators	NI072, NI092, SCSCYP09, CPCYP01, CPCYP02, CPCYP03, LAS L101, LAS L102, COPSLI01, COPS LI02,
	Residual					
Corporate Priority:	Children and Young People					
Service Objective:	LAS2: Increase GCSE attainment for 5 or more A*-C including English and Maths					

Key Milestones (12-13)	<ul style="list-style-type: none"> Conduct the annual analysis of school performance data for all primary, secondary and special schools during September to December 2012 					
	<ul style="list-style-type: none"> Ensure appropriate deployment of retained School Improvement officers to support identified schools 					
	<ul style="list-style-type: none"> Analyse the levels of absence, including persistent absence, across all phases on a termly basis 					
Key Milestones (13-14)	<ul style="list-style-type: none"> Conduct the annual analysis of school performance data for all primary, secondary and special schools during September to December 2013 					
	<ul style="list-style-type: none"> Ensure appropriate deployment of retained School Improvement officers to support identified schools 					
	<ul style="list-style-type: none"> Analyse the levels of absence, including persistent absence, across all phases on a termly basis 					
Key Milestones (14-15)	<ul style="list-style-type: none"> Conduct the annual analysis of school performance data for all primary, secondary and special schools during September to December 2014 					
	<ul style="list-style-type: none"> Ensure appropriate deployment of retained School Improvement officers to support identified schools 					
	<ul style="list-style-type: none"> Analyse the levels of absence, including persistent absence, across all phases on a termly basis 					
Risk Assessment:	Initial		Responsible Officer	Gill Bennett	Linked Indicators	NI075, NI102, NI073, CPCYP04, CPCYP06, CPCYP07, CPCYP08, CPCYP09
	Residual					

Corporate Priority:	Children and Young People
Service Objective:	LAS3: Narrow the gap in attainment between vulnerable groups and their peers through early identification of need
Key Milestones (12-13)	<ul style="list-style-type: none"> Conduct data analysis for children in care and with schools to ensure that action plans for individual pupils are in place by September 2012
	<ul style="list-style-type: none"> Conduct data analysis for Free School Meals pupils and identify areas of need and support required by November 2012
	<ul style="list-style-type: none"> Commission a Review of Autism Provision in Halton through the National Autistic Society by October 2012. Consider the recommendations of the Review and implement an appropriate action plan

	<ul style="list-style-type: none"> Analysis of Ofsted inspections in relation to Leadership particularly safeguarding practice to inform sharing of practice with schools 					
	<ul style="list-style-type: none"> Ensure the support for vulnerable two year olds is appropriate within EYFS settings 					
Key Milestones (13-14)	<ul style="list-style-type: none"> Conduct data analysis for children in care and with schools to ensure that action plans for individual pupils are in place by September 2013 					
	<ul style="list-style-type: none"> Conduct data analysis for Free School Meals pupils and identify areas of need and support required by November 2013 					
Key Milestones (14-15)	<ul style="list-style-type: none"> Conduct data analysis for children in care and with schools to ensure that action plans for individual pupils are in place by September 2014 					
	<ul style="list-style-type: none"> Conduct data analysis for Free School Meals pupils and identify areas of need and support required by November 2014 					
Risk Assessment:	Initial		Responsible Officer	Jennifer John	Linked Indicators	NI104, NI105, SCSCYP12, SCSCYP17, CPCYP05, LASL103, LASL104, COPL104
	Residual					

Key indicators

Ref	Description	Actual 10/11	Target 11/12	Actual 11/12	Targets		
					12/13	13/14	14/15
NI075 SCS CYP03	Proportion achieving 5+ GCSE A*-C including English and Maths	50%	54%	56%	55.5%	56.0%	56.5%
SCS CYP09	Percentage of educational settings with overall effectiveness Good or Outstanding	83%	n/a		84.0%	84.5%	85.0%
LAS LI101	Percentage of primary schools inspected in the period graded good or better	New indicator	100%		100%	100%	100%
LAS LI102	Percentage of secondary schools inspected in the period graded good or better	New indicator	100%		100%	100%	100%
CPCYP01	Percentage of primary schools in Halton with latest inspection graded good or better	80%	85%		85%	85%	85%

					Targets		
CPCYP02	Percentage of secondary schools in Halton with latest inspection graded good or better	60%	67%		83%	85%	85%
CPCYP03	Percentage of primary schools below the floor standard (60% achieving L4+ English and Maths at KS2)	New Indicator	6%	18%	3%	0%	0%
CPCYP04	Percentage of secondary schools below the floor standard (35% achieving 5+ GCSE's A*-C including English and Maths)	New Indicator	0%	0%	0%	0%	0%
NI102 (a) SCS CYP10	Achievement gap at Key Stage 2 English and Maths FSM and peers	15.2%	12%	20.6%	12.0%	11.5%	11.5%
NI102 (b) SCS CYP11	Achievement gap at Key Stage 4 FSM and peers	28%	26%	28.3%	24.0%	23.0%	22.0%
NI104	SEN/Non-SEN achievement gap at KS2 English and Maths	50%	35%	52% (Unvalidated)	33%		
NI105	SEN/Non-SEN achievement gap at GCSE 5+ A*-C including English and Maths	46.0% (2009/10)	28%	48.1% (2010/11 Unvalidated)	27%		
LAS LI103	Percentage gap between Children in Care attainment at Key Stage 2 and their peers	New indicator	N/A	37%	Due to small cohorts and statistical variation targets are not meaningful. Performance direction is to reduce the gap, however analysis of the small cohort is to be conducted on an individual basis for these children to underpin resulting performance.		
LAS LI104	Percentage gap between Children in Care attainment for 5+ GCSE's grades A*-C including English and Maths and their peers	New indicator	N/A	39%			
SCSCYP1 7	Percentage of Children in Care achieving expected outcomes at KS2 and KS4	New indicator	N/A	83% (KS2)			
NI072 SCS CYP01	Early Years Foundation Stage Attainment	50%	54%	48.3%	56%	Framework will be changing and therefore future targets will be set once framework released.	
NI092	Early Years Foundation Stage Gap in achievement	29.4%	27%	29.9%	26.5%		
SCS CYP12	Over identification of Special Educational Needs at School Action and School Action Plus	22.6%	21.4%		20.2%	19.0%	18.0%

					Targets		
CPCYP05	The percentage of children with Statements of Special Educational Needs or receiving enhanced provision achieving two levels progress	New indicator	N/A		New measure awaiting baseline figure to set target		
NI073 SCS CYP0	Proportion achieving level 4 Key Stage 2 English and Maths	77%	80%	77%	81%	81%	81.5%
CPCYP06	Increase the percentage of children who achieve 2 levels of progress in English at KS2	85.6%	86.0%		86%	86.5%	86.5%
CPCYP07	Increase the percentage of children who achieve 2 levels of progress in Maths at KS2	85.7%	86.0%		86.5%	86.5%	86.5%
CPCYP08	Increase the percentage of pupils making at least expected progress in English from KS2 to KS4	63.0%	64.0%		68.5%	70.0%	70.0%
CPCYP09	Increase the percentage of pupils making at least expected progress in Maths from KS2 to KS4	61.0%	62.0%		64.0%	64.0%	64.0%

