



Adult Social Care and Health Committee

Date:	Tuesday, 13 October 2020
Time:	6.00 p.m.
Venue:	via Microsoft Teams

Contact Officer: Patrick Sebastian, Principal Committee Officer
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AGENDA

1. **APOLOGIES**

2. **MEMBER DECLARATIONS OF INTEREST**

Members are asked to consider whether they have any disclosable pecuniary interests and/or any other relevant interest in connection with any item(s) on this agenda and, if so, to declare them and state the nature of the interest.

3. **PUBLIC QUESTIONS**

SECTION A - DECISIONS

4. **UPDATE ON WIRRAL COVID-19 OUTBREAK CONTROL PLAN**
(Pages 1 - 10)

5. **DOMESTIC ABUSE STRATEGY (Pages 11 - 42)**

SECTION B - BUDGET REPORTS

6. **2021/22 BUDGET PROCESS (Pages 43 - 54)**

SECTION C - PERFORMANCE REPORTS

7. **BUDGET AND PERFORMANCE MONITORING (Pages 55 - 74)**

SECTION D - REVIEWS / REPORTS FOR INFORMATION

- 8. ADULT SOCIAL CARE AND HEALTH COMMITTEE WORK PROGRAMME UPDATE REPORT (Pages 75 - 82)**
- 9. APPOINTMENT OF MEMBER CHAMPION FOR DOMESTIC ABUSE (Pages 83 - 86)**



ADULT SOCIAL CARE AND HEALTH COMMITTEE

13th OCTOBER 2020

REPORT TITLE:	UPDATE ON WIRRAL COVID-19 OUTBREAK CONTROL PLAN
REPORT OF:	DIRECTOR OF PUBLIC HEALTH

REPORT SUMMARY

This report provides the board with an update on the implementation of the Wirral COVID-19 Outbreak Control Plan to date.

This matter affects all wards within the Borough; it is not a key decision.

RECOMMENDATION/S

That the Adult Social Care and Health Committee are asked to note the contents of the report, the progress made to date and to support the ongoing COVID-19 response.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 Our local outbreak plan gives an overview of how we will work to Keep Wirral well and protect residents from the impacts of COVID-19.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 No other options have been considered.

3.0 BACKGROUND INFORMATION

- 3.1 On 22 May the government asked all councils to develop local COVID-19 outbreak plans. Our local outbreak plan gives an overview of how we will work to Keep Wirral well and can be found on the Wirral Council website:

<https://www.wirral.gov.uk/sites/default/files/all/Health%20and%20social%20care/Health%20in%20Wirral/Coronavirus/COVID-19%20Outbreak%20Management%20Plan%20for%20Wirral.pdf>

- 3.2 The Outbreak Plan sets out:

- how we will prevent transmission of COVID-19 within the community
- how we will ensure we have an effective and coordinated local approach to managing COVID-19 outbreaks across different settings within the Borough
- how we will ensure vulnerable people are protected
- how we will link with national and regional systems to ensure we get maximum benefit for the population of Wirral.

The Plan is based on our three key principles to prevent, control and manage outbreaks of COVID-19.

Prevention: The single most effective method of reducing transmission and outbreaks of COVID-19. Achieved through clear and timely information, preparation, advice and engagement.

Control: further transmission of COVID-19 when there is a suspected or confirmed case. Achieved through accessible testing, contact tracing and supporting people to self-isolate as appropriate.

Manage: Suspected or confirmed outbreak of coronavirus (COVID-19) by providing timely access to specialist support and advice.

- 3.3 Since the publication of the plan we have been progressing the 7 priority actions. A summary of key progress is provided in the table below.

Priority	Progress to date
<p>1) Intelligence and Surveillance <i>Access to the right local data to enable the other 6 themes and prevent outbreaks</i></p>	<ul style="list-style-type: none"> • Developed local surveillance system (WiCAM system) to capture local outbreak data • Daily and weekly surveillance undertaken at a local level: Understand the epidemiology of the current situation and appropriately target action/ control measures. <i>See Appendix A for Current Weekly Surveillance Report.</i> • Supporting development of the CIPHA (Combined Intelligence for Population Health Action) integrated data and analyst network resource for Cheshire & Merseyside.
<p>2) Care Homes and Schools <i>Prevent and manage outbreaks in specific individual settings (e.g. schools, care homes)</i></p>	<ul style="list-style-type: none"> • Increased capacity of community IPC team to support care home settings to implement actions to prevent the transmission of COVID-19 in their setting. • Instructed care homes to close to non-essential visitors, including health and social care staff, due to increasing transmission rates (End of life visits will be supported, with strict IPC measures in place) • Delivery of training for schools and nurseries on the application of national guidance, best practice and expected prevention controls measures • Dedicated school support team established to provide timely advice and guidance when case, or multiple cases within setting identified.
<p>3) High Risk Workplaces, Communities and Locations <i>Prevent and manage outbreaks in other high-risk locations, workplaces and communities</i></p>	<ul style="list-style-type: none"> • Wirral Covid-19 Outbreak Hub in place to prevent, control and manage outbreaks of Covid-19 across all settings within the borough • High risk settings mapped and identified. Proactive support provided to ensure compliance with guidance and outbreak plans in place. • Daily multi-agency meeting to review local situations requiring support (PH, Intel, EHO, Licensing, IPC, Police) • Developed dedicated COVID-19 complaints email • Roll out COVID self-assessment scheme and COVID compliance pack - Over 700 businesses requested pack to date. • Developed COVID-19 Compliance toolkit and conduct compliance visits to high risk premises – around 900 COVID Compliance visits
<p>4) Local Testing Capacity <i>Deploy local testing capacity optimally</i></p>	<ul style="list-style-type: none"> • Ongoing work to increase local testing capacity – retained Satellite testing centre at Bidston, 3 Local testing sites established, taken all opportunities to utilise Mobile Testing • Outreach testing offer established for vulnerable groups • Where possible prioritising testing of symptomatic individuals and essential workers

<p>5) Contact Tracing in Complex Settings <i>Deliver contact tracing for complex settings and cohorts</i></p>	<ul style="list-style-type: none"> • Developing local contact tracing capacity to enable us to reach more Covid-19 residents and their contacts more quickly, and limit the spread of disease. Focus on: <ul style="list-style-type: none"> ○ Reaching people who are currently being missed by the national system. ○ Working with our local NHS partners to ensure that, where a Wirral patient tests positive in our healthcare system every possible contact from community to hospital is reached. ○ Where local intelligence identifies cases or outbreaks in our community before NHS Test and Trace, we will build capacity to reach those contacts and provide isolation advice.
<p>6) Vulnerable People <i>Support vulnerable people and ensure services meet the needs of diverse communities</i></p>	<ul style="list-style-type: none"> • Outreach testing offer established for vulnerable groups • Deliver support to vulnerable people to self-isolate (Practical, emotional, and financial support)
<p>7) Communication & Engagement <i>Take local actions to contain outbreaks and communicate with the general public</i></p>	<ul style="list-style-type: none"> • Clear communication Plan developed – focussed upon Keep Wirral Well message • Quick guides and Toolkits developed for settings – accessible key messages • Development of Wirral Community Champions programme. To date over 400 people have signed. More information here: https://www.wirral.gov.uk/health-and-social-care/coronavirus-updates/keep-wirral-well-during-covid-19 • 21,000 leaflets delivered across wards with highest numbers of cases by community connectors and Merseyside Fire and Rescue Service • Ongoing engagement with Wirral BAME community

4.0 FINANCIAL IMPLICATIONS

1.1 The delivery of the Outbreak Control Plan is funded via Test and Trace Support Service Grant of £2,733,018 awarded to Wirral Council in June 2020.

5.0 LEGAL IMPLICATIONS

5.1 There are no legal implications arising from this report. New powers have been provided to support enforcement activities which have been reviewed.

5.2 The governance for the outbreak plan is discharged via the Wirral Outbreak Board chaired by the Leader of the Council.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 The delivery of the Outbreak Control Plan relies upon the utilisation of staff and assets by both Wirral Council and wider system partners.

7.0 RELEVANT RISKS

7.1 As the local activity increases clarity regarding additional funding to deliver the required actions is required. COVID-19 is a new virus and the understanding of the virus is developing constantly and therefore changes to the plan will be required at short notice to respond to the developing evidence base.

8.0 ENGAGEMENT/CONSULTATION

8.1 No public consultation/ engagement has been undertaken in the writing of this report. However, community engagement is being undertaken to ensure the effective delivery of the Outbreak Control Plan

9.0 EQUALITY IMPLICATIONS

9.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 No direct climate implications.

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APPENDICES

Appendix 1: COVID-19 weekly surveillance Report (25/09/20)

BACKGROUND PAPERS

None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

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The weekly surveillance report for Wirral

Coronavirus (COVID-19)

