

HALTON STRATEGIC PARTNERSHIP BOARD

Minutes of a meeting held on Wednesday, 12 June 2013 at the Karalius Suite,
Halton Stadium, Widnes

Present:

Board Members:	David Parr	HBC (Chairman)
	Nick Atkins	Halton Housing Trust
	Simon Banks	Halton Clinical Commissioning Group
	Sarah Boycott	Cheshire Police
	Revd Jeremy Duff	Faith Communities
	Kate Fallon	Bridgewater NHS Trust
	Eileen O'Meara	Halton's Director of Public Health
	Terry Parle	Halton Sports Partnership
	Janine Peterson	Job Centre Plus
	Wesley Rourke	HBC – Chair ELS SSP
	Michael Sheehan	Riverside College
	Alex Waller	Cheshire Fire & Rescue Service
	Sally Yeoman	Halton & St Helens VCA

Advisors to the Boards	Lisa Driscoll	HBC – Policy and Strategy
	Tim Gibbs	HBC – Policy and Strategy
	Shelah Semoff	HBC – Policy and Strategy

In Attendance: F. Antrobus (HHT – student placement), I. Barr (West Cheshire), (L. Crane HBC), S. Davies (HBC), L Derbyshire (HBC), S. Doore (HBC) and N Goodwin (HBC).

Apologies for Absence: Laurence Ainsworth (Cheshire West), Councillor D Cargill (Cheshire Police and Crime Panel), John Dwyer (PCC), Councillor Fry (Community Representative), Councillor Gerrard, Mick Noone (HBC), Ann McIntyre (HBC Children's Trust) and Councillor Polhill (HSP Chairman).

1 VOTE OF THANKS

The Chief Executive reported that Michael Sheehan was attending his last meeting of the Board. He took the opportunity to place on record the Board's appreciation of the work undertaken by Mr Sheehan during his time with the partnership and the College. He reported that his leadership style had resulted in significant improvements at the College.

RESOLVED: That the Board place on record its thanks to Mr Sheehan and extend its best wishes to him for the future.

2 SSP KEY MESSAGES

The key partners each gave a verbal update on their areas in respect of: the Health and Wellbeing Board, Environment, Skills and Learning, Children and Young People (Children's Trust), Environment and Regeneration; Safer Halton, the Housing Partnership and Equalities and Engagement.

In relation to Health and Wellbeing Board, it was reported that a new falls strategy had been established to address the challenging falls rate increase. The action plan would be considered by the Health and Wellbeing Board in July. It was reported that there had also been improvements in the following areas:

- Measles, mumps and rubella with figures above the national average;
- The number of teenage pregnancies;
- The number of elderly people being supported to live at home; mortality rates; and
- Childhood obesity rate which was now at the national average.

It was reported that cancer remained a major problem for Halton, with the biggest cause being from smoking resulting in lung cancer. However, it was highlighted that the latest figures had shown an improvement with rate falling year on year.

The CX reported that there was a lot of debate taking place in relation to A&E discharge. Work was taking place to address issues of access to primary care rather than self-referral to A&E. A considerable amount of work had also taken place in respect of the walk in centres in Runcorn and Widnes. He reported that irrespective of whether Halton were successful in obtaining pilot status for integrating care, Halton would continue to develop this approach. He highlighted that this was an example of how the partnership and Health and Wellbeing operated in Halton, with all partners collectively focussing on the health agenda.

The Board noted the positive attitude by partners in Halton, to work together for the benefit of the wider community and the excellent leadership that existed within the various organisations.

The Board also noted that discussions were taking place with communities on whether they wanted large hospitals or care closer to home in the future as both would not be viable option, because there would be 25 per cent less resources available over the next few years.

In relation to Employment, Learning and Skills, it was reported that the Citizen Advice Bureau had advised the SSP of a partnership bid to the Lottery's transitional fund which was being provided to help advise agencies redesign

service provision. The Board noted the importance of supporting the service and the work that had been done to support residents to stay in work, access benefits and cope with the welfare changes. The funding would also provide local people with some volunteering opportunities to help gain necessary skills to improve their employment prospects.

It was reported that on 4 July, in St Georges Hall a Merseyside “It Pays To Work Campaign” would be taking place. Employers, providers and partners would be available to give advice on debt, money management and up skilling. All attendees would apply via Job Centre Plus so that the numbers attending would be manageable. All Local Authorities had been given an invite to the event.