Ref	Description	Actual 10/11	Target 11/12	Actual 11/12	Targets		
					12/13	13/14	14/15
NI093	Progress by 2 levels at KS2 English	85.6%	86%	86%	88%	88%	88%
NI094	Progress by 2 levels at KS2 Maths	85.7%	86%	86%	89%	89%	89%
NI103 (a)	Statements of SEN issued within 6 weeks (including/excluding exceptions)	66%	100%		100%		
NI103 (b)	All Statements issued within 26 Weeks including Exceptions	77%	100%		100%		
NI087	Secondary School persistent absence rate	4.6%	8%				
NI114	Rate of permanent exclusions from school	0.11%	0.35%		0.35%	0.35%	0.35%

3. CHILDREN'S ORGANISATION & PROVISION

Corporate Priority:	Children and Young People					
Service Objective:	COPS1: Ensure Early Years provision for children is sufficient, sustainable and of appropriate quality					
Key Milestones (12-13)	<ul style="list-style-type: none"> Complete the Childcare Sufficiency Assessment (CSA) which provides a comprehensive review of Early Years provision in Halton by April 2012, and implement the action plan to ensure sufficient provision in all areas and age groups 					
	<ul style="list-style-type: none"> Ensure sufficiency to cover the extension of support to vulnerable 2 year olds by April 2012 					
	<ul style="list-style-type: none"> Review and improve the quality of childcare provision, in particular childminders by August 2012 					
Key Milestones (13-14)	<ul style="list-style-type: none"> Complete the Childcare Sufficiency Assessment (CSA) which provides a comprehensive review of Early Years provision in Halton by April 2012, and implement the action plan to ensure sufficient provision in all areas and age groups 					
	<ul style="list-style-type: none"> Review and improve the quality of childcare provision, in particular childminders by August 2013 					
Key Milestones (14-15)	<ul style="list-style-type: none"> Complete the Childcare Sufficiency Assessment (CSA) which provides a comprehensive review of Early Years provision in Halton by April 2012, and implement the action plan to ensure sufficient provision in all areas and age groups 					
	<ul style="list-style-type: none"> Review and improve the quality of childcare provision, in particular childminders by August 2014 					
Risk Assessment:	Initial		Responsible Officer	Martin West	Linked Indicators	
	Residual					

Corporate Priority:	Children and Young People					
Service Objective:	COPS2: Ensure school and post-16 provision is sufficient, sustainable and of appropriate quality					
Key Milestones (12-13)	<ul style="list-style-type: none"> Evaluate and monitor the impact on current school sufficiency and sustainability through the 					

	development of Academies and Free Schools by March 2013				
	<ul style="list-style-type: none"> Evaluate and monitor the impact of the six key priorities contained within the 14-19 Strategic Commissioning Statement 2012-13 by July 2012 				
	<ul style="list-style-type: none"> Monitor and evaluate the arrangements of Information, Advice and Guidance due to changes in Local Authority statutory responsibilities, with particular focus on the impact on NEET (not in education, employment or training) by March 2013 				
	<ul style="list-style-type: none"> Monitor the effectiveness of the NEET action plan in reducing NEET by March 2013 				
	<ul style="list-style-type: none"> Progress the actions identified in the Ofsted action plan for The Gateway by March 2013 				
	<ul style="list-style-type: none"> Ensure that priorities in capital spend are in line with the Government guidance and agreed by all representative bodies 				
Key Milestones (13-14)	<ul style="list-style-type: none"> Evaluate and monitor the impact on current school sufficiency and sustainability through the development of Academies and Free Schools by March 2014 				
	<ul style="list-style-type: none"> Ensure that priorities in capital spend are in line with the Government guidance and agreed by all representative bodies 				
Key Milestones (14-15)	<ul style="list-style-type: none"> Evaluate and monitor the impact on current school sufficiency and sustainability through the development of Academies and Free Schools by March 2015 				
	<ul style="list-style-type: none"> Ensure that priorities in capital spend are in line with the Government guidance and agreed by all representative bodies 				
Risk Assessment:	Initial		Responsible Officer	Simon Clough & Katrina Hall	Linked Indicators
	Residual				

Corporate Priority:	Children and Young People
Service Objective:	COPS3: Improve outcomes for children and young people through effective joint commissioning, with emphasis on our most vulnerable children and young people
Key Milestones (12-13)	<ul style="list-style-type: none"> Strengthen the understanding and links with colleagues in Health to ensure effective commissioning by March 2013

	<ul style="list-style-type: none"> Specify and implement uniform principles of Commissioning across the Directorate 				
Key Milestones (13-14)	<ul style="list-style-type: none"> Strengthen the understanding and links with colleagues in Health to ensure effective commissioning by March 2014 				
Key Milestones (14-15)	<ul style="list-style-type: none"> Strengthen the understanding and links with colleagues in Health to ensure effective commissioning by March 2015 				
Risk Assessment:	Initial		Responsible Officer	Simon Clough	Linked Indicators
	Residual				

Corporate Priority:	Children and Young People				
Service Objective:	COPS4: Improve outcomes for children and young people through integrated and targeted youth support				
Key Milestones (12-13)	<ul style="list-style-type: none"> Ensure the effective transition in youth service to the new Universal provider (name to be inserted when confirmed in January 2012) from April 2012 to March 2013 				
	<ul style="list-style-type: none"> Ensure the effective transition in youth service to the new Targeted provider (name to be inserted when confirmed in January 2012) from April 2012 to March 2013 				
	<ul style="list-style-type: none"> Ensure the effective transition in youth service to the new Specialist provider (name to be inserted when confirmed in January 2012) from April 2012 to March 2013 				
Risk Assessment:	Initial		Responsible Officer	Lorraine Crane	Linked Indicators
	Residual				

Key indicators

Ref	Description	Actual 10/11	Target 11/12	Actual 11/12	Targets		
					12/13	13/14	14/15
COP Llo1	Percentage of Childminders graded as good or better of those inspected in the period	New indicator	65%		65%	65%	65%
COP Llo2	Percentage of non-domestic childcare graded as good or better of those inspected in the period	New indicator	100%		100%	100%	100%
COP Llo3	Percentage of Sixth Form Schools graded as good or better of those inspected in the period	New indicator	100%		100%	100%	100%
COP Llo4	Take up of Early Years Entitlement for vulnerable 2 year olds	New indicator	70 FTE each term				
NI 117 SCS	Percentage of 16-18 year olds not in education, employment or training	10.2%	10.5%		9.5%	9.5%	8.5%
NI 079	Achievement of Level 2 qualification at 19	74.8% (09/10)	68%		75%	77%	79%
NI 080 SCS	Achievement of Level 3 qualification at 19	42.3% (09/10)	44%		45%	50%	52%
SCS CYP 13	Percentage of young people progressing to Higher Education	New indicator	24%		25%	25%	25%
NI 081	Inequality gap in achievement at Level 3 by the age of 19	21% (09/10)	14%		11%	11%	10%
NI 082	Inequality gap in achievement at Level 2 by the age of 19	22% (09/10)	21%		20%	19%	18%
COP Llo5	Under 18 conception rate, reduction in conceptions from 2009 baseline (140 conceptions)	New indicator	-2				
NI 112 adjusted SCS	Under 18 conception rate, percentage change from 2009 baseline (58.9 rolling quarterly average)	58.9 Rolling quarterly average	58.1 Rolling quarterly average		57.1 Rolling quarterly average	57.1 Rolling quarterly average	57.1 Rolling quarterly average