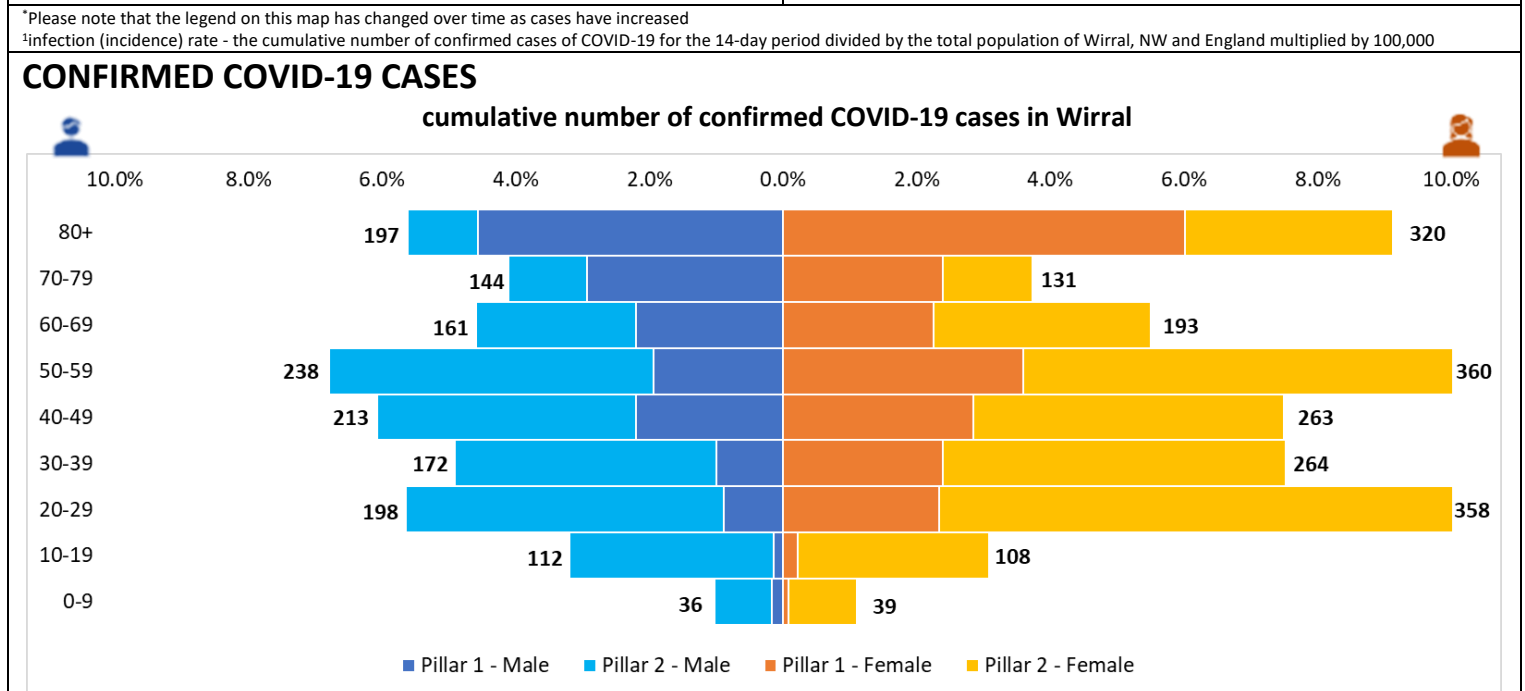
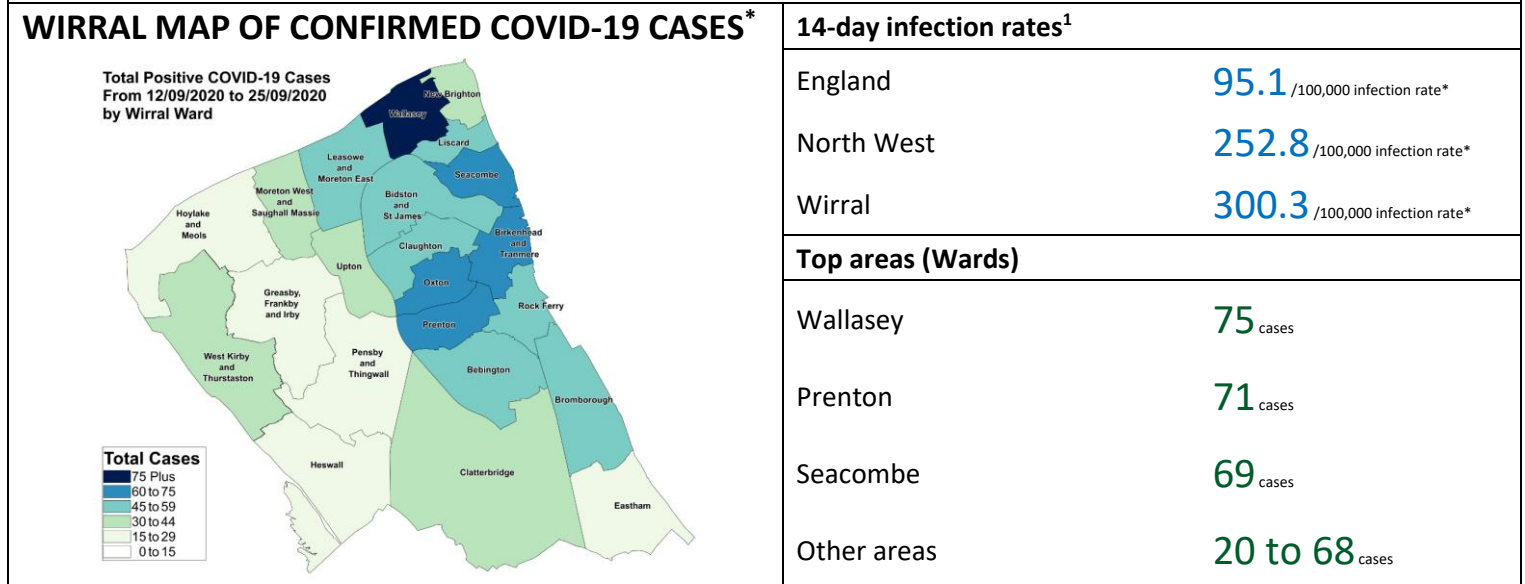
Week ending: Friday 25 September 2020

cumulative data from:
30 January 2020 to 25 September 2020 in WIRRAL

Breakdown of testing by Pillars of the UK Government's COVID-19 testing programme:

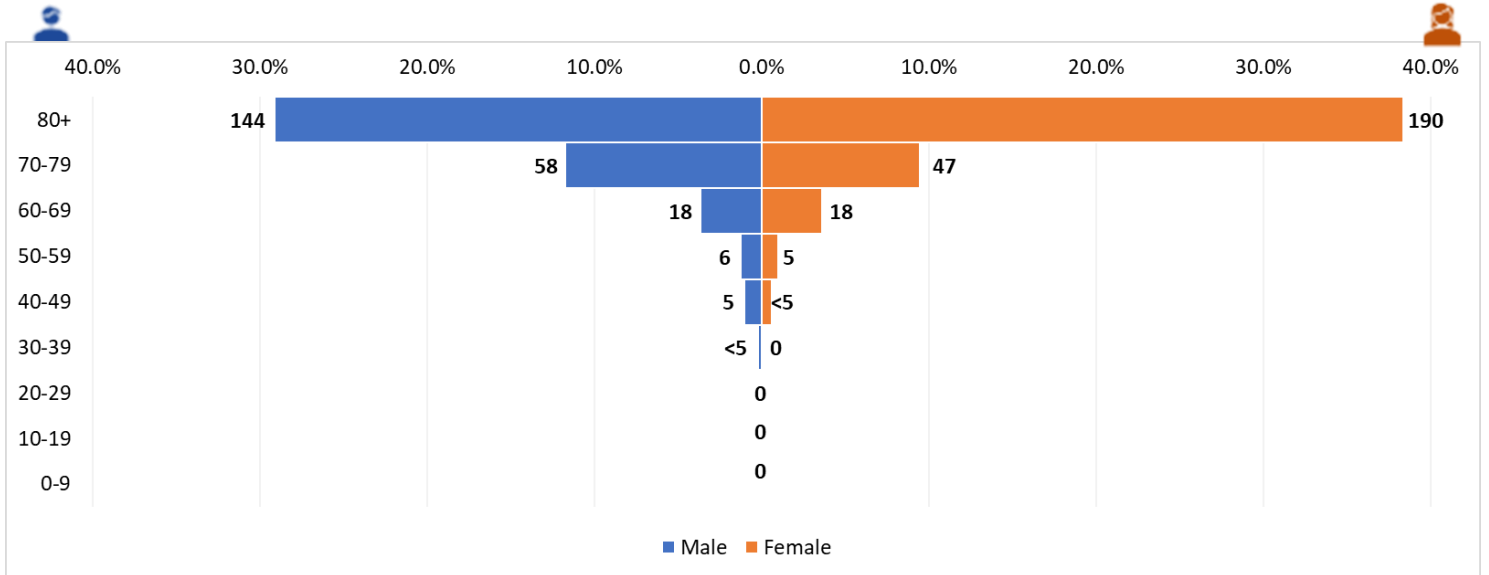
Pillar 1 + 2 combined data from both Pillar 1 and Pillar 2 of the UK Government's COVID-19 testing programme	Pillar 1 data from swab testing in PHE labs and NHS hospitals for those with a clinical need, and health and care workers	Pillar 2 data from swab testing for the wider population, as set out in government guidance
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total number of COVID-19 cases (Pillar 1+2) 3,681	total tests per 100K population (Pillar 2 only) 21,963	% of positive tests in total (Pillar 2 only) 3.2%	total number of registered COVID-19 deaths to 18 th September 441
number of COVID-19 cases this week (Pillar 1+2) 527	tests per 100K population this week (Pillar 2 only) 2,403	% of positive tests this week (Pillar 2 only) 7.2%	number of COVID-19 deaths registered this week (ending 18 th September) 2



COVID-19 RELATED MORTALITY

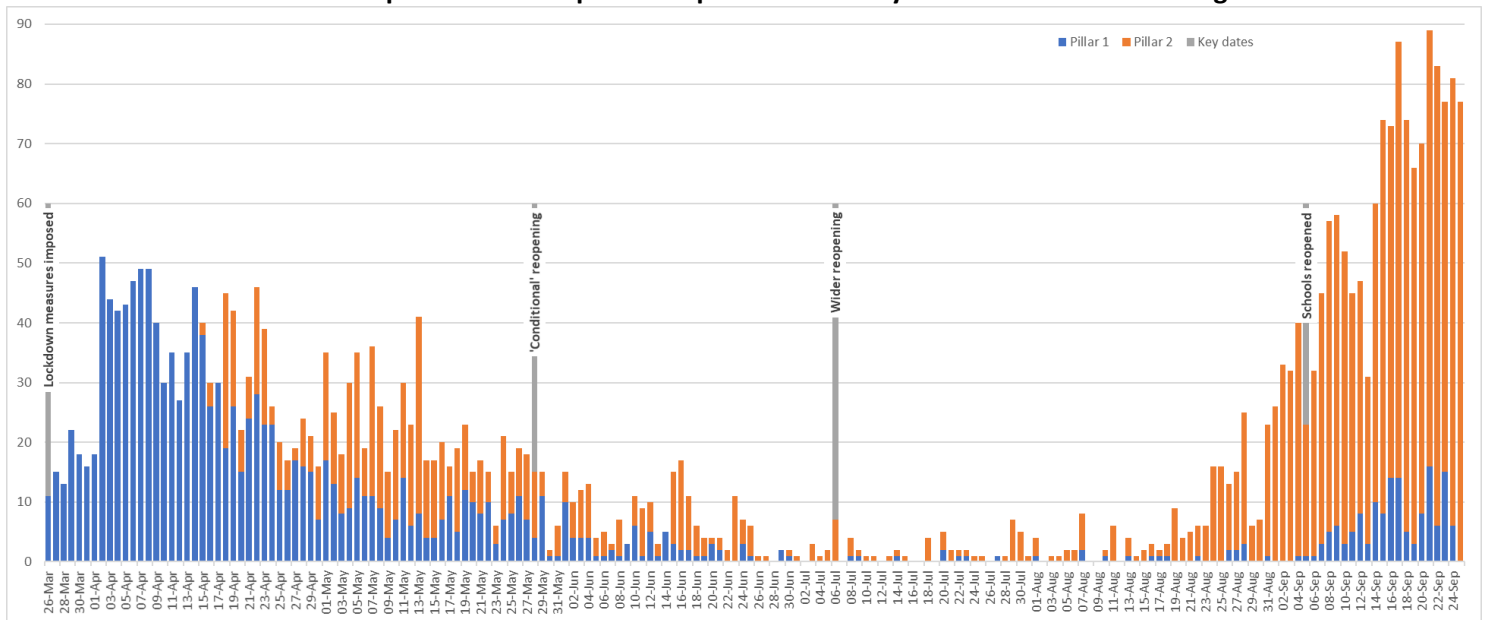
cumulative number of COVID-19 related deaths in Wirral



Note(s): The above is derived using a local live data source and will therefore not match the number of deaths officially reported by the Office for National Statistics or the PHE Coronavirus Tracker

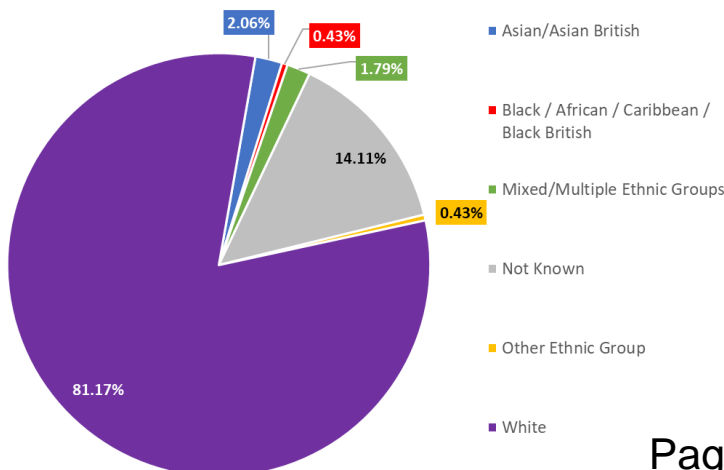
EPIDEMIC CURVE

number of positive cases up to 25 September 2020 by Pillar 1 and Pillar 2 testing³