The Board noted the following activities:-

- Riverside College had undertaken remodelling work at the Kingsway Campus and new classrooms had been built;
- Mersey Gateway bids had been submitted, skilled action plans agreed and when announced, benefits would be maximised for local people;
- The portfolio holder for Economic Development and the Operational Director, Employment, Enterprise and Property had attended a European Workshop in the City Region;
- Officers had attended a worklessness seminar at Liverpool University;
- National average earnings in the Borough was increasing in comparison to North West averages, although a large proportion of employees in the public sector felt that it had decreased. Further work would be undertaken on this issue; and
- Employment in the Borough was low and had decreased during the last 12 months.

In relation to Children and Young People (Children’s Trust) the following was reported:-

- The NEET framework had been launched in April with front line practitioners which allowed families to have a whole package of support;
- Child Protection and Children in Care Inspection Framework – there would be a launch of the new framework in September which could impact in October. There may also be an Inspection in April. However, fostering and adoption inspections would continue;

- Working Together Guidance 13 would be published in the near future and there was a lot of work to be undertaken to ensure that partnership policies were in line with the guidance;
- CCG colleagues – this was now a virtual team of children’s commissioning. A lot of work had also been undertaken to ensure that they were linked with the Health and Wellbeing priorities;
- The number of children attending a good or outstanding school in Halton had increased to 84%;
- There had been a reduction in teenage pregnancies and at 41% it was the lowest it had been. A significant amount of work from the full partnership and voluntary organisations had taken place on this agenda and a lot of work had also taken place with schools and colleges. This would be continued to be monitored;
- The Troubled Families Unit had visited and had indicated that they would be using Halton’s framework as an example of good practice;
- Halton had joined the Children Improvements Board which looked at support and monitoring of other Local Authorities; and
- A considerable amount of work had been undertaken regarding the new performance framework for commissioning and it was now possible to track services. It was noted that cost analysis work would need to take place to identify who was benefitting from the commissioned services and a cross reference exercise would take place to identify people who were accessing more than one service.

In relation to Environment and Regeneration the following was reported:-

- Daresbury was continually expanding and was waiting to build a new unit which would generate another 50/100 employment opportunities for the people in Halton;
- Further bids had been placed for highways and there would be some highway improvements undertaken on the M56. Work was also being undertaken on the A56 and the Daresbury entrance and when the works were completed it would improve access to Halton;
- Mersey Gateway would be making an announcement in the next two weeks on the successful bidder. It was reported that the evaluation had taken a considerable time and when some technical matters were resolved the successful consortium would be announced; and
- A new film on Spike Island by Universal Pictures and Vertigo Films in association with Halton Borough Council, would be released on 21 June 2013. A lot of local people would have taken part in it and the partnership were encouraged to advertise its release.

In relation to Safer Halton, it was reported that partnership work to meet the challenges and reduce crime and anti-social behaviour in the Borough was continuing and the challenges were being met. It was also reported that there were a number of difficult issues as there had been a shift in the crime group and the partnership were looking at how this could be addressed. Cheshire Police had taken very strong action and the community were being encouraged to work with the police regarding community intelligence. In addition, it was reported that as Halton had a large military community, a lot of work had been undertaken on re-assurance in the community following the murder of the soldier in London.

In relation to the Housing Partnership, it was reported that there were still press issues relating to the Welfare Reforms, with the blame being placed on housing providers rather than the Government. This was increasing the challenges of the welfare reform agenda and work was taking place across Merseyside to address this issue.

In respect of the Welfare Reforms, Halton Housing Trust had 1 in 7 people affected by the reforms, which represented 1000 customers. It was reported that 77 % were under occupied by one room, a further 23% were under occupied by two or more rooms and only two thirds have made a partial payment. One if four people were in credit and 24 % had made no payment at all. It was highlighted that most were not paying because they did not understand the new reforms. In addition, work was taking place on the bigger issue of Universal Credit, to help and support residents in the Borough.

The Board noted that there would be a welfare reforms update session on all the issues for Elected Members during Autumn.

The Equalities, Engagement and Cohesion Group Chair reported on the Engagement Health Checks that all Partners had signed up to, and it was noted that positive messages had come from the annual checks. There had been a higher level of engagement and residents had been involved in reviewing services. However, it was highlighted that there had not been many responses across the partnership.