					Targets		
SCS CYP 07	Rate of CYP admitted to hospital for substance misuse from 2010/11 (1277 baseline) (5% reduction each year)	New indicator	1213		1149	1086	1023
SCS SH 04	Reduce the number of Young People who repeatedly run away in Halton	18 young people, 465 episodes	17 young people, 428 episodes		To continue to reduce the number of repeats. To be determined with new Pan Cheshire Provider		

4. ECONOMY, ENTERPRISE & PROPERTY

Corporate Priority:	Effectiveness and Efficiency						
Service Objective:	EEP1: Strategically manage and maintain the Council's assets in order to provide a sustainable flow of income and capital receipts as well as ensure that they are safe and fit for purpose						
Key Milestones (12-13)	• Market the Lakeside and Canalside development sites in July 2012						
	• Review accommodation in light of budget decisions by July 2012						
	• Commence the development of Mossbank Park by March 2013						
	• Identify further property to be considered for sales and implement asset disposals by March 2013						
Key Milestones (13-14)	• Review accommodation in light of budget decisions by July 2013						
	• Identify further property to be considered for sales and implement asset disposals by March 2014						
Key Milestones (14-15)	• Review accommodation in light of budget decisions by July 2014						
	• Identify further property to be considered for sales and implement asset disposals by March 2015						
Risk Assessment:	Initial		Responsible Officer		Linked Indicators		
	Residual						

Corporate Priority:	Halton's Urban Renewal
Service Objective:	EEP2: Deliver a comprehensive development and investment service
Key Milestones (12-13)	<ul style="list-style-type: none"> Finalise the 'Vikings and the Economy' Action Plan by September 2012
	<ul style="list-style-type: none"> Support Halton's key strategic priorities through bid-writing for large-scale bids by March 2013
	<ul style="list-style-type: none"> Develop targeted training sessions to support the third sector with bid writing by March 2013
	<ul style="list-style-type: none"> Ballot all businesses in the BID programme (Astmoor and Halebank) regarding a further five years of the programme by December 2012
	<ul style="list-style-type: none"> Maintain a comprehensive database of all commercial by March 2013
	<ul style="list-style-type: none"> Facilitate the Mersey Gateway acquisition and business relocation programme by March 2013
	<ul style="list-style-type: none"> Deliver the BID Year 5 action plan by March 2013
	<ul style="list-style-type: none"> Complete construction of the Castlefields Village Square by April 2012
	<ul style="list-style-type: none"> Agree the restoration strategy for St Michaels Golf Course and commence Phase 2 by July 2012
	<ul style="list-style-type: none"> Work with developer to secure planning permissions on Mossbank by December 2012
	<ul style="list-style-type: none"> Agree with Government (Business Innovation and Skills) future strategy for the Bayer site by March 2013
Key Milestones (13-14)	<ul style="list-style-type: none"> Complete the second phase of warehouse development on Stobart land and the improvements to Foundry Lane access by March 2013
	<ul style="list-style-type: none"> Maintain a comprehensive database of all commercial by March 2014
	<ul style="list-style-type: none"> Facilitate the Mersey Gateway acquisition and business relocation programme by March 2014
	<ul style="list-style-type: none"> Deliver the BID Year 1 action plan by March 2014
	<ul style="list-style-type: none"> Commence the implementation of Runcorn Town Centre Action Plan phase 2 by March 2013
	<ul style="list-style-type: none"> Commence the Widnes Shopping Park phase 2 July 2013
Key Milestones (14-15)	<ul style="list-style-type: none"> Finalise the 'Bridge Tourism' Action Plan by September 2013
	<ul style="list-style-type: none"> Maintain a comprehensive database of all commercial land and property by March 2015
	<ul style="list-style-type: none"> Deliver the BID Year 2 action plan by March 2015

	<ul style="list-style-type: none"> • Actions from Mersey Gateway Regeneration Strategy to be identified 					
Risk Assessment:	Initial		Responsible Officer		Linked Indicators	
	Residual					
Corporate Priority:	Employment, Learning & Skills					
Service Objective:	EEP3: Deliver a comprehensive employment, learning and skills service					
Key Milestones (12-13)	<ul style="list-style-type: none"> • Deliver Work Programme via sub contract arrangements to Prime Contractors A4E and Ingeus Deloitte in line with the contract 					
	<ul style="list-style-type: none"> • Ensure that all monthly reviews of performance of the Work Programme contract are undertaken 					
	<ul style="list-style-type: none"> • Deliver the appropriate 170 Skills for Life courses across the three terms 					
	<ul style="list-style-type: none"> • Implement new structure for the Division by April 2012 					
	<ul style="list-style-type: none"> • Support staff through full staff development sessions (April, July, December) 					
Key Milestones (13-14)	<ul style="list-style-type: none"> • Deliver Work Programme via sub contract arrangements to Prime Contractors A4E and Ingeus Deloitte in line with the contract 					
	<ul style="list-style-type: none"> • Ensure that all monthly reviews of performance of the Work Programme contract are undertaken 					
	<ul style="list-style-type: none"> • Deliver the appropriate 170 Skills for Life courses across the three terms 					
	<ul style="list-style-type: none"> • Support staff through full staff development sessions (April, July, December) 					
Key Milestones (14-15)	<ul style="list-style-type: none"> • Deliver Work Programme via sub contract arrangements to Prime Contractors A4E and Ingeus Deloitte in line with the contract 					
	<ul style="list-style-type: none"> • Ensure that all monthly reviews of performance of the Work Programme contract are undertaken 					
	<ul style="list-style-type: none"> • Deliver the appropriate 170 Skills for Life courses across the three terms 					
	<ul style="list-style-type: none"> • Support staff through full staff development sessions (April, July, December) 					
Risk Assessment:	Initial		Responsible Officer	Siobhan	Linked Indicators	
	Residual			Saunders		

Key indicators

Ref	Description	Actual 10/11	Target 11/12	Actual 11/12	Targets		
					12/13	13/14	14/15
DIS LI01	Occupancy of HBC industrial units	81%	85%		85%	85%	90%
DIS LI02	Occupancy of Widnes Market Hall	85.5% (baseline at 30/06/11)	85%		90%	95%	95%
DIS LI05	Number of investment enquiries per annum	162	180		180	200	250
DIS LI06	Inward investment enquiry conversion rate percentage	14.8	9		10	10	10
DIS LI07	Contribution to jobs created as a result of the services being provided (departmental) – GC working on how collected departmentally to confirm this is appropriate measure	244	350		400	500	500
ELS LI05	The number of new apprenticeships created in the borough (16-18)	422	450		470	490	500
ELS LI06	The number of new apprenticeships created in the borough (19+)						
ELS LI01	Number of enrolments on Employment and Learning Courses (for the academic year)	3763	3450		2850	2850	2850
ELS LI02	Number of adults accessing HBC services achieving a Skills for Life qualification in numeracy/literacy	New measure	N/A		250	150	150
ELS LI03	Number of starts on DWP Work Programme	n/a	1557		454 (A4E) 1118 (Ingeus)	454 (A4E) 1118 (Ingeus)	454 (A4E) 1118 (Ingeus)
ELS LI04	Number of new starts into permitted/paid work for local people with disabilities (over 12 month period)	New measure	N/A		20	25	30
ELS LI15	Number of new business start-ups in the borough	148	90		45	55	65