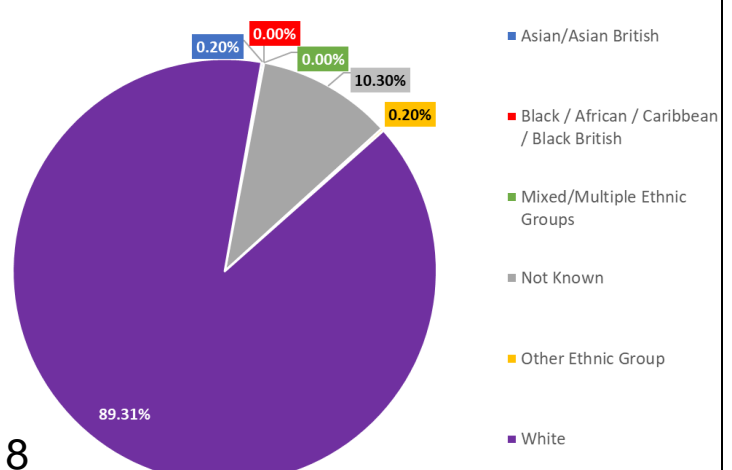


³the most recent week is a partial week and only data from more than five days ago can be considered complete
 the data are shown by the week the specimen was taken
 all data may be subject to change over time and more recent days may be incomplete in terms of case numbers
 to allow data to be seen accurately, the chart now shows data from the date lock down measures were imposed (23 March 2020)

ETHNICITY OF CONFIRMED CASES



ETHNICITY OF COVID-19 DEATHS

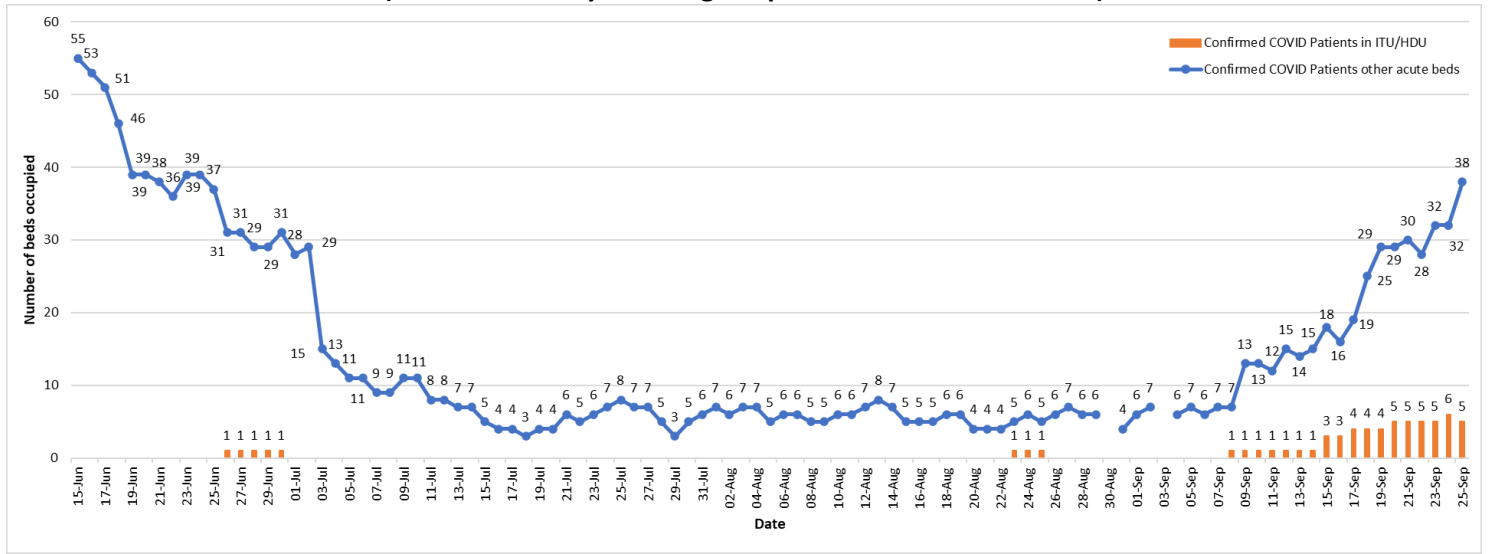


Note(s): These data are analysed using the cumulative confirmed cases and COVID-19 related deaths in Wirral

data from: 15 June 2020 to 25 September 2020 in WIRRAL

HOSPITALISED COVID-19 CASES

number of beds occupied by confirmed COVID-19 patients by bed type
(Wirral University Teaching Hospital NHS Foundation Trust)



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ADULT SOCIAL CARE AND HEALTH COMMITTEE

Tuesday, 13 October 2020

REPORT TITLE:	DOMESTIC ABUSE STRATEGY
REPORT OF:	DIRECTOR FOR CHILDREN, FAMILIES AND EDUCATION

REPORT SUMMARY

This report provides the Adult Social Care and Health Committee with an introduction to the 5-year partnership strategy, *Domestic abuse - No excuse*. It provides an overview of the co-production process, strategic priorities, delivery plan, and phased approach to reducing domestic abuse whilst improving support for people affected.

The report and strategy are aligned to priorities of Wirral Council's Plan 2025:

- Working for brighter futures for our children, young people and their families by breaking the cycle of poor outcomes and raising the aspirations of every child in Wirral
- Working for safe and pleasant communities where our residents feel safe, and where they want to live and raise their families

This matter affects residents across the borough.

This report does not relate to a key decision.

RECOMMENDATIONS

The Adult Social Care and Health Committee is requested to:

1. Support the partnership strategy *Domestic abuse- No excuse*.
2. Note and endorse the partnership delivery plan.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATIONS

- 1.1 In Wirral during the period 01 February 2019 to 21 January 2020, there were 8,410 individuals known to have been affected by domestic abuse. This includes 2,786 who were victims, 2,844 perpetrators and 2,780 children who were referred to Children's Services due to being impacted by domestic abuse. These individuals require access to a co-ordinated, accessible and effective support offer, which the partnership domestic abuse strategy will enable.
- 1.2 Domestic abuse is an important issue for all public services, with far-reaching implications and high cost to both the public purse and life chances. A strategic approach to reduce the prevalence and impact of domestic abuse in Wirral requires a strong partnership strategy and delivery plan.
- 1.3 The previous partnership strategy, *Zero Tolerance to Domestic Abuse*, was one of a suite of pledge strategies relating to the Wirral Plan 2020, which has reached its conclusion. There is a requirement to build on the work of the previous strategy with a new approach aligned to the Wirral Plan 2025.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 Not supporting the Domestic abuse – No excuse Strategy and Delivery Plan would lead to disconnection within the public services partnership and voluntary sector. Lack of co-ordination and direction would have a detrimental impact on residents of Wirral who are affected by domestic abuse.

3.0 BACKGROUND INFORMATION

- 3.1 It was agreed at the Overview and Scrutiny Committee meetings held in November 2019 that the new strategy for domestic abuse should be co-produced. It is highlighted by national bodies and research agencies, such as the Social Care Institute for Excellence (SCIE), that co-production can lead to better services for people, improved relationships at community level, better collaboration between organisations and contribute to financial savings. Most importantly, co-production creates a different relationship between those providing and receiving services, one based on the following principles:
 - (i) Equality- everyone has something to give and no person or organisation is more important than others;
 - (ii) Diversity- it should be easy for everyone to be part of co-production and it is important to include everyone; and
 - (iii) Access- it should be easy for everyone to take part in co-production activity.

3.2 As detailed in Section 8 of this report, co-production activity involved all members of the Domestic Abuse Alliance, local organisations delivering domestic abuse support, and 92 individuals who are or have been affected by domestic abuse.

3.3 In addition to the co-production workshops and conversations, a number of activities were completed to inform the strategy, as follows:

3.3.1 Data collation and analysis

To understand the prevalence of domestic abuse across Wirral and demand for services, a 12-month analysis of data was undertaken. This covered the period 01 February 2019 to 31 January 2020, providing a recent sample, but without any disturbance to regular trends through Covid-19 lockdown period. The analysis provided valuable information on victims, perpetrators, impact on children, characteristics of those affected, and highlighted some key areas that the strategy addresses.

3.3.2 Learning Review

A thorough review of a 'typical' case was undertaken to fully consider the experience of a victim of domestic abuse through the statutory child protection process. The review considered how well professionals understood the impact of domestic abuse on the victim and child, as well as the extent to which the parent was able to engage in the statutory process. The parent provided a full and detailed account of their experience, and this learning has informed the strategy.

3.3.3 Outcomes and Dataset

A task and finish group has considered a revised dataset which will provide meaningful key performance information to the Domestic Abuse Alliance. It is intended that in addition to 'hard data', an 'Outcomes Star' will be used for both children and adults to provide insight into their experience and how it changes through support and intervention. The task and finish group also analysed the academic outcomes for children living in a family affected by domestic abuse. They found that there is a gap of over 30% in achievement at Key Stage 4 and specific activity to address this is detailed within the strategy and delivery plan.

3.3.4 Resources

An overview of existing resources has been collated, outlining the Local Authority and partnership resource as well as the Local Authority's current commissions for domestic abuse services.

3.3.5 Inspection Readiness

The Domestic Abuse Alliance notes that the partnership offer for domestic abuse will be subject to scrutiny through a range of inspection processes, including Ofsted, CQC and JTAI (Joint Targeted Area Inspection). It is the intention of the Domestic Abuse Alliance, through a task and finish group, to ensure that the strategy, delivery plan and partnership are inspection-ready.

3.4 The *Domestic abuse – No excuse* strategy is written 'to' people affected by domestic abuse. This is a deliberate shift in format from previous strategies, and a direct result of the co-production approach. The strategy is purposefully written to make it accessible and meaningful to those people in Wirral who are victims, survivors, perpetrators, their children, friends and family.

3.5 The ambition of the strategy is as follows:

We want Wirral to be a place where as few people as possible are affected by domestic abuse, but those who are can get help to end the abuse and go on to live the lives they want.

3.6 The ambition will be realised by focussing on five priorities:

1. Be there when we're needed
2. Increase safety for those at risk, without adding to their trauma
3. Reduce opportunities for perpetrators to abuse
4. Support people to live the lives they want after harm occurs
5. A better, kinder future for the next generation

3.7 For each priority the strategy details why these are priorities and how we will address them. The delivery plan provides further information on the activity to be undertaken in relation to each priority.

3.8 This is a 5-year strategy which will be delivered in 3 phases, as follows:

3.8.1 Years 1 & 2 – Transformation Phase

Activity in this phase will focus on improving our response, standardising practice, workforce development and implementing new approaches and delivery models.

3.8.2 Year 3 – Adjustment Phase

Activity in this phase will focus on learning from the previous phase, evaluating pilots, implementing findings from service reviews, and transferring leadership from services to Peers and Supporters.

3.8.3 Years 4 & 5 – Embedding Phase

Activity in this phase will focus on getting it right consistently, delivering high quality services, and increasing the pace and intensity of media campaigns for long-term, sustainable cultural change.

3.9 Co-production will continue throughout the 5-year plan by establishing Voice Groups that are led by Peers, an online forum to update on progress, and membership of the Domestic Abuse Alliance including lay members with personal experience. In addition, an email account wecantalkaboutit@wirral.gov.uk has been activated to allow feedback or comments at any time.

3.10 The Domestic Abuse Alliance will provide oversight of the strategy and delivery plan. Governance will be provided through the Multi-Agency Safeguarding Arrangements, with scrutiny provided by the Children, Young People and Education Committee and the Adult Health and Care Committee. Reports will be provided to Safer Wirral Partnership, Health and Wellbeing Board, and the Partnership for Children and Families as requested.