It was reported that hate crime figures would continue to be monitored and a trend analysis undertaken. It was also reported that public sector equality duties were also monitored.

The SPARC Charity (Supporting People Achieve Real Choices) were in the early stages of developing health information material to be presented in a cartoon form and as an animated film. It was a good mechanism for getting key messages over to members of Halton's community with learning difficulties.

The Safer Town Scheme – It was reported that the Safe Haven Scheme pilot that had taken place for six months had been successful. A meeting had taken place with key partners on how it could be sustained and expanded to include other venues such as libraries and GP surgeries etc.

Members of the Board were encouraged to embrace the Engagement Strategy and join up their engagement and consultation activities.

RESOLVED: That the verbal update reports be noted.

3 AN INTRODUCTION TO COMMUNITY BUDGETS

The Board received a presentation from Nikki Goodwin, Community Development Manager, which gave an introduction to community budgets. The presentation:-

- Explained that community budgets was a broad range of partners agreeing common outcomes, pooling resources and joining up activities to achieve these outcomes;
- Highlighted that community budgets improved quality, made efficient use of public money, promoted choice and localism and enabled a civil society and prevented social and economic problems;
- Detailed the context and background of the policy which had evolved and had been built on the work of 'Total Place' that had ceased in 2010;
- Set out the benefits of community budgets and how they could help organisations that provided local public services;
- Outlined that 16 first phase community budgets for families with multiple problems had been announced in April 2011 with a further 2 types of budget pilots being announced on 21 December 2011, the Whole Place Community Budget and the Neighbourhood Level Community Budget;
- Explained that Whole Place Community Budgets tested how to bring together all funding for local public services in an area to design better services and achieve better outcomes and Neighbourhood level Community Budgets gave communities more power and control over services and budgets whole-place Community Budgets;
- Detailed the potential barriers, the factors for success and the community budget pilots that had taken place;
- Gave details of the next steps; i.e. the review of the potential for aggregation of whole place community budgets; that community budgets would have the potential to deliver better outcomes and realise substantial financial benefits; that the Government were committed to extending the Community Budget concept; that the Public Service Transformation network had been invited to express their interest in being one of a number of areas who would work

intensively with the network, which would be announced in the summer.

The Board noted that a dedicated website for community budgets had been established. The Board also noted the complexity of community budgets and the importance of learning from the pilots that had taken place.

RESOLVED: That the presentation be noted.

4 CHESHIRE AND WEST CHESHIRE EXPERIENCE

The Board received a presentation from Iain Barr, Altogether Better Co-ordination Team on community budgets which:-

- Explained the background to the Whole Place Community Budget for West Cheshire;
- Outlined why West Cheshire had been chosen i.e. because it had distinct identities; pockets of deprivation; health inequalities; was rural and urban; had an ageing population and a partnership commitment;
- Gave details of the breadth of the local partnership and explained why partners had participated in the whole place community budget;
- Detailed how the business case had been formulated, the collaborative leadership that had taken place and the activities taken during the nine months;
- Gave details of the projects, the issue and the proposals for families together, early support, safer communities, work ready individuals, ageing well and integrated assets and that they had identified more potential to join up case management across the business cases;
- Set out the potential financial impact;
- Detailed the implementation planning process and that 150 Integrated Early Support cases had been tested between April and June;
- Identified what would change within the projects i.e. Ageing well;
- Detailed the lessons that had been learned; i.e. pick a deadline and stick to it; integrate where it makes sense; avoid new silos; collaborative leadership; invest in analysis; don't forget the community and keep up the momentum;
- Explained Localism and Community Empowerment;
- Gave details of national developments; and

- Highlighted that further information could be obtained in the following ways: email Laurence.ainsworth@cheshirewestandchester.gov.uk or telephone 01244 977147 and on the website www.altogetherbetterwestcheshire.org.uk

The Board asked question and discussed various points that had been raised in the presentation.