					Targets		
NI185 /NI194 replace ment	New Greenhouse gas (GHG) emissions indicator	25,817 tonnes CO ₂ e	25,558 tonnes CO ₂ e		25,175 tonnes CO ₂ e	24,797 tonnes CO ₂ e	24,425 tonnes CO ₂ e
PYS LI01	The percentage of Authority buildings open to the public in which all public areas are suitable for and accessible to Disabled people	83%	86%		86%	86%	86%
SCS ELSo1	Increase the number of active enterprises within the Borough	2675	2675		2675	2700	2750
SCS ELSo2	Increase the proportion of business diversity in the following sectors: Knowledge Economy, Superport, Low carbon/green, Visitor economy	22% (2010)	23% (2011)		24%	25.5%	27%
SCS ELSo3	Increase the number of people classed as self-employed	5.6%	6%		6.5%	7%	7.5%
SCS ELSo4	Reduce the proportion of people with no qualifications	12.8%	12%		12%	11.5%	11.5%
SCS ELSo5 Revised NI165	Increase the percentage of people achieving NVQ Level 4 and above	21.3%	22%		23.5%	24%	25%
SCS ELSo7 NI152	Reduce the percentage of people registered unemployed and seeking employment (JSA Claimants)	5.5%	5.5%		5.2%	4.8%	4.4%
SCS ELSo8	Reduce the percentage of the working age population claiming out of work benefits	18.9%	18.9%		18%	17%	16.5%
SCS ELSo9 NI166	Increase the gross weekly earnings by residents	£443.60	n/a		To close the gap with NW average		

REPORT TO: Children, Young People & Families Policy and Performance Board

DATE: 5th January 2012

REPORTING OFFICER: Strategic Director Policy & Resources

SUBJECT: Performance Management Reports for Quarter 2 of 2011/12

WARDS: Boroughwide

1.0 PURPOSE OF REPORT

1.1 To consider and raise any questions or points of clarification in respect of performance management of the Children and Young People's Directorate for the second quarter to September 2011. The report details progress against service objectives/ milestones and performance targets, and describes factors affecting the service.

2.0 RECOMMENDED: That the Policy and Performance Board

- 1) Receive the second quarter performance management reports;**
- 2) Consider the progress and performance information and raise any questions or points for clarification; and**
- 3) Highlight any areas of interest and/or concern where further information is to be reported at a future meeting of the Policy and Performance Board.**

3.0 SUPPORTING INFORMATION

3.1 The departmental objectives provide a clear statement on what the services are planning to achieve and to show how they contribute to the Council's strategic priorities. Such information is central to the Council's performance management arrangements and the Policy and Performance Board has a key role in monitoring performance and strengthening accountability.

3.2 Following discussion with the Chair, the Board has been provided with an overview report which identifies the key issues arising from the performance in Quarter 2 for the Directorate.

3.3 The full departmental quarterly reports are available on the Members' Information Bulletin to allow Members access to the reports as soon as they have become available. This also provides Members with an opportunity to give advance notice of any questions, points or requests for further information that will be raised to ensure the appropriate Officers are available at the PPB meeting. The three departmental quarterly monitoring reports are also available via the following link <http://intranet/documents/qmr/201112/childrenandent/CE2Reports/>

4.0 POLICY IMPLICATIONS

4.1 There are no policy implications associated with this report.

5.0 OTHER IMPLICATIONS

5.1 There are no other implications associated with this report.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Departmental service objectives and performance measures, both local and national are linked to the delivery of the Council's priorities. The introduction of a Directorate Overview report and the identification of business critical objectives/ milestones and performance indicators will further support organisational improvement.

6.2 Although some objectives link specifically to one priority area, the nature of the cross - cutting activities being reported, means that to a greater or lesser extent a contribution is made to one or more of the Council priorities.

7.0 RISK ANALYSIS

7.1 Not applicable.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 Not applicable.

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

Document	Place of Inspection	Contact Officer
Not applicable		

Directorate Performance Overview Report

Directorate: Children and Enterprise

Reporting Period: Quarter 2, Period 1 July 2011 – 30 September 2011

1.0 Introduction

This report provides an overview of issues and progress within the Directorate that have occurred within Quarter 2. The way in which traffic light symbols have been used to reflect progress to date is explained within the Appendix.

2.0 Key Developments

2.1 School Improvement Service – update

The Learning and Achievement Service implemented a new structure on the 1 September 2011 resulting in some major changes to school improvement delivery. The service redesign process resulted in eight school improvement advisory teachers and consultants transferring across to 'Aspire', a partnership comprising of personnel from Halton, Warrington and Serco. The local authority retains its statutory role in improving underperforming schools. Local authorities have powers of intervention which are outlined in the Education Bill, which is expected to become an Act of Parliament later this term. Halton has retained a small core team of school improvement officers to fulfil this role. This is enabling us to co-ordinate appropriate support and intervention for schools below floor standards.

2.2 Floor standards – update

Given the mid-year implementation of a raised primary attainment floor standard from 55% level 4+ English and Maths combined to 60% we anticipated a possible increase in the number of primary schools that did not meet this new standard. In 2011, nine primary schools fell below the new floor standard, however three of these were within 3% of the floor (in a class of 30 this would represent one pupil adrift of the attainment standard). Similarly the GCSE floor standard was raised to 35% for 5A*-C including English and Maths. All secondary schools attained above this floor standard.

2.3 Tribunals

There has been a continued increase in appeals to Special Educational Needs and Disability Tribunal (SENDIST) in Halton. These appeals are mainly for out of borough provision for children and young people with autistic spectrum disorder. The Local Authority has a duty to challenge these parental appeals, where they can meet the child's needs and provide appropriate education from within local authority resources.

2.4 Ofsted Social Work Survey Pilot

During August 2011 Ofsted as part of a pilot conducted a two day 'survey' of the support we provide to social workers. The aim of the survey was to look at how well we support our social workers to improve outcomes for children and families. It was a very successful survey and whilst it was an opportunity for Ofsted to pilot future inspection activity, the service was able to test itself against challenging standards. There was no formal inspection report but we received a very positive letter outlining where we demonstrated best practice, and a couple of areas which we need to strengthen.

2.5 Integrated Youth Support Services

Across the Borough over the summer school break Halton Integrated Youth Support Services developed a "Summer Blitz programme". The programme was a tremendous success and over the course of the six week programme:

- 221 young people registered in Widnes (43% male, 57% female, 64% 10-12 years old, 36% 13-19 years old)
- 100 young people attended the Boogie Nights discos on Friday evenings
- 90 young people attended the Canal Boat trips
- 150 young people attended the Young Addaction drop in sessions.

In addition Halton has seen a 39% reduction in Youth Anti-Social Behaviour reports for the 2011 summer six week period compared to 2010.

2.6 School Admissions

More robust and efficient processes have been introduced to keep on top of the growing number of In-Year Admissions requests. The team has attended relevant training courses which has enabled processes to be brought under the one system (Tribal). The introduction of new communication methods with the secondary schools in the borough has enabled the team to provide a better service for our residents and edge closer to a paperless environment, helping to reduce cost and impact on the environment. The new Schools Admissions Code consultation period has ended and parliamentary approval is awaited.