4.0 FINANCIAL IMPLICATIONS

4.1 The first two years of the strategy are described as a Transformation phase, as there is significant activity planned to introduce new approaches, standardise practice and

invest in workforce development. External funding is being sourced to deliver pilots, through the National Lottery, Community Safety Partnership, What Works for Children's Social Care, Police and Crime Commissioner and Violence Reduction Unit.

- 4.2 Additional funding will be required to enable workforce development, system learning and practice improvement during the Transformation Phase. It is intended to submit an application for Capital Funding as an *Invest to Save* approach. At present the Council spends £424k on domestic abuse services, which would appear to be significant underinvestment. In the Transformation Phase a thorough cost modelling exercise and needs analysis will be completed to understand funding requirements.
- 4.3 The Children's Joint Commissioning Forum and Clinical Commissioning Group will be asked to provide a funding contribution to the Transformation Phase, based on learning from the cost modelling and needs analysis work.

5.0 LEGAL IMPLICATIONS

- 5.1 There are a number of commissioned services for domestic abuse which will be reviewed as part of the commissioning cycle, being informed by the needs of the Partnership Offer. This will take place within the existing timeframes for contract renewal and use the existing Council Procurement processes.

6.0 RESOURCE IMPLICATIONS: ICT, STAFFING AND ASSETS

- 6.1 The Council's resource for domestic abuse will be reviewed in year 1. This includes the Family Safety Unit, which provides Independent Domestic Violence Advocates and co-ordinates the Multi Agency Risk Assessment Conference (MARAC) and the Safer Wirral Hub Early Intervention Team, which has Family Workers and Police Community Safety Officers (PCSOs) delivering early help interventions. A formal consultation and review will take place, working with Human Resources and Trade Union colleagues to deliver a more effective service as per the agreed partnership offer.
- 6.2 Engagement with Merseyside Police regarding the PCSO resource have commenced. Merseyside Police are committed to the partnership approach and the role and responsibilities of the PCSOs will be considered as part of the formal review.

7.0 RELEVANT RISKS

- 7.1 Failing to deliver the strategy will be mitigated through management oversight and scrutiny arrangements. Oversight of the strategy and delivery plan will be provided by the partnership's Domestic Abuse Alliance. It is essential that the forum has the correct membership for relevant agencies at a senior level, with appropriate arrangements for Chairing, Vice-Chair and administration.

- 7.2 An extraordinary meeting of the Domestic Abuse Alliance will be held in November 2020 to review membership, chairing arrangements, performance management, and relevant sub-groups, as per detail in the delivery plan.
- 7.3 It is necessary to acknowledge the current financial pressures facing the Council and its partners as a risk. Any future funding discussion must consider cost-benefit analysis and the need for invest to save approaches. Domestic abuse has wide reaching detrimental impact on health, mental health, housing, Criminal Justice System, children's outcomes, unemployment and adult health and care systems. The Home Office report, *The Economic and Social Cost of Domestic Abuse (2019)*, estimates the cost of physical and emotional harm to victims in the UK equates to £47 billion annually. The report states that the next highest cost, of £14 billion annually, is for lost output relating to time taken off work and reduced productivity afterwards.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 The Domestic abuse – No excuse strategy has been co-produced. Initial engagement with people affected by domestic abuse commenced in February 2020. The planned schedule of activity, which was outlined to the Children and Families Overview and Scrutiny Committee in February 2020 had to be revised due to Covid-19 and lockdown conditions. The Domestic Abuse Alliance agreed for local voluntary sector organisations to undertake co-production activity on its behalf as these groups have continued, Covid-secure contact with people affected by domestic abuse.
- 8.2 Over the months, July-August 2020, five local voluntary organisations engaged with 92 individuals on behalf of the Domestic Abuse Alliance. Each organisation used a standard presentation and collection tool to gather feedback, views and experience in relation to the priority areas. In addition, participants were asked for input on branding, straplines, Voice groups and how they would like to continue to be involved in co-production. The contribution by service users was of excellent quality and has had significant influence on the final strategy.
- 8.3 During August 2020, professionals and volunteers from a range of local services and organisations took part in four workshops, using the standard presentation and approach as with the service-user groups. The feedback from these workshops was collated and merged with that from service-users to confirm the strategic priorities and outline activity to be included in the delivery plan.
- 8.4 It is the intention of the Domestic Abuse Alliance to hold, when safe to do so, a partnership event to launch the strategy, involving all those who have contributed.
- 8.5 Co-production will continue throughout the lifespan of the strategy and is detailed within the Participation section of the delivery plan.

9.0 EQUALITY IMPLICATIONS

- 9.1 It is recognised that a disproportionate number of victims of domestic abuse have protected characteristics of the nine groups protected under the Equality Act 2010. A

full Equality Impact Assessment has been completed for the strategy and delivery plan and can be found via the following link:

<https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments/equality-impact-assessments-2017-1>

9.2 The strategy recognises the need to further explore the prevalence of domestic abuse in underrepresented groups such as those with special educational needs and disabilities, elderly residents, those in LGBTQ groups, and those living in more affluent areas. It is intended that expertise is secured from within existing organisations to advise on any adaptations to the support offer and services.

10.0 ENVIRONMENTAL AND CLIMATE IMPLICATIONS

10.1 There are no environmental and climate implications arising from this report. It is anticipated that the domestic abuse strategy will have no impact on the emission of greenhouse gases.

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APPENDICES

Appendix 1 – Domestic abuse – No excuse Strategy 2020-25
Appendix 2 – Domestic abuse – No excuse Delivery Plan 2020-25

BACKGROUND PAPERS

The Economic and Social Cost of Domestic Abuse, The Home Office (January 2019) can be accessed at www.gov.uk/government/publications/the-economic-and-social-costs-of-domestic-abuse

The previous domestic abuse strategy, delivered through the Wirral Plan: A 2020 Vision, can be accessed at <https://www.wirral.gov.uk/about-council/wirral-plan-2020-vision/wirral-plan-strategies#overlay-context=about-council/wirral-plan-2020-vision>

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Children and Families Overview & Scrutiny Committee	November 2019
Children and Families Overview & Scrutiny Committee	February 2020

Domestic abuse - No excuse.

Wirral 2020-25

If you are a victim of domestic abuse it is not your fault. You are not to blame and you are not alone. There are many others in your situation and help is available.

If you are a child or young person reading this and you are living with violence at home, or have in the past, you are not alone. There are people you can trust to help you, and your loved ones.

If you are someone who is harming a family member or partner (current or ex) through violence, abuse or control, you need to stop. There are people who can help you to change.

If you are worried that a friend, colleague, family member, neighbour, or employee is affected by domestic abuse there are people you can talk to. It's normal to be worried about 'interfering' or what might happen but talking about it will help.

For everyone affected by domestic abuse, this document outlines a commitment from your local services and organisations to help end the abuse, support you to recover and go on to live the life you want.

If we can talk about it, we can start to make the change.

There are many different types of abuse

Domestic abuse is any incident or pattern of incidents of controlling, coercive or threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality. This includes honour-based violence, female genital mutilation and forced marriage.

Honour-based violence, female genital mutilation and forced marriage are known collectively as Harmful Practices. They are forms of violence which have been committed, mainly against women and girls, in certain communities and societies for so long that they are considered, or presented by perpetrators, as part of accepted cultural practice. Although they are forms of domestic abuse they often require a different response from services and communities, and to help ensure that we offer the right support, we will co-produce a separate Harmful Practices Strategy which will be linked with this one.

This strategy focuses on helping people affected by the following types of abuse:

- **Controlling behaviour:** This is a range of acts designed to make a person inferior or dependent by not allowing you to see family or friends; controlling your finances; making you feel trapped; someone monitoring where you go and what you do; tracking your mobile phone; making you feel that if you speak out no one will believe you; pressurising you to become pregnant; always having to abide by someone else's rules.
- **Coercive control:** This is an act or a pattern of acts of assault, threats, humiliation and intimidation or other abuse that is used to harm, punish, or frighten you.
- **Emotional/psychological abuse:** This type of abuse can be described as someone who constantly stalks you either at home, work or outside; makes constant threats to harm or punish you, your children, a family member or pet; threaten to 'out' you for people in intimate relationships that identify as LGBT+; constantly belittles you; mocking your disability; accusing you of lying or making you feel mentally confused.
- **Sexual abuse:** This can include pressuring you to have sex; making unwanted sexual demands that degrade and humiliate you; threatening to post or share sexual images of you (including via social media); hurting you during sex; forcing you to have sex with others; forcing you to do anything sexual against your will, including watching or looking at sexual material; not taking no for an answer is rape, even if you are married.
- **Physical abuse:** Types of physical abuse can include: slapping; kicking; punching; pushing; biting; burning; strangulation/choking/suffocation; use of weapons; denying you your medication and essential aids or equipment; involving others in the abuse.
- **Financial abuse:** Financial abuse can be described as your partner or family member: taking all your money/benefits/income; giving you a small allowance to live on; forcing you to take out multiple loans in your name; taking control of the household income.

All of the above are forms of abuse. All are damaging.

What we know about domestic abuse in Wirral (2019-20)

<p>2,037 women and 749 men were the victim of a domestic abuse crime in Wirral</p>	<p>In almost 50% of domestic abuse crimes the perpetrator was an ex-partner</p>
<p>There were 997 high risk referrals to the Multi Agency Risk Assessment Conference (MARAC)</p>	<p>Outcomes for children living with domestic abuse were 31-34% lower than their peers at Key Stage 4</p>
<p>There were 275 perpetrators with multiple victims</p>	<p>834 individuals were the victim of more than one domestic abuse crime</p>
<p>In only 20.2% of cases did the victim and perpetrator live at the same postcode</p>	<p>Repeat Victimization Rate was 29% in Wirral and 31% Nationally</p>
<p>2,780 children referred to Children's Services because of domestic abuse</p>	<p>705 women and 2,128 men were recorded as perpetrators of domestic abuse</p>

It's time for change

Previously our partnership took a *zero tolerance* approach to domestic abuse. Our intentions were good, we wanted domestic abuse to end, however, we have learned that it made people feel as though we took an 'all or nothing' stance-if you told a professional about domestic abuse you had to be prepared to end the relationship, leave your home or risk being accused of collusion. This sometimes meant that people waited longer than they should've to reach out for help. We want anyone affected by domestic abuse to know that **it's ok to talk about it**- we will listen, we will give you choices, we will support you to be in control.

We are recognising that everyone's situation is different, and a *one-size-fits-all* approach does not work. It's time for our partnership to be flexible in how we work, and recognise that people are more than a victim or perpetrator, that they are a person, member of a family, part of a community, and we need to be more holistic in our approach. Supporting the wider family can make a big difference in achieving longer-term change and better outcomes for everyone.

We have learned from local people's experience and national studies that the riskiest time for any victim of domestic abuse is immediately after the perpetrator has left or the relationship has ended. Where we have previously ended our support because the perpetrator is out of the house, we will not leave until we are reassured by the victim, and their children if they are parents, that they feel safe and have a strong network of support.

We know we need to do more to challenge and change the behaviour of perpetrators, rather than just focus all of our efforts on dealing with the impact of the abuse. The gap in service provision for perpetrators impacts on victims and children every day.

The impact of domestic abuse is far-reaching, causing a ripple effect into all parts of a person's life, health, financial stability, education, and mental wellbeing. Public services, community and private sector organisations need to work together to make a change. Data, statistics, public spending and the voice of the people affected, all tell us that it is time for change- **no excuse**.

Our commitment to you

The people who work with you have a responsibility to safeguard children and adults at risk. It is our duty, and there are statutory guidelines we must follow to do this. By working together, we can meet our responsibilities, keeping you and other vulnerable people safe.