RESOLVED: That

- (1) the presentation be received; and
- (2) Iain Barr be thanked for his informative presentation

5 HALTONS LOCAL EXPERIENCE OF SHARED BUDGETS

The Board received a verbal presentation from Mr Simon Banks, Chief Officer, NHS Halton CCG on his experience of shared budgets in Halton. Mr Banks referred to the journey of integration. He reported that change often focused on organisational form rather than the functions that were required of a system. The journey towards integration that needed to be considered required functionally, developing a common approach to services and outcomes, and not what may or may not emerge from organisational change. The focus on prevention, he reported was vital. Pooling budgets had made better use of resources and had addressed the prevention agenda more efficiently. As a result of this, he highlighted that it had enabled more people to stay at home rather than have a hospital visit.

It was reported that issues had been identified in complex care work and resources had not been extended or used as effectively as they could be, which could result in a reduction in the quality of the service. There had also been a cultural barrier between health and social care. However, it was highlighted that during the last 18 months, work had taken place to adopt a more open and transparent relationship with partners and a commitment to improve joint working and improve complex care services had been developed. Governance arrangements and joint working agreements had been put in place by the Complex Care Board. However, they remained as two separate accountable organisations for budgets but had a collective responsibility. Financially, £33m of resources had been pooled for Complex Care. It was reported that there had also been a number of Section 75's, which the CCG were looking to increase and move towards a Statement of Intent.

The Board was advised that the CCG had also looked at the current assessment process in pathways and had reduced duplication and individuals received a good quality assessment. It was reported that they ensured that good and appropriate commissioning support was in place to deliver services. They were also looking at how they could share information, how unmet need could be identified and the quality of work improved with partners to bring them closer to families and support networks. Delivery links between the two

organisations was working very well and work was being undertaken with the partnership to improve the quality of the assessment process.

The Board was further advised that the Complex Care Board would monitor the savings and invest in growth as a result of people living longer.

The following comments arose from the discussion:-

- Clarity was sought on whether there had been any consequences as a result of the pooled budgets. In response, it was reported that currently there had been no issues as a more local focus enabled the CCG to deal with issues more quickly and efficiently;
- Concern was raised that by focussing specifically on very vulnerable people, the demand for additional services would increase and this would create problems in other service areas for other agencies. The importance of how the services were integrated and the impact they could potentially have on other services was noted; and
- It was noted that more work was being undertaken on the Urgent Care Plan to keep people at home longer which could release funding to invest more locally. It was better to obtain community equipment and services rather than the resources being allocated to acute services for transport to hospital etc.

The CX reported that the community budget issue was complex and could be difficult for members of the public to understand. He highlighted that part of the community identity was to have a hospital. In reality, it would be better to have commissioned services locally and to travel further for elective and acute services. Local services would be managed better resulting in less people having to attend a hospital. The reduced need for the hospital would result in more money being available for services locally. The challenge for organisations to pool their budgets and have trust in the partnership was noted. It was also noted that it was about thinking and doing things differently irrespective of which organisation receives the funding from the Government, and getting to a position where it would be Halton's funding, not individual budgets for individual organisations. The Board agreed that it was a very difficult challenge.

The CX highlighted that the partnership were in a very strong position as pooled budgets were already taking place in some areas. The process was outcome based and the whole system approach was critical. He indicated that in the current economic climate with budget cuts the partnership would have to manage public expectations and do things differently. Community budgets would help to collectively manage the expectations in a more effectively.

The CX requested that partners email Shelah with opportunities for joint working and they would be attached to the minutes of the meeting. He requested that partners cascade the message throughout their organisations so

that ideas will be generated. He invited partners to share their experiences at the next meeting.

It was suggested that the partnership could look at the impact of alcohol abuse in Halton and identify ways of reducing the effect on services and the community. In response, it was reported that a lot of work was currently being undertaken to address this issue and it was a national challenge. It was agreed that this be a future agenda item for December 2013.

It was suggested that the partnership could consider the Housing Partnership work looking at how to maximise the contact that some front line staff had with customers. This initiative was called Making Every Contact Count, and it was agreed that this could be a future agenda item.

It was suggested and agreed that Inspiring Families be considered as the theme for the next meeting in September. This will be used to demonstrate shared community budgets.

RESOLVED: That

- (1) The verbal presentation be noted;
- (2) Simon Banks be thanked for his informative verbal presentation;
- (3) Alcohol abuse and the Look at Every Contact be agreed as future agenda item; and
- (4) Inspiring Families be agreed as the theme for the next meeting on 11 September 2013.

Meeting ended at 12.10 pm