2.7 Information Advice and Guidance (IAG)

Halton have facilitated an agreement with Greater Merseyside Connexions Partnership Limited to reduce the current contract value across the 6 authorities, giving a total reduction of around £2 million in 2011/12. Further work is now being undertaken to establish each authority's future requirements for IAG. A Greater Merseyside Connexions Commissioning Group are considering options for procurement under the following three strands:

- IAG Service for Young People
- Young People Data and Tracking Service
- Web portal

2.8 Post-16 Bursary Fund

The Bursary fund is designed to help support the most vulnerable 16-19 year olds continue in full time education. The school, college or training provider will decide when bursaries are paid, and will set conditions that students should meet to receive a bursary, for example, this may be linked to attendance or behaviour. The bursary fund is made up to two elements: A guaranteed group of the most vulnerable young people will receive a maximum payment of £1200 each. This group includes Children in care, care leavers, young people in receipt of income support, and disabled young people who are in receipt of Employment and Support Allowance and Disability Living Allowance. Secondly a discretionary fund for those young people facing genuine financial barriers to participation, such as: cost of transport, food or equipment. In Halton schools, colleges and training providers have agreed that any young person is receipt of free school meals in Year 11 of their school will be eligible to receive a bursary from the discretionary fund.

3.0 Emerging Issues

3.1 Inclusion

Halton will be looking forwards, dovetailing the Inclusion Strategy with the Early Help Strategy, to ensure holistic support and assessment for children and families in line with recommendations of the Special Education Needs Green Paper

3.2 New Ofsted inspection framework for schools – 2012

A series of briefings are now taking place on the new Ofsted framework for school inspections that will be implemented in January 2012. This will remain draft until the Education Bill has been approved, which is anticipated to be the end of November. Under the proposed framework schools will be judged on a smaller number of core aspects than before, but those areas will be examined in greater depth. The focus will be upon:

- The achievement of pupils at the school;
- The quality of teaching in the school;
- The quality of the leadership in and management of the school; and
- The behaviour and safety of pupils at the school.

The changes are expected to result in more streamlined inspections, with fewer judgments and grades, leading to sharper reports on the quality of education provided by schools and the most important aspects of their performance.

3.3 Rise in Referrals and Child Protection Plans

In the year 2010-11 there was a 15% increase in the number of referrals to Children's Social Care, compared to the previous year. There has been an increase in referrals for under five year olds over the past three years, by 27% in 2009-10 and another 27% increase in 2010-11. Additionally during the first two quarters of this year there has been an increase in Child Protection Plan activity and as of 30th September the number of children subject of a child protection plan stands at 115, the highest it has been for a number of years. Halton Safeguarding Children Board has agreed to commission independent research into the reasons for the increase in referrals and child protection plans. The rise in referrals and child protection plans has resulted in social workers having increased workloads and it may overtime; affect the quality of interventions although the service has increased the number of social workers.

3.4 Positive for Youth

The Government released a consultation paper called 'Positive for Youth' to inform new policy for youth provision. We are now in the process of reshaping the whole of youth provision across Halton and will be going out to full tender at the end of October.

3.5 Governors Shared Service

The Place, Planning and Provision Division are currently working with other members of the Learn Together Partnership to develop a Governors Shared Service by April 2012. The Shared Service (led by Cheshire East) will allow governors access to an enhanced range of e-learning and face to face training opportunities to assist in their governance responsibilities.

3.6 Disadvantaged two year old programme and take up of three and four year old free entitlement

Child Place Planning team will be working with multi-agency partners to investigate how additional capacity can be created to accommodate the boroughs most disadvantaged two year olds. Currently Halton has a target to fund 70 two year olds for 10 hours a week; however in April 2013 this target will increase to approximately 300 two year olds for 15 hours per week. In order to continue to improve the take up of the free entitlement for three or four year olds the team have produced an updated leaflet and Early Years Admissions booklet. This information is in the process of being distributed to all households in the borough with a child aged two to three years old to ensure the families have all the facts about what their child is entitled to and where to get further advice. In addition the team are planning a number of outreach events in co-ordination with the Family Information Service with the purpose of promoting the free entitlement in particular wards where take up is low.

4.0 Risk Control Measures

During the Development of the 2011-12 Service activity, the service was required to undertake a risk assessment of all Key Service objectives. Where a Key service objective has been assessed and found to have an associated 'High' risk, progress against the application of this risk treatment measures will be reported in quarter 2 and 4.

For the Children and Families Department progress against risk control measures is stated below.

Service Area	High Priority action	Progress	Supporting Commentary
CFS01 :To recruit and retain sufficient front line Social Work Managers	Recruitment to the Management Trainee Programme has commenced although there was only 1 applicant. Recent advertising has been unsuccessful in recruiting potential frontline managers.		The current cohort of potential managers are still completing post qualifying courses, therefore, it is anticipated that there will be more applications next year when they will have completed current courses.

Through Carrying out the risk assessment, no significant risk control measures were identified for the Children's Organisation and Provision Department and the Learning & achievement Department.

5.0 Progress against high priority equality actions

Where a Key service objective has been assessed and found to have associated 'High' priority equality actions, progress against the application of this risk treatment measures will be reported in quarters 2 and 4. There were no high priority equality actions identified in Quarter 2 for all Departments.

6.0 Performance Overview

The following information provides a synopsis of progress for both milestones and performance indicators across the key business areas that have been identified by each Directorate.

Standards in Education

Key Milestones

Ref	Milestones	Q2 Progress
LAS1	Improve standards in education through improved Ofsted inspection grading's and supporting schools through inspections by July 2011 (LAS1a & LAS1b)	
LAS1, LAS2, LAS3	Use appropriate data analysis for schools to align appropriate support and challenge to improve standards by December 2011 (LAS1c, LAS2a, LAS2b, LAS3a, LAS3b, LAS3c, LAS3d)	
LAS4	Plan, implement and review the resource bases for SEN provision across Halton by August 2011 (LAS4a, LAS4b, LAS4c)	

Supporting Commentary

Progress has been made towards this theme, and most notably progress has been made in regards to:

LAS1: Improve standards in education through improved Ofsted inspection grading's and supporting schools through inspections

The plan submitted to the Department for Education in April 2011 outlining plans for Underperforming schools has been acknowledged as sufficiently robust. All satisfactory schools are considered to be vulnerable and retained school improvement personnel carefully monitor progress within these schools, providing support and intervention as appropriate. In addition schools will be offered the opportunity to share best practice through the web-based Mutual Learning Bank for schools that have bought into Aspire, our traded services partnership with Serco and Warrington.

LAS1, 2, 3: Use appropriate data analysis for schools to align appropriate support and challenge to improve standards

A comprehensive desktop analysis of performance data has been conducted for all schools by members of the School Improvement Team. Schools have recently been re-categorised using a range of data provided by the members of the Cross Service Monitoring Group, including performance data. This information has resulted in the allocation of link officers to those schools that are considered to be vulnerable or a school causing concern. The LA has made a financial contribution towards the purchase of additional school improvement support for targeted schools as part of its intervention strategy.

LAS 4: Plan, implement and review the resource bases for SEN provision across Halton. The new structure and service delivery model was successfully implemented 1st September 2011. Evaluation is on-going and is monitored through a performance monitoring framework.