Occasionally we may need to take action that can be difficult for those involved to accept. In these cases, we ask for understanding and trust that what we do is in the best interest of protecting children or adults at risk. We will always endeavour to help people understand what is happening, what the process involves, to be included in decision-making and kept informed. We want to work together in every case.

For people who feel they need extra support to understand child or adult protection processes advocacy can be made available.

You can find more information about our statutory responsibilities at www.wirral safeguarding.co.uk for children and www.merseysidesafeguardingadultsboard.co.uk for adults at risk.

Our Ambition

We want Wirral to be a place where as few people as possible are affected by domestic abuse, but those who are can get help to end the abuse and go on to live the lives they want.

We hope to turn our ambition into a reality by focussing on five priorities:

1. Be there when we're needed
2. Increase safety for those at risk, without adding to their trauma
3. Reduce opportunities for perpetrators to abuse
4. Support people to live the lives they want after harm occurs
5. A better, kinder future for the next generation

Priority 1: Be there when we're needed

We've listened to the experiences of local people and what we've learned is:

- Telling someone about domestic abuse can be really hard
- Timing is important- when people are ready to talk they need someone ready to listen, and not to pass them on to someone they've never met
- Too many victims feel that they are met with judgement and criticism, as though it's their fault
- Having a safe place to go, and people who know what you're going through makes a big difference

"I wish there had been somewhere like that [a hub] when I was going through it. I made so many doctors appointments to get help, but the appointment would come round and I'd never go. If I could've just walked in and been able to talk to someone straight away, I might have left sooner."

Being there when we are needed means:

- ✓ We will work together to provide help no matter who you are or what your circumstances might be, whether this is the first time it's happened or the twentieth, whether it happened today or months ago, whether you want to speak with someone face-to-face or anonymously.
- ✓ We will introduce a 'no wrong door' approach across services and organisations in Wirral so that no matter who you ask for help you get it and are treated with respect and understanding.
- ✓ We will work together to give you places to go and people to speak to who know what you're going through.
- ✓ We will make greater efforts to wrap around children who have been affected by domestic abuse to ensure they can attend education, take part, learn and socialise, as well as get the emotional support they need for good mental wellbeing.
- ✓ We will look harder and listen closer to those people who may be at an increased risk of abuse but are unable to speak out, including older people who may be abused by adult children or their care-givers

Priority 2: Increase safety for those at risk, without adding to their trauma

We've listened to the experience of local people and what we've learned is:

- Too often victims of domestic abuse feel revictimised by statutory services and processes- losing their homes, their jobs, support networks, and in some cases, custody of their children
- Small measures like new door and window locks can make a big difference
- Too few victims had worked with a professional to complete a domestic abuse risk assessment and safety plan
- Parents know that workers will prioritise protecting children, but too often feel that the responsibility to keep children safe sits entirely with the victim

“Keeping a victim in their children in their own home and feeling safe is a longer-term solution that gives them stability and resilience. Moving every time the perpetrator finds them raises risk, moving schools is not the solution for all cases. If you can help victims to feel safe, they can then act safe.”

Increasing safety for those at risk, without adding to their trauma means:

- ✓ We will involve those of you who wish to share your experience in the training of workers and wherever possible, the delivery of services
- ✓ We will work together to ensure that victims have the choice to stay at home or move, and where they wish to stay at home they are supported to do so safely
- ✓ We will establish a support network for your friends and family (victims, survivors and perpetrators) so that they can be there for you now and in the future
- ✓ We will provide specialist advice/advocacy and target hardening measures, such as new locks, to victims who believe it will help to make them safer
- ✓ We will work with all services in Wirral to ensure they have a domestic abuse champion in their team who can work with you to complete a risk assessment and safety plan

Priority 3: Reduce opportunities for perpetrators to abuse

We've listened to the experiences of local people and what we've learned is:

- Too many victims of domestic abuse feel that it never ends, especially when perpetrators use child contact as a means to continue controlling and manipulative behaviour
- Support for victims through criminal justice processes and Family Courts is inconsistent and can lead to them feeling exposed and revictimised
- Violence and abuse from ex-partners is increasing
- Lack of behaviour change programmes for perpetrators means that they are not effectively challenged to stop
- Clare's Law (Domestic Violence Disclosure Scheme), which allows a member of the public to ask the Police if a partner poses a risk to them, is not widely known, understood or used

"I spent years of my life being dragged to court by a perpetrator who only wanted to have control over our life."

Reducing opportunities for perpetrators to abuse means:

- ✓ We will improve the lives of victims, and their children if they have them, by introducing an evidence-based programme for perpetrators of domestic abuse, available to anyone who wants help to stop abusing their partner (current or ex)
- ✓ We will work together to strengthen our offender management approach and keep you safe
- ✓ We will help your voice to be heard by the Criminal Justice System and Family Courts, by working alongside national organisations like Victim Support and Child and Family Court Advisory Support Service (CAFCASS)
- ✓ We will help you to know your rights and access support as described in The Victim's Code, helping you get Peer Support to help you through legal processes, and use schemes like Clare's Law
- ✓ We will listen to, and act on, the wishes and feelings of children and young people on their contact arrangements with parents

Priority 4: Support people to live the lives they want after harm occurs

We've listened to the experiences of local people and what we've learned is:

- Peer support on a 1:1 basis or in groups is valued
- Counselling and specialist programmes can make a big difference to how well people recover from their experience
- Rebuilding confidence, in yourself, other people, and 'the system' can be a major challenge
- Too many people feel let down, that they have to 'start over' with very little in terms of belongings, finances and support

"People say they understand but they don't, how can they unless they know what it feels like to be so scared you can't sleep and yet when someone asks you how you are you say you are fine. She [peer mentor] got it straight away and I knew it wasn't just me."

Supporting people to live the lives they want after harms occurs means:

- ✓ We will invest more in peer support and peer mentoring for all of you-victims, survivors, perpetrators, children and young people, friends and family
- ✓ We will work together to make sure where you have to 'start over' you are well-supported to get the things you need for your home, your family and normal day-to-day life
- ✓ We will work with our partners to provide you with tailored opportunities for lifelong learning and employment
- ✓ We will work together as a partnership to increase access to recovery programmes and counselling in a variety of ways and locations
- ✓ We will be grateful to learn from your experience and involve you in volunteering, supporting others, and/or contributing to service development

Priority 5: Create a brighter, kinder future for the next generation

We've listened to the experiences of local people and what we've learned is:

- Everyone involved wants domestic abuse to end
- People believe that education is key to a better future
- Those who are parents want their children to live safely and without stigma
- Many people are worried that young people are exposed to negative messages about sex, relationships and respect

“I grew up in a house where it was normal for my dad to hit my mum all the time and my mum would make excuses for him. I grew up thinking it was normal and I think that’s the reason I didn’t leave my abusive ex-partner sooner, I thought it was normal. I’m so glad my daughter did [a domestic abuse course for children] and understands that it’s not normal but not every child gets that, so it should be part of the curriculum just like maths or English.”

Creating a brighter, kinder future for the next generation means:

- ✓ We will work with ambition to remove the stigma attached to being a victim of domestic abuse
- ✓ We will use your experience and voices of local people to raise awareness, encourage people to talk about domestic abuse and to get help
- ✓ We will co-ordinate education programmes and learning for children, from pre-school to adulthood, on healthy relationships, kindness and respect
- ✓ We will invite our local communities to work alongside us to understand domestic abuse and support our campaign to create a future free from violence and abuse
- ✓ We will provide learning opportunities for workers, services, organisations and partners to help them to better help you and future generations

How we will deliver this strategy

This is a 5-year partnership strategy, which we will deliver in 3 phases.

Phase 1 (Years 1 & 2) - Transformation Phase

In the first two years of this plan we will focus on improving your experience of support services, making it easier to access support and making sure there is help for everyone who needs it. We will invest in a large-scale workforce training on trauma informed practice to make sure that whomever you speak to, they respond in a helpful, non-judgemental way and have the information and tools at their fingertips to help.

We will do some more work to engage with underrepresented groups, such as elderly, LGBTQ, pregnant women, people with learning difficulties and disabilities and people living in more affluent areas, to understand how they are affected by domestic abuse and what help they need and make sure we have the necessary expertise within our workforce.

We will begin longer-term media campaigns and engagement with the Criminal Justice System and Family Courts.

We will pilot a number of new initiatives and co-ordinate education for children and young people.

Phase 2 (Year 3) - Adjustment Phase

In year 3 we will take stock of learning, evaluations of pilots, feedback, and service reviews from the transformation stage. We will reflect on our findings and make any necessary adjustments. We will support a transfer of leadership from services to Peers and Supporters.

Phase 3 (Years 4 & 5) - Embedding Phase

We expect to have confidence and assurance that we are doing the right things and have evidence that we're making a positive difference to people's lives and across communities. We will focus on making sure we're getting it right time after time.

We will increase the pace and intensity of our media campaigns, working hard for a lasting cultural change in Wirral.

A delivery plan accompanies this strategy, giving further detail of activity and timescales.

Looking to the future

Some of the things we want you to see and experience 2 years from now:

- When someone asks for help (victim, survivor, perpetrator, child, friend or family member) they are met with a caring, understanding and informed response that gets them the help that they need
- Children who have been affected by domestic abuse receive the help they need to ensure that their experience doesn't have a long-term negative impact on their well-being or outcomes.
- Survivors and peer mentors are improving services for people affected by domestic abuse through co-production and joint delivery
- Support for victims of domestic abuse is victim-led, empowering and provides choice
- Every agency has at least one domestic abuse champion who is able to risk assess and co-produce safety plans
- All children and young people in the borough learn about domestic abuse, healthy relationships and respect
- Greater understanding of and ability to identify coercive control

Some of the things we want you to see and experience 5 years from now:

- Far less victims, far less perpetrators, and far less incidents of domestic abuse
- Less stigma attached to being the victim of domestic abuse
- People are comfortable talking about domestic abuse
- We feel assured that groups who are currently under-represented are able to be identified, access help and receive the support they need from people with the right expertise.
- Victims of domestic abuse feel protected, have confidence in our management of perpetrators and do not get trapped in a cycle of abuse.
- Through consistent public relation campaigns, residents and communities within Wirral stand together against domestic abuse.
- The achievement gap, for children affected by domestic abuse and their peers, closes.

Living up to our commitment to you

Your voice counts

This strategy is the product of many conversations with different groups of people across Wirral. It is the first part of a five-year conversation.

We ask all of you, regardless of who you are or what your experience is, to engage with us so that we can learn together and make strides towards a safer, healthier, happier Wirral for everyone.

We will be establishing:

- Voice Groups, led by Peers, to keep the conversations going
- An online forum to keep you updated our progress
- Membership on Wirral's Domestic Abuse Alliance for people to represent victims, perpetrators, and their families

At any time, you are welcome to share your views, experiences or information relating to domestic abuse services by emailing

wecantalkaboutit@wirral.gov.uk

Making sure we do what we've committed to

We have a local Domestic Abuse Alliance, which has senior membership from across services and community groups, including the Children's Services, Adult Health & Care Services, NHS, Public Health, schools and education providers, housing, voluntary and community sector, Police, probation, substance and alcohol services, and others. This group meets every 2 months and is responsible for making sure that the commitments outlined in this strategy are delivered.

The Domestic Abuse Alliance is represented by an Assistant Director at the relevant Council Committees (the Children, Young People and Education Committee and the Adult Health and Care Committee), the Health and Wellbeing Board, and through the Multi Agency Safeguarding Arrangements for Children in Wirral and Adults in Merseyside.

Committee Chairs and the Elected Member Champion for Domestic Abuse will work on your behalf to ensure that we do what we've committed to.

Concluding note from people affected by domestic abuse

“Thank you for letting us share the voices of all in this.

It is truly a great platform for good things to start taking place.”

We're here to help

Family Safety Unit

To access support from an Independent Domestic Violence Advocate
Call: 0151 666 4914

Involve NW

To access support from a peer mentor or domestic abuse programme
Call: 0151 644 4500
Email: info@involenorthwest.org.uk

Tomorrow's Women

To access 1:1 support or domestic abuse programme
Call: 0151 6477907
Or visit: @tomorrowwomen on twitter or Instagram

Wirral Women and Children's Aid (Wirral Refuge)

To access support and advice from the refuge
Call: 0151 643 9766 (24 hours)

Rape and Sexual Abuse Centre

For 1:1 support and advice
Call: 0151 558 1801
Email: westwirral@rasamerseyside.org

WEB Merseyside Men Too

To access support specifically for men
Call: 0151 653 3771

Paul Lavelle Foundation

For support to male victims of domestic abuse
Email: info@paullavellefoundation.co.uk

Wirral Ways to Recovery

To access support and recovery programmes for alcohol and substances
Call: 0151 556 1335
Email: wirral.services@cgl.org.uk

Wirral Multi-Cultural Centre

To access support, advice and advocacy for a range of issues
Call: 0151 792 5116

Support 4 Men

To access 1:1 advice and support specifically for men
Call: 0151 317 4333
Email: info@support4men.co.uk

Next Chapter Healthy Relationships Project

For domestic abuse programmes and 1:1 advice on legal issues
Call: 07368 601367

There's lots more information and advice on our partnership domestic abuse website, including contact information for National Charities and organisations

www.itsneverokwirral.org

Domestic abuse - No excuse.

Wirral 2020-25

Partnership Delivery Plan

Our Ambition

We want to Wirral to be a place where as few people as possible are affected by domestic abuse, but those who are can get help to end the abuse and go on to live the lives they want.

We hope to turn our ambition into a reality by focussing on five priorities:

1. Be there when we're needed
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4. Support people to live the lives they want after harm occurs
5. A better, kinder future for the next generation

We will deliver the Domestic abuse-No excuse strategy in 3 phases:

- Phase 1 (Years 1 & 2) – Transformation Phase
- Phase 2 (Year 3) – Adjustment Phase
- Phase 3 (Years 4 & 5) – Embedding Phase

The strategy and delivery plan will be overseen by Wirral's Domestic Abuse Alliance, with scrutiny provided by the Children, Young People and Education Committee and the Adult Health & Care Committee and governance from Wirral Safeguarding Children Partnership and Merseyside Safeguarding Adults Partnership Board.

Partnership Offer for Domestic Abuse						
Reference	Activity	Priority	Phase 1 (Years 1-2)	Phase 2 (Year 3)	Phase 3 (Years4-5)	Lead
PO1	Review LA service offer and resource for domestic abuse	1	✓	✓	-	Head of Service, Family Matters
PO2	Review LA commissions for domestic abuse	1	✓	✓	-	Assistant Director Children's Services
PO3	Define partnership offer- pre-commissioning, including peer support	1	✓	-	-	Operations Group Chair
PO4	Define partnership offer- post commissioning, including peer support	1	✓	✓	-	Operations Group Chair
PO5	Implement revised MARAC arrangements	2	✓	-	-	Head of Service, Family Matters
PO6	Establish hub and satellite access model	1	✓	-	-	Operations Group Chair
PO7	Secure expertise for under-represented groups	1	✓	-	-	Assistant Director Children's Services
Workforce Development						
Reference	Activity	Priority	Phase 1 (Years 1-2)	Phase 2 (Year 3)	Phase 3 (Years4-5)	Lead
WD1	Develop training package for 'no wrong door for domestic abuse' with survivors	1	✓	-	-	Workforce Development Group Chair
WD2	Deliver 'no wrong door for domestic abuse' with survivors	1	✓	-	✓	Workforce Development Group Chair
WD3	Deliver DASH Risk Assessment and Safety Planning training to organisational Champions	2	✓	-	✓	Workforce Development Group Chair
WD4	Refresher training on screening tools	1	✓	-	✓	WSCP Training Officer
WD5	Review multi-agency training on domestic abuse with survivors, and for Peers	1	✓	-	-	WSCP Training Officer

New Practice Approaches						
Reference	Activity	Priority	Phase 1 (Years 1-2)	Phase 2 (Year 3)	Phase 3 (Years4-5)	Lead
PA1	Deliver a change programme for perpetrators of domestic abuse	3	✓	✓	-	Assistant Director Children's Services
PA2	Introduce a multi-agency forum to improve outcomes for children affected by domestic abuse	1	✓	-	-	Head of Service, Family Matters
PA3	Implement pilot for Peers working in partnership with statutory services and families (<i>We Can Talk About Domestic Abuse</i> pilot)	2	✓	-	-	Assistant Director Children's Services
PA4	Design and implement a pilot for lifelong learning and employability	4	✓	✓	-	Head of Service, Learning and Skills
System Learning						
Reference	Activity	Priority	Phase 1 (Years 1-2)	Phase 2 (Year 3)	Phase 3 (Years4-5)	Lead
SL1	Review Operation Encompass and implement change as required	1	✓	-	-	WSCP Manager
SL2	Review effectiveness of the arrangements for Offender Management	3	✓	✓	-	Community Safety Partnership Chair
SL3	Audit compliance with the Victim's Code	3	✓	-	✓	Community Safety Partnership Chair
SL4	Undertake a study into the experience of under-represented groups	1	✓	-	-	Assistant Director Children's Services
SL5	Undertake a study on effectiveness of perpetrator programmes	3	✓	-	-	Operations Group Chair

Education						
Reference	Activity	Priority	Phase 1 (Years 1-2)	Phase 2 (Year 3)	Phase 3 (Years4-5)	Lead
ED1	Appoint an Advisor to Co-ordinate Domestic Abuse Education	5	✓	-	-	Assistant Director Children's Services
ED2	Co-ordinate education offer for children and young people on domestic abuse, respect, healthy relationships	5	✓	✓	✓	Domestic Abuse Education Advisor
ED3	Review commissioning for preventative health	5	✓	-	-	Senior Public Health Consultant
Participation						
Reference	Activity	Priority	Phase 1 (Years 1-2)	Phase 2 (Year 3)	Phase 3 (Years4-5)	Lead
PT1	Formalise partnership voice groups for victims, survivors, perpetrators, children and young people, friends and family	1,2,3,4,5	✓	-	-	Participation Group Chair
PT2	Continued co-production activity	1,2,3,4,5	✓	✓	✓	Assistant Director Children's Services
Influence						
Reference	Activity	Priority	Phase 1 (Years 1-2)	Phase 2 (Year 3)	Phase 3 (Years4-5)	Lead
IN1	Review membership on Domestic Abuse Alliance to include CAFCASS and national charities	1,2,3,4,5,	✓	-	-	Domestic Abuse Alliance Chair
IN2	Strengthen relationship with Safeguarding Adults Board	2,3,5	✓	-	-	Domestic Abuse Alliance Chair
IN3	Define and agree a policy for a 'Tailored Safety Response' with Community Safety Partnership, Housing, Police	2	✓	-	-	Assistant Director Children's Services
IN4	Establish a forum for regular communication with Family Courts to share learning and improve experience for people affected by domestic abuse	2,4,5	✓	-	-	Participation Group Chair

Communication						
Reference	Activity	Priority	Phase 1 (Years 1-2)	Phase 2 (Year 3)	Phase 3 (Years4-5)	Lead
CO1	Develop a communication plan for Domestic Abuse-No Excuse strategy	1,2,3,4,5,	✓	-	-	Communications Lead for Domestic Abuse
CO2	Deliver the communication plan	1,2,3,4,5,	✓	✓	✓	Domestic Abuse Alliance Chair
C03	Develop a behaviour change campaign for domestic abuse	5	✓	-	-	Communication Lead for Domestic Abuse
C04	Deliver the behaviour change campaign for domestic abuse	5	✓	✓	✓	Domestic Abuse Alliance Chair

Timeline

Ref.	Activity	0.5	1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5	5.0
PO1	Review LA service offer and resource for domestic abuse										
PO2	Review LA commissions for domestic abuse										
PO3	Define partnership offer- pre-commissioning, including peer support										
PO4	Define partnership offer- post commissioning, including peer support										
PO5	Implement revised MARAC arrangements										
PO6	Establish hub and satellite access model										
PO7	Secure expertise for under-represented groups										
WD1	Develop training package for 'no wrong door for domestic abuse' with survivors										
WD2	Deliver 'no wrong door for domestic abuse' with survivors										
WD3	Deliver DASH Risk Assessment and Safety Planning training to organisational Champions										
WD4	Refresher training on screening tools										
WD5	Review multi-agency training on domestic abuse with survivors, and for Peers										
PA1	Deliver a change programme for perpetrators of domestic abuse										
PA2	Introduce a multi-agency forum to improve outcomes for children affected by domestic abuse										
PA3	Implement pilot for Peers working in partnership with statutory services and families (<i>We Can Talk About Domestic Abuse</i> pilot)										
PA4	Design and implement a pilot for lifelong learning and employability										
SL1	Review Operation Encompass and implement change as required										
SL2	Review effectiveness of the arrangements for Offender Management										
SL3	Audit compliance with the Victim's Code										
SL4	Undertake a study into the experience of under-represented groups										
SL5	Undertake a study on effectiveness of perpetrator programmes										
ED1	Appoint an Advisor to Co-ordinate Domestic Abuse Education										
ED2	Co-ordinate education offer for children and young people on domestic abuse, respect, healthy relationships										
ED3	Review commissioning for preventative health										
PT1	Formalise partnership voice groups for victims, survivors, perpetrators, children and young people, friends and family										
PT2	Continued co-production activity										
IN1	Review membership on Domestic Abuse Alliance to include CAFCASS and national charities										
IN2	Strengthen relationship with Safeguarding Adults Board										
IN3	Define and agree a policy for a 'Tailored Safety Response' with Community Safety Partnership, Housing, Police										
IN4	Establish a forum for regular communication with Family Courts to share learning and improve experience for people affected by domestic abuse										
CO1	Develop a communication plan for Domestic Abuse-No Excuse strategy										
CO2	Deliver the communication plan										
CO3	Develop a behaviour change campaign for domestic abuse										
CO4	Deliver the behaviour change campaign for domestic abuse										

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ADULT SOCIAL CARE AND HEALTH COMMITTEE

13 October 2020

REPORT TITLE:	2021/22 BUDGET PROCESS
REPORT OF:	DIRECTOR OF ADULT CARE AND HEALTH

REPORT SUMMARY

The report provides the Committee with the process for budget setting as a transition year for 2021/22 and describes the financial position for 2021/22, which as at Quarter 1 was deficit of £45m, and the actions being put in place to mitigate the gap.

These actions include a 5 STAGE phased approach and includes the timeline for the 2021/22 budget setting process of when budget proposals are presented to the Policy and Resources Committee for the recommendation to Full Council to set the 2021/22 budget.

As this is a transition year, proposals have been identified and will be presented to the Committee by Officers. However, the Committee is encouraged to identify their own proposals for Officers to work up, if within the timescale, to be included for the 2021/22 Budget. For future years this will become the usual process and throughout the year the Committee will be identifying proposals for Officers to work up for the following years budget.

RECOMMENDATIONS

That the Committee consider the Council's current financial position and process for the 2021/22 budget in this transition year.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The Policy and Resources Committee have responsibility for approving budget options that will be recommended to Full Council to set the annual budget. To enable the Policy and Resources Committee to recommend budget proposals to Full Council, the Committee needs to receive feedback from individual Committee's on those proposals.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 The budget proposals are not presented to the Committee for consideration and are presented directly to the Policy and Resources Committee. However, this will not provide the Committee with the opportunity to take ownership of the proposals or to feedback to the Policy and Resources Committee on the outcome of the debate.