Key Performance Indicators

Ref	Measure	10/11 Actual	11/12 Target	Q2	Current Progress	Direction of Travel
LPI01CYP	Percentage gap between Children in Care attainment at Key Stage 2 and their peers (English and Maths)	New indicator	N/A	37%	N/A	N/A
LPI02CYP	Percentage gap between Children in Care attainment for 5+ GCSE's grades A*-C including English and Maths and their peers	New indicator	N/A	39%	N/A	N/A
LPI03CYP	Percentage of Children in Care achieving expected outcomes at KS2 and KS4	New indicator	N/A	83% (KS2)	N/A	N/A
NI075	Proportion achieving 5+ GCSE A*-C including English and Maths	50%	54%	56%		
LPI02LAS	Percentage of primary schools inspected in the period graded good or better	New indicator	100%	None inspected in Qtr 2	N/A	N/A
LPI03LAS	Percentage of secondary schools inspected in the period graded good or better	New indicator	100%	None inspected in Qtr 2	N/A	N/A
LPI04LAS	Percentage of maintained primary schools in Halton with latest inspection grade of good or better	New indicator	85%	78%		N/A
LPI05LAS	Percentage of maintained secondary schools in Halton with latest inspection grade of good or better	New indicator	67%	75%		N/A
NI102a	Achievement gap at Key Stage 2 English and Maths between Free school meals and their peers	15.2%	12%	20.6%		
NI102b	Achievement gap at Key Stage 4 between Free School meals at their peers	28%	20%	28.3%		
NI104	SEN/Non-SEN achievement gap at KS2 English and Maths	50% (2008/09 latest data)	35%	52% (Unvalidated)		
NI105	SEN/Non-SEN achievement gap at GCSE 5A*-C including English and Maths	48.6% (2008/09 latest data)	28%	48.1% (2010/11 Unvalidated)		
NI072	Percentage achieving 78+ points across EYFS (including 6 at CLL and	50%	54%	48.3%		

Ref	Measure	10/11 Actual	11/12 Target	Q2	Current Progress	Direction of Travel
	PSE)					
NI073	Percentage achieving level 4+ at KS2 in English and Maths	77%	80%	77%		
NI080	Percentage achieving Level 3 at 19	42.3%	44%	Available March 2012	N/A	N/A

Supporting Commentary

The majority of the measures in this theme are related to attainment. Some information has been provided below in terms of the key themes. Once data has been validated for the SEN performance this will be provided in a future quarterly report.

Halton has once again exceeded national outcomes in the Key Stage 2 tests with 77% of children in the Borough attaining the national expectation in English and Maths at age 11, compared to 74% nationally. There has however been an increase in the gap between Free School Meals pupils and their peers and this will continue to be of focus as one of the priorities for the Directorate and the Children's Trust.

In 2011, 72.6% of the reception cohort achieved 6+ points in Personal, Social and Emotional Development (PSED). This is down 3.2% on last year's performance. Looking at data for 2008 and 2009 it would appear that there was a particularly strong cohort in 2010. 51.6% achieved 6+ points in Communication, Literacy and Language (CLL). Again this is down 2.6% on 2010 but is higher than both 2008 and 2009. The average attainment of 9 wards was above this level. This is disappointing given the focus upon developing literacy skills through the implementation of a range of programmes. In 2011 48.3% achieved 6+ points in PSED and CLL. This is down 2.2% on last year but is higher than 2008 and 2009. There are some contextual factors which may account for the drop in attainment this year. This year reception teachers have used child initiated tasks as observation evidence rather than teacher directed, this has had a major impact on scores. CLL and Creative Development were moderated this year which may also have had an impact on scores. In addition there were 12 teachers new to reception this year who are new to the EYFSP assessment process. There has been a significant investment in funding for vulnerable two year olds. Those children who have been funded at two haven't yet reached reception classes. We are hopeful of future impact upon assessment as a result of this early intervention.

In 2011 Halton's 5+ A* - C GCSEs including English and Maths was 56%. This is the highest ever, and is six percentage points above 2010. This should place Halton broadly in line with the 2011 national average by this indicator. 5+ A* - C at 85% is also the highest ever, a three percentage points increase on 2010 and should place Halton well above the 2011 national average by this indicator. The performance of pupils eligible for Free School Meals at 5+ A* - C including English & Maths at 34.4% is the highest ever and up 5 points from 2010. However, since non Free School Meals pupils improved by some 7 points from 2010 the gap has slightly widened.

In addition the other measures around schools inspection remain unchanged as Ofsted have not published any inspection results during the quarter.

Continuum of Need: from Early Help and Support to Safeguarding

Key Milestones

Ref	Milestones	Q2 Progress
COPS 4	Refresh the IYSS Strategy and implement the agreed action plan by March 2012 (COPS4a & COPS4b)	
CFS2 CFS4	Improve effectiveness of support to children at all levels of need by March 2012 (CFS2a, CFS2b, CFS2c, CFS4a, CFS4b, CFS4c)	
CFS3	Revise the facilitation of the Children in Care Council to improve the engagement of young people by December 2011 (CFS3a)	
CFS3	Develop and commence implementation of a revised multiagency Children in Care strategy and undertake and audit of outcomes for Children in Care by March 2012 (CFS3b, CFS3c)	

Supporting Commentary

Progress has been made towards this theme, and most notably progress has been made in regards to:

COPS4: Refresh the IYSS Strategy and implement the agreed action plan
The strategy has been refreshed and the action plan developed. The redesign of all the current youth provision across Halton is underway.

CFS2, 4: Improve effectiveness of support to children at all levels of need
The Children and Vulnerable Adults pathways with the Police have been agreed and implemented. This pathway will be formalised and endorsed by the Policy and Procedures Sub Group of Halton Safeguarding Children Board. The research report from Glyndwr University into the levels of need has been reported to the Children's Trust to inform the review of the levels of need. The next stage in the process is to establish a multi-agency working group to take forward the report recommendations.

CFS3: Revise the facilitation of the Children in Care Council to improve the engagement of young people
Additional resources are in place and will be part of the revised service specification for a Children's Rights and Advocacy Service. The format and the mechanism for facilitating Speak Up (Children in Care Council) has been significantly improved. This has already led to an increase in the number of young people engaged in Speak Up.

CFS3: Develop and commence implementation of a revised multiagency Children in Care strategy and undertake and audit of outcomes for Children in Care
The Children in Care Strategy is in its final draft stage. It has been presented to the Children's Trust Executive Board and the final version will be presented to the Children in Care Partnership Board in December.

Key Performance Indicators

Ref	Measure	10/11 Actual	11/12 Target	Q2	Current Progress	Direction of Travel
LPI06CFS	Child in Need plans are independently reviewed	New indicator	50%	77%		N/A
NI059 adjusted	Initial Assessments completed within 10 working days	88.5%	85%	77.9%		

Ref	Measure	10/11 Actual	11/12 Target	Q2	Current Progress	Direction of Travel
NI060	Core Assessments completed within 35 working days	89.6%	92%	85.0%		
LPI08CFS	Percentage reduction in the number of referrals to Children's Social Care generated by Police CAVA notifications and closed within 3 months of referral from baseline 2009/10	New indicator	-10%	-13.6%		N/A
LPI09CFS	Percentage of CIN Cases that require a multi-agency co-ordinated plan at level 2- 3a (CAF) on closure have a named lead professional and a clear plan to take forward	New indicator	100%	100%		N/A
NI062	Stability of placements of Children in Care: number of moves	7.9%	7.5%	4.9%		
NI063	Stability of placements of Children in Care: length of placement	87%	90%	79%		
NI117 adjusted	Percentage of 16-18 year olds not in education, employment or training (NEET) – residency calculation comparison with historic not applicable	Adjusted indicator	10.5%	10.83% (July 2011)		N/A
LPI12COP	Under 18 conception rate, percentage change from 2009 baseline (140 conceptions)	New	-2 conceptions	-4 conceptions on the 12 months to date		N/A
NI112 – adjusted for SCS Indicator	Under 18 conception rate, percentage change from 2009 baseline (58.9 rolling quarterly average rate)	58.9 Rolling quarterly average rate	-1.43% reduction 58.1 Rolling quarterly average rate	+0.1% increase 59.0 rolling quarterly average rate		
LD LI 07	Average time taken to complete Child Care Cases (calendar days)	336	225	265		

Supporting Commentary

Stability of Children in Care placements continues to improve with a small proportion of children having had three or more placements in the first half of the reporting year. Whilst the performance for the long term stability will not meet the very challenging end of year target, the vast majority of children in care enjoy good stability. In comparison with the national average, Halton has a significantly higher percentage in long term, stable placements.