3.0 BACKGROUND INFORMATION

- 3.1 The Council must set a balanced budget by 10 March by law, and the Local Government Finance Act, 1988 places certain responsibilities on the Chief Finance Officer, namely Section 114 (3): "*The chief finance officer of a relevant authority shall make a report under this section if it appears to him that the expenditure of the authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources (including sums borrowed) available to it to meet that expenditure.*"

2020/21 and 2021/22 COUNCIL CURRENT BUDGET POSITION

- 3.2 As reported at Quarter 1 the year-end forecast for the 2020/21 budget was an expected deficit of £30m. Since then, further funding has been provided by Government and information has been received from Government on a compensation scheme for lost income from sales, fees, and charges as a result of Covid-19.
- 3.3 Taking the new third tranche of funding received of £3.2m and an assumption of £9m compensation for lost income from sales, fees and charges, plus some further adjustments, the 2020/21 year-end deficit forecast has been reduced to £22m.
- 3.4 This deficit is made up of (main items):
- £17m of unachievable original savings from the 2020/21 budget as a result of delays in progression caused by Covid. These are:
 - £5.0m new Council model and structure
 - £4.55m Contract reviews and renegotiations
 - £3.75m Adult Social Care reviews and efficiencies
 - £1.27m Children's Looked After Children reductions
 - £2.5m New investments and refinancing
 - £0.64m Zero Based Budgeting pilot

- £6m residual income losses after an assumption for compensation from the government scheme for sales, fees and charges losses.
 - £2m of unachievable capital receipt sales as a result of delays in progression caused by Covid.
 - -£3m of forecast savings as a result of vacancies.
- 3.5 The Council must take necessary remedial and urgent action to deal with the significant deterioration in the financial position and return to a balanced budget position. Failure to consider and adopt reduction measures to the 2020/21 budget or find further funding from Government or elsewhere within year, could result in the issuing of a S114 notice before year-end.
- 3.6 To mitigate this, the Council has requested permission from MHCLG to apply to HM Treasury on the Council's behalf for a capitalisation directive. This means that the Council can charge any unmet 2020/21 and potentially 2021/22 deficits specifically incurred as a result of Covid to the capital programme.
- 3.7 As a consequence of the forecast deficit in 2020/21 there is an ongoing impact for the 2021/22 budget. The unachievable savings that the Council is reporting that it is not able to make during 2020/21 are permanent savings and if not made in year, will still have to be made in 2021/22.
- 3.8 In resetting the Medium-Term Financial Plan at Quarter 1 there was a forecast budget gap in 2021/22 of £45m. This was made up of (main items):
- £17m carried forward unachievable savings from 2020/21 (See above - If any of these can be mitigated in 2020/21, this value will reduce)
 - £7m of existing pressures from contract, pay and levy increases
 - £9m new pressures from Adult Social Care, Children's Social Care and Homelessness
 - £7m assumed reductions of funding from Public Health
 - £5m assumed loss of income from Sales, Fees and Charges continuing as a result of Covid
- 3.9 The total gap at Quarter 1 over the next two years was therefore £67m. As new restrictions come into force to mitigate against rising infection numbers of Covid-19, this gap is forecast to increase. Work is currently ongoing to quantify this; the assumption for loss of income and pressures in Children's Social Care are already estimated to be significantly under forecast.
- 3.10 If HM Treasury allows the capitalisation directive to be approved, the deficit for 2020/21 will be significantly reduced and can be offset by utilising some of the immediate actions listed below. If, however, the capitalisation directive is not approved then the full £22m would need to be found before 31 March 2021 in order to balance the budget.

- 3.11 A rejection of the capitalisation directive would also mean that any savings already identified in immediate actions would not then be available for use towards the 2021/22 budget. This would result in much more difficult decisions being taken on the longer-term actions, and if these do not meet the 2021/22 budget gap then could potentially result in the issuing of a S114 notice.

Budget Deficit Mitigations

- 3.12 Since June, the Strategic Leadership team have been identifying options to mitigate the overall deficit and are working through a programme of immediate actions that can be taken now, and longer term actions to ensure the budget is sustainable for the future. This ‘twin track’ approach ensures that any immediate quick wins will not be implemented at the detriment of any longer terms proposals that will generate future income or result in future cost avoidance.
- 3.13 The process to set a balanced budget for 2021/22 is described in 5 phases below:

Phase 1 – Immediate Actions

- (a) Review of all 2020/21 unachievable savings to determine whether a proportion of these can be achieved
- (b) Review of 2020/21 growth/pressures to determine as a result of Covid, whether any assumptions have changed and if all the growth/pressures are required
- (c) Review of 2021/22 pressures to determine whether they are all still required and if so, at the same value
- (d) Review of earmarked reserves to determine whether any can be clawed back to be used to support the 2021/22 budget
- (e) Review of the 2020/21 budget forecasts to determine whether any savings as a result of Covid can be carried forward and used to contribute to the 2021/22 budget

Phase 2 – Directorate Proposals

- (a) The identification of short-term options proposals for Members to balance the 2021/22 budget from Officers. This is a continuous process and Officers will continue to submit proposals up to and beyond December 2020
- (b) The identification of medium to long term proposals to ensure the Council can be financially sustainable for the future. This process is being twin tracked with (a) to ensure no duplication or contradiction. This is a continuous process and will carry on into the Financial Sustainability Programme once this is re-established

Phase 3 – Categorisation of Proposals

An initial grouping of proposals into four themes to support evidence-based decision making for Members:

- 1) An assessment of whether statutory services provided are efficient, and where they are not to submit efficiency proposals
- 2) An assessment of non-statutory services of whether they are providing beneficial outcomes that support cost avoidance and demand reduction in statutory services, and where they are not to submit proposals as to whether to continue with those services
- 3) An assessment of income generating services as to whether they can demonstrate a future return on investment, and where they cannot, to submit proposals as to whether to continue with those services
- 4) An assessment of all back-office functions to identify whether they are providing a value-added service to support statutory and beneficial non-statutory services, and where they do not to submit proposals as to whether to continue with those services

Phase 4 – Corporate Challenge

A further breakdown of the four themes into 7 individual workstreams supported by a lead Officer to be accountable for ensuring progress against the workstreams. The themes are being led by a corporate challenge process to ensure all areas of the Council have been considered:

- 1) Service savings
- 2) Service effectiveness
- 3) Income and Traded Services
- 4) Contracts
- 5) Assets
- 6) Workforce
- 7) Prevention Strategy

As a result of this challenge a series of programmes have been identified to commence/have commenced with the aim of reducing costs across the Council in the immediate, medium, and long term. These are:

- Review of effectiveness of specific back office services to ensure they are fit for purpose, adding value and taking full advantage of digitalisation
- A full Cost of Care exercise for Social Care commissioned services
- A whole Council Prevention Strategy to reduce future demand and reduce costs
- A Zero/Outcomes Based Budgeting exercise to ensure resources are aligned to outcomes and only provided where beneficial outcomes aligned to the Council's priorities can be evidenced
- A full establishment review to ensure staffing resources are aligned to the Council's priorities, especially in light of additional capacity required following Covid-19
- A review of Adult Social Care pathways to ensure they are as efficient as they can be and are optimising and outcomes-based care approach

- A strategy for reducing the cost of Looked After Children in the short to medium term while the Prevention Strategy can be implemented
- A review of the Council's assets to ensure the Council is only holding assets that contribute to its priorities
- Return on Investment modelling on the Council's income generating activities to ensure investment is only provided where a future return can be demonstrated
- A review of all Council contracts and contract management functions to ensure services are only commissioned that contribute to the Council's priorities and once commissioned are being managed effectively.
- The implementation of a new combined finance/HR/procurement critical business system

Phase 5 – Contingency Plan

In the event of proposals generated by the first 4 themes do not equal the value of the budget gap, a contingency process is being developed. Once all the proposals from the first four themes have been received and evaluated and the gap has not been met, other proposals need to be considered. The Council is not able to not set a balanced budget by law and where Members are not able to identify proposals to meet the gap, this would mean that the expenditure of the Council outweighs its funding and the Section 151 Officer would be required to issue a S114 statement.

The contingency plan is to identify for all services, how each service could continue with a 5%, 10% or 15% reduction in those budgets. These proposals would indicate to Members what the reduced service would look like, what the implications would be and what the risks are likely to be. In the event of not being able to bridge the budget gap with proposals from the first 4 phases of the process, Members would need to determine what level of risk they would be comfortable to accept in deciding to feedback to the Policy and Resources Committee on these phase 5 proposals.

This effective cut to services is high risk to the achievement of the Councils priorities and the Wirral 2025 plan as it will inevitably result in cuts in preventative services and in services and functions that will generate future savings and cost avoidance for the Council from additional income or reduced demand.

Comprehensive Spending Review

- 3.14 The Government's Comprehensive Spending Review (CSR) is where the Government decide where to spend its resources in the following year. The outcome of this for Local Government is the funding settlement where Councils get to hear whether their funding has been increased, stays the same or is being reduced for the following year. The CSR was due to be take place ready for the 2020/21 budget planning process. As a result of Brexit this was postponed, and a one-year settlement was provided. This makes financial planning extremely difficult as temporary funding streams are uncertain and it is not known whether they will continue.

- 3.15 As a result of Covid-19, the Government have stated that they will 'do whatever it takes' to ensure Local Authorities are funded adequately to support the response, however no information or announcement has yet been provided about the indirect impact of Covid-19 e.g. an assumed ongoing reduction in sales, fees and charges and additional expenditure which are contributing to new pressures in 2021/22.
- 3.16 As the Local Authority funding settlement is not due to be announced until December 2020 it is very difficult to set the budget in advance. As a result, there is little choice at this stage to plan for a worst-case scenario as statutory consultation needs to be considered within the budget setting timescale.
- 3.17 In the event of the award of a capitalisation directive and a more favourable settlement than planned for in the 2021/22 budget and beyond, the proposals put forward as part of the 2021/22 budget report can be adjusted after the settlement has been announced.

4.0 PLANNING FOR THE 2021/22 BUDGET

- 4.1 During October to December, reports will be presented to the Policy and Resources Committee that update Members on changes to the budget gap. The reports being presented to the Policy and Resources Committee up to the time the budget is set are:
- October: Covid-19 position statement
2021/22 Transitional budget process
 - November: Budget update report
 - December/January: Budget proposals to go out for public consultation
 - January: Budget update report including the Government funding settlement
 - February: 2021/22 Budget to be recommended to Full Council
- 4.2 The Council is in a position where it does not know, and will not know until December, what financial situation it will be fully facing for 2021/22. The Council will not receive a response to its request for a capitalisation directive from HM Treasury until late November and is unlikely to receive a revised local government financial settlement, in the light of the delayed Fair Funding Review and Covid budgetary approach from central Government, until December.
- 4.3 This means that the Committees are not in a position to propose funding options fairly and fully for consultation and recommendation to Council as a coherent legal and balanced budget for some weeks to come.

- 4.4 In the interim, Officers have been modelling scenarios and working with colleagues to test formed and unformed proposals and responses to these scenarios. When the situation becomes clear, proposals can be brought forward as tested and costed options upon which consultation can take place in a public sphere. Until that time, these options are best considered within working group and briefing sessions. For this reason, this public report sets out the broader situation and aspects of the scenarios will be tested with members of the Committee as a consultative exercise outside of the Committee.
- 4.5 A workshop will therefore take place on the rising of the Committee meeting. The courts recognise that such a meeting is acceptable, provided that the purpose is not to make any decision or exercise any delegation of powers. The purposes of such a workshop is to brief members on all scenarios and proposals, regardless whether they are fully formed, practicable or necessary in the eventual circumstance, and to allow Members and officers together to consider the best way to contribute to the development of proposals.
- 4.6 Once all relevant factors are known, officers will report back to this Committee or directly to Policy and Resources Committee, depending on which is scheduled first, in order to take formed proposals forward for consideration and consultation.
- 4.7 The objective of the workshop is to debate and discuss budget options considering the factors below:
- Impact on residents
 - Impact on the workforce
 - Impact on Wirral as a place
 - Level of risk
 - Impact on the future ability of the area to generate income or avoid future costs
 - Whether the service is Statutory
 - Where the service is non-statutory, what beneficial outcomes it generates
- 4.8 Committees are encouraged to identify and submit their own ideas for proposals for Officers to work up, within the budget timescale at the workshop.
- 4.9 Committee Members may find it helpful to rank the options numerically in providing feedback to the Policy and Resources Committee in December or January (depending on the date of the Government funding settlement) and the Committee will be presented with the suite of proposals for consideration for public consultation.

- 4.10 Where proposals are still being developed, they can be fed into the process at any time, through individual Committees to Policy and Resources. Members must be mindful however, of the Council's obligation for public consultation where late proposals miss the December/January Policy and Resources deadline.
- 4.11 The consultation process will take around 4 weeks and updates will be presented to the individual Committees during January and February, with the outcome presented to the Policy and Resources Committee in February 2021 with a full budget package to be recommended to Full Council to set the 2021/22 budget in March 2021.
- 4.12 Where the Policy and Resources Committee fails to identify sufficient proposals from the 5 phases that have been submitted by Officers, rejects any proposals for implementation, and fails to identify any alternative proposals to recommend a balanced budget to Full Council in March, this would result in the Section 151 Officer issuing a S114 notice. The implications of which would mean intervention by the Government and the appointment of external Commissioners to manage the Council's finances. As the proposals submitted to the Committees by the Officers as part of the 5 phases will be robust and achievable, it is likely that the external Commissioners would action the implementation of these.

5.0 2020/21 COMMITTEE BUDGET

- 5.1 The tables below indicate the 2020/21 budget for each Council Directorate and for each of the Committee's. The tables show that for the Directorate and this Committee the budget for 2020/21 is £106.912m.
- 5.2 Unlike some Directorates, the Adult Care and Health Directorate budget fully correlates with Adult Care and Health Committee as all the Directorate functions are serviced by the one Committee.

Directorate	£m
Regeneration and Place	36.623
Neighbourhoods	60.686
Children, Families and Education	81.014
Adult Care and Health	106.912
Resources	11.477
Law and Governance	6.611
Chief Executive's Office	1.374
Total 2020/21 Net Budget	304.697

Adult Care and Health Committee	£m
Adult Social Care Central	9.965
Older People Services	44.893
Mental Health and Disability Services	48.293
Other Care Commissions	(0.148)
Public Health	(4.726)
Reserves	5.059
Central Support Services	3.577
Total	106.912

6.0 FINANCIAL IMPLICATIONS

- 6.1 There are no specific implications of this report as it relates to the process for the 2021/22 budget. The financial implications of any of the budget options will be included within relevant future reports.

7.0 LEGAL IMPLICATIONS

- 7.1 The entire report concerns the duty of the Council to avoid a budget shortfall. The Chief Finance Officer has a personal duty under the Local Government Finance Act 1988 S114 to make a report to the executive if it appears to them that the expenditure of the authority incurred (including expenditure it proposes to incur) in a financial year is likely to exceed the resources available to it to meet that expenditure. The current financial situation is at a point in time and further funding and flexibilities is awaited from Government to offset the budget gap. If this is not sufficient to offset the forecast and no alternatives can be found, this position will be revisited.

8.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 8.1 There are no specific implications resulting from this report, however any implications relating to the individual budget options will be included in relevant future reports.

9.0 RELEVANT RISKS

- 9.1 There are no specific risks resulting from this report, however any risks relating to the individual budget options will be included in relevant future reports.

10.0 ENGAGEMENT/CONSULTATION

- 10.1 Informal consultation has been carried out with Members who have been kept apprised of the Council's budget situation.

11.0 EQUALITY IMPLICATIONS

- 11.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity.
- 11.2 Any equality implications from the individual budget proposals will be included within Equality Impact Assessments.

12.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 12.1 There are no specific environment or climate implications resulting from this report, however any implications relating to the individual budget options with regards to the environment or the climate, will be included in relevant future reports.

REPORT AUTHOR: **Graham Hodgkinson**
Director of Adult Care and Health
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email: grahamhodkinson@wirral.gov.uk

BACKGROUND PAPERS

2020/21 Budget Report
2020/21 Quarter 1 Budget Monitoring Report

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Full Council Cabinet	2 March 2020 27 July 2020

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ADULT SOCIAL CARE AND HEALTH COMMITTEE

Tuesday, 13 October 2020

REPORT TITLE:	BUDGET AND PERFORMANCE MONITORING
REPORT OF:	DIRECTOR OF CARE AND HEALTH

REPORT SUMMARY

Through the development of Wirral Council’s new Governance arrangements and the approval of the Wirral Plan 2025 (currently being refreshed to reflect strategic priorities, as a result of Covid-19) the Authority has committed to developing a budget and performance monitoring framework, which honours the Council’s dedication to a more accountable, transparent way of conducting business, policy formation and decision making.

It is proposed that the Performance Framework is modelled on the Covid Dashboard set up at the start of the Coronavirus pandemic. This will enable clear and accessible data to be presented in a timely and meaningful way.

There are a very wide range of data sets that could be included in the Dashboard, and it is proposed that the specific selection will be co-created with members to ensure it is of most relevance and benefit to members.

Aligned with this is the Wirral Plan 2025. The Plan is currently being refreshed to reflect the Covid-19 situation and emerging Recovery Plans. This Plan will set out what the Council will commit to delivering over the next 5 years. Wirral’s public services: the Wirral Partnership have a shared duty to improve the quality of life for residents.

Our ambition is for:

- A prosperous, inclusive economy where local people can get good jobs and achieve their aspirations.
- A sustainable borough that is not only environmentally friendly but one which plays its part in urgently responding to the environment and climate crisis
- Brighter futures for our young people and families – regardless of their background or where they live
- Safe, vibrant communities where people want to live and raise their families
- Services which help people live happy, healthy, independent, and active lives, with public services there to support them when they need it

RECOMMENDATION/S

To ensure that Governance in Wirral allows for open, transparent, and responsive decision making, robust performance and budget monitoring will be incorporated to ensure that the individual policy and service committees will have sufficient oversight of these areas.

It is recommended that discussions take place with the Committee Chair and Group Spokesperson in early November as part of pre-briefing meetings. These discussions will take forward the outcomes of the P&R Committee workshop on Performance and Budget reports, so that they can be further shaped for the purposes of this Committee.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 To ensure that governance arrangements in Wirral enable open, transparent, and responsive decision making, robust performance and budget monitoring will be incorporated to ensure that the Policy and Resources Committee and the individual policy and service committees will have sufficient oversight of these areas.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 There are a number of options for capturing performance and budget information, and these will be presented to members.

3.0 BACKGROUND INFORMATION

- 3.1 Regular monitoring of performance and the Council's performance and budgets will ensure the Public have oversight and to enable Elected Members to make informed decisions in a timely manner.

4.0 FINANCIAL IMPLICATIONS

- 4.1 There are no financial implications arising from this report

5.0 LEGAL IMPLICATIONS

- 5.1 There are no legal implications arising from this report.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 There are none arising from this report.

7.0 RELEVANT RISKS

- 7.1 The Council's Corporate Risk Register was presented to Audit & Risk Management Committee in March 2020. This is currently being reviewed and aligned to the new committees' priorities and objectives within this process, and to reflect the updated Wirral Plan and the impact of COVID-19.
- 7.2 As the plan is currently being refreshed to reflect changes due to COVID-19, a new Performance Management Framework (PMF) is currently being developed to align with the refreshed plan. The PMF will be aligned to the Council's risk management strategy and both will be regularly reviewed as part of corporate management processes.

7.3 There are significant implications for the Council in changing its decision-making structure to a new form of governance, which is being launched alongside unprecedented financial and service pressures resulting from both the COVID-19 pandemic and subsequent demand on services. As such, Wirral Council have had to re-prioritise and re-design how our services are delivered and operated.

8.0 ENGAGEMENT/CONSULTATION

8.1 The priorities in the Council Plan 2025 were informed by stakeholder engagement carried out in 2019.

9.0 EQUALITY IMPLICATIONS

9.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity.

(a) Yes, and impact review can be found at <https://www.wirral.gov.uk/communities-and-neighbourhoods/equality-impact-assessments>

Navigate to Equality Impact Assessments since 2017.
Navigate to service area.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 The Wirral Plan 2025 includes a set of goals and objectives to create a sustainable environment which urgently tackles the environment emergency. These are based on developing and delivering plans that improve the environment for Wirral residents. The performance report will include information on key areas where environment and climate related outcomes are delivered.

The content and/or recommendations contained within this report are expected to: -
Reduce emissions of greenhouse gasses

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APPENDICES

Appendix 1 – Adult Care and Health Example Performance Report

BACKGROUND PAPERS

None

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

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**Adult Social Care And Health Performance
Report
Q2 2020/21**



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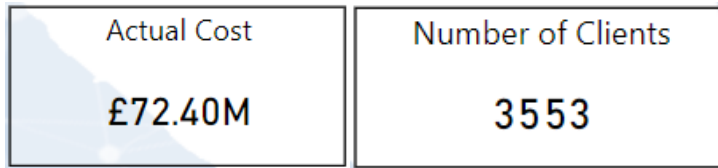
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Introduction

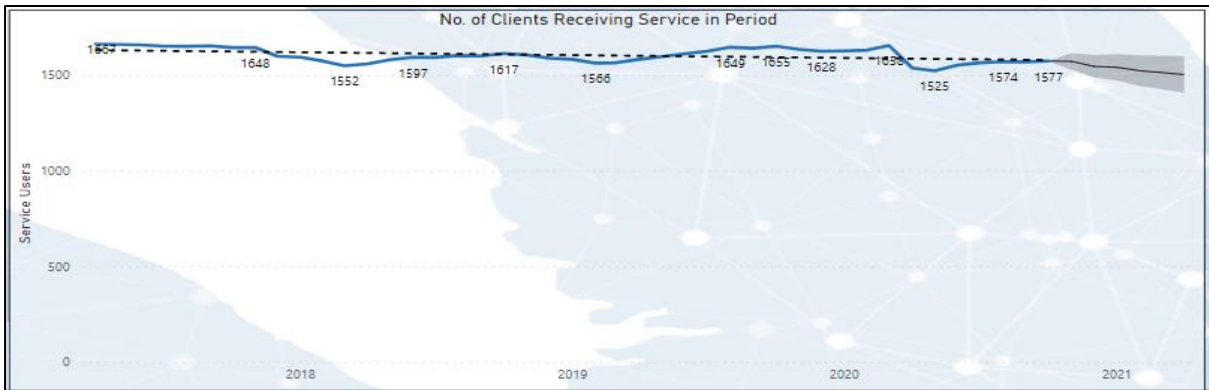
In previous Overview & Scrutiny arrangements the Adult Health & Care Panel held a workshop and requested intelligence related to key areas within Health & Care. This report supplies that information for review and discussion by members. If additional intelligence is required further development on reporting can be carried out.

Care Market – Homes