Work around children in need and ensuring their needs are met appropriately is progressing well as demonstrated for indicators (LPI06CFS, LPI08CFS, LPI09CFS) with performance either meeting the targets set or exceeding them.

Assessment timescales (NI059, NI060) is more uncertain however with the increase in referrals and child protection activity. Additionally this quarter the Children in Need teams went live with the CareFirst6 system and whilst it is anticipated this will have a positive impact in the long term, it will take some time to bed in as people become familiar with the new system. If benchmarked against the national picture this still represents strong performance.

Changes in the counting methodology for young people not in education, employment or training (NEET) (NI117) prescribed by DfE have resulted in data from August 2011 not being statistically valid, hence the provision of July 2011 data. As a result there is currently a lack of clarity on the NEET position.

During the rolling 12 months (Q3 2009 – Q2 2010) there have been 136 conceptions. During Q2 2010, there were 35 conceptions. Halton has had 6 less conceptions in comparison to Q2 2009 and five less in comparison with Q1 2010. Whilst the numbers above indicate that progress is positive and therefore there is a potential to meet the end of year target, the rolling average rate is used for the Sustainable Community Strategy measure to enable Halton to benchmark against the national picture. This measure takes into account the reduction in the population base of 15-17 year olds females in the Borough (from 2392 to 2259 by 133) and therefore reflects a slight increase in the rolling quarterly rate. This is however an improvement upon the same period last year, and represents good progress.

The indicator around Legal Services timescales to complete child care cases has been included to provide oversight of this measure. Commentary from the service indicates that child care cases are complex and lengthy and resultant timescales are not always within the control of the legal staff involved. As such, the indicator is a very difficult one to deal with, and can be quickly affected by the volume of cases and the time taken to progress matters through the court process as the profile of safeguarding has been raised. The Legal team work well with colleagues in the Children & Enterprise Directorate.

Managing Resources Effectively

Key Milestones

Ref	Milestones	Q2 Progress
COPS3	Implement a strategic commissioning framework for 14-19 across the priorities for commission from September 2011 according to the appropriate action plans from September 2011 (COPS3a)	<input checked="" type="checkbox"/>
COPS3	Implement the action plan from the review of quality and sustainability of The Gateway by March 2012 (COPS3c)	<input checked="" type="checkbox"/>
COPS1	Implement the actions from the Children in Care sufficiency assessment by March 2012 (COPS1a)	<input checked="" type="checkbox"/>
COPS1	Complete a comprehensive review of Early Years provision informed by the Childcare Sufficiency Assessment by August 2011 (COPS1b)	<input checked="" type="checkbox"/>
CFS1	Ensure the social care workforce are appropriately supported and developed to meet future demands by March 2012 (CFS1a, CFS1c, CFS1d)	<input checked="" type="checkbox"/>
CFS3	Implement actions from the Placement Strategy to increase accommodation for care leavers and the number of foster carers by March 2012 (CFS3d)	<input checked="" type="checkbox"/>

Supporting Commentary

Progress has been made towards this theme, and most notably progress has been made in regards to:

COPS3: Implement a strategic commissioning framework for 14-19 across the priorities for commission from September 2011 according to the appropriate action plans
The framework is in place and work has now been undertaken to review the statement for 2011/2012. Through the development of the 2012/13 Commissioning Statement, six priorities have emerged:

- Priority 1 – Ensure all Halton young people have access to appropriate information, advice and guidance
- Priority 2 – Plan for the raising of the participation age to 17 by 2013 and 18 by 2015
- Priority 3 – Put in place effective strategies to reduce the number of young people at risk of becoming or who are already not in education, employment or training (NEET)
- Priority 4 – Improve participation and achievement of Vulnerable Groups
- Priority 5 – Ensure access to higher level qualifications that supports progression through to learning and employment
- Priority 6 - Learning Landscape

These six priorities will be consulted upon during the Autumn Term.

COPS3: Implement the action plan from the review of quality and sustainability of The Gateway

Recommendations have been ratified by Gateway Management Committee and Children and Enterprise Senior Managers. Support from Traded Services will be commissioned to implement recommendations.

COPS1: Implement the actions from the Children in Care sufficiency assessment

The Childcare Sufficiency Action Plan is reviewed quarterly in Senior Management Team. A full review of the CSA, including the Action Plan will be completed and published by April 2012.

CFS1: Ensure the social care workforce are appropriately supported and developed to meet future demands

In August 2011 auditing of supervision files took place across the service to ensure compliance with the supervision policy. Additionally the quality of supervision is regularly audited as part of the Audit of Practice days and the Multi-agency audit days. All Newly Qualified Social Workers are subject to regular three monthly reviews to ensure robust performance management. The bespoke training programme for frontline operational managers has been developed and is due to start in November 2011.

CFS3: Implement actions from the Placement Strategy to increase accommodation for care leavers and the number of foster carers

Units of accommodation have continued to be increase in line with demand. Additional foster carers have been recruited and further assessments of prospective carers are underway. A revised recruitment strategy is being developed for 2012/13.

Key Performance Indicators

Ref	Measure	10/11 Actual	11/12 Target	Q2	Current Progress	Direction of Travel
LPI01CFS	Newly qualified social workers (NQSW) receiving the level of supervision as set out in the supervision policy	New indicator	100%	100%		N/A
LPI05CFS	Increase the units of accommodation for care leavers	New indicator	4	10		N/A

Supporting Commentary

Progress has been made towards this theme, and most notably progress has been made in regards to:

LPI05CFS: Increase the units of accommodation for care leavers: There are three young people units in the commissioned provision at The Terrace, four units in shared accommodation and three units tailored to individual needs. The increase is in line with demand in line with the placement strategy.

7.0 Financial Statement

CHILDREN & FAMILIES SERVICES DEPARTMENT

Revenue Budget as at 30th September 2011

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (Overspend) £'000
<u>Expenditure</u>				
Employees	8,105	4,056	3,898	158
Premises	384	153	151	2
Supplies & Services	1,598	348	344	4
Transport	46	23	5	18
Agency Related Expenditure	383	120	118	2
Residential Placements	2,035	1,317	1,200	117
Out of Borough Adoption	80	10	7	3
Out of Borough Fostering	500	207	205	2
In House Foster Carer Placements	1,534	726	685	41
In House Adoption	357	179	192	(13)
Care Leavers	396	238	240	(2)
Commissioned Services	500	250	259	(9)
Family Support	129	22	14	8
Total Expenditure	16,047	7,649	7,318	331
<u>Income</u>				
Early Intervention Grant	-8,226	-3,818	-3,818	0
Government Grants	-393	-249	-249	0
Transfer from Reserves (11/12 Budget Savings)	-300	-300	-300	0
Fees & Charges	-578	-348	-348	0
Adoption Placements	-40	-12	-12	0
Total Income	-9,537	-4,727	-4,727	0
Net Operational Expenditure	6,510	2,922	2,591	331
<u>Recharges</u>				
Premises	349	136	136	0
Transport	123	64	64	0
Central Support Services	4,077	1,351	1,351	0
Asset Rentals	44	0	0	0
Total Recharges	4,593	1,551	1,551	0
Net Department Total	11,103	4,473	4,142	331

Comments on the above figures

In overall terms, revenue spending at the end of Quarter 2 is below the budget profile.

The Employee budget is currently under budget to date due to a number of staff vacancies but it is intended to utilise some agency staff to cover certain essential vacancies and therefore expenditure is expected to be more in line with budget by year end.

Transport is currently under budget due to a reduction in the use of volunteer drivers and this is expected to be under budget at year end.

The out of borough residential placements budget is currently under budget to date. This is a very volatile and unpredictable budget that has been the subject of intensive monitoring and due to a highly proactive management process this is expected to be under budget at year end.

The In House fostering budget is currently below budget to date. This is largely due to a number of foster children reaching the age where they move on to become care leavers and with the current trend this budget is expected to underspend by year end.

The in house adoption budget is currently over budget to date. This is due to an increase in capacity for these services and will need to be monitored closely in year to ensure a balanced budget is achieved.

The care leavers budget is currently over budget to date. This is largely due to an increase in the number of children reaching the leaving care age range and will need to be monitored closely in year to ensure a balanced budget is achieved. As more children move over to care leavers from other care categories (e.g. fostering) it will be necessary to transfer budget funding in order to provide for this shift in costs.

CHILDREN'S ORGANISATION & PROVISION DEPARTMENT
Revenue Budget as at 30 September 2011

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<u>Expenditure</u>				
Employees	2,860	1,559	1,528	31
Premises	55	24	21	3
Supplies & Services	2,460	907	882	25
Transport	5	2	3	(1)
Commissioned Services - Youth Service	1,364	693	693	0
Commissioned Services – BSF	447	387	387	0
Commissioned Services– Other	1,740	652	506	146
Schools Transport	1,008	329	277	52
Agency Related	334	103	103	0
Connexions	1,323	693	693	0
Total Expenditure	11,596	5,349	5,093	256
<u>Income</u>				
Reimbursements and Other Income	-262	-331	-371	40
Dedicated Schools Grant	-133	-199	-199	0
Schools SLA	-636	-7	-7	0
Transfer from BSF	-696	0	0	0
Transfer from Reserves	-446	-448	-448	0
Total Income	-2,173	-985	-1,025	40
Net Operational Expenditure	9,423	4,364	4,068	296
<u>Recharges</u>				
Premises Support	459	177	177	0
Transport Support	268	73	73	0
Central Support	1,341	389	389	0
Asset Charges	3,148	0	0	0
Net Total Recharges	5,216	639	639	0
Net Departmental Total	14,639	5,003	4707	296

Comments on the above figures:

Employee expenditure is below budget to date due to maternity leave, vacancies, and reductions in contracted hours. Supplies and Services is below budget to date due to renegotiation of various software license charges. Commissioned Services – Other, is below budget to date due to achievement of efficiencies in negotiation of commissioning services contracts. As a result the budget will be underspent by year-end.

School Transport is currently below budget to date as a result of retendering of contracts and will therefore be underspent by year-end.

CHILDREN'S ORGANISATION & PROVISION DEPARTMENT Schools Related

Revenue Budget as at 30 September 2011

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<u>Expenditure</u>				
Employees	577	450	450	0
Premises	431	22	22	0
School Redundancy	251	14	14	0
Schools Contingency	1,334	0	0	0
Schools Non Delegated Support	99	0	0	0
Special Education Needs Contingency	693	0	0	0
Total Expenditure	3,385	486	486	0
<u>Income</u>				
Dedicated Schools Grant	-2,587	-1,293	-1,293	0
Pupil Premium	-1,707	-1,015	-1,015	0
Total Income	-4,294	-2,308	-2,308	0
Net Operational Expenditure	-909	-1,822	-1,822	0
Net Departmental Total	-909	-1,822	-1,822	0

Comments on the above figures:

The Department for Education have recently announced Halton's allocation of the Pupil Premium, which will be fully devolved to schools in accordance with the terms and conditions of grant.

Due to the ring fenced nature of Dedicated Schools Grant , for reporting purposes it is shown as a nil variance.

LEARNING & ACHIEVEMENT DEPARTMENT

Revenue Budget as at 30 September 2011

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<u>Expenditure</u>				
Employees	4,312	1,730	1,672	58
Premises	34	6	4	2
Supplies & Services	1,512	501	493	8
Transport	13	0	0	0
Agency Related Expenditure	2,356	1,655	1,655	0
Independent School Fees	1,523	748	748	0
Inter Authority Special Needs	779	-591	-591	0
Speech Therapy	120	60	63	(3)
1.1.1 Total Expenditure	10,649	4,109	4,044	65
1.2 Income				
Inter Authority Income	-578	-288	-288	0
Dedicated Schools Grant	-6,658	-930	-930	0
Reimbursements	-689	-126	-126	0
Schools SLA's	-146	-17	-17	0
1.2.1 Total Income	-8,071	-1,361	-1,361	0
1.2.2 Net Operational Expenditure	2,578	2,748	2,683	65
<u>Recharges</u>				
Premises Support	265	88	88	0
Central Support Services	25	18	18	0
Transport Recharge Income	726	242	242	0
Net Total Recharges	1,016	348	348	0
Net Departmental Total	3,594	3,096	3,031	65

Comments on the above figures:

Overall revenue spending at the end of Quarter 2 is below budget to date.

The employee budget is currently under budget profile due to a Divisional Manager vacancy within 11-19 Division and a vacancy within SEN Service.

The supplies and services budget is marginally below budget.

8.0 Appendix – Explanation for use of symbols

Symbols are used in the following manner:

Progress		Objective	Performance Indicator
Green		Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target <u>is on course to be achieved</u>.</i>
Amber		Indicates that it is <u>uncertain or too early to say at this stage</u> , whether the milestone/objective will be achieved within the appropriate timeframe.	<i>Indicates that it is <u>uncertain or too early to say at this stage</u> whether the annual target is on course to be achieved.</i>
Red		Indicates that it is <u>highly likely or certain</u> that the objective will not be achieved within the appropriate timeframe.	<i>Indicates that the target <u>will not be achieved</u> unless there is an intervention or remedial action taken.</i>

Direction of Travel Indicator

Where possible performance measures will also identify a direction of travel using the following convention

Green		<i>Indicates that</i> performance is better <i>as compared to the same period last year.</i>
Amber		<i>Indicates that</i> performance is the same <i>as compared to the same period last year.</i>
Red		<i>Indicates that</i> performance is worse <i>as compared to the same period last year.</i>
N/A		<i>Indicates that the measure cannot be compared to the same period last year.</i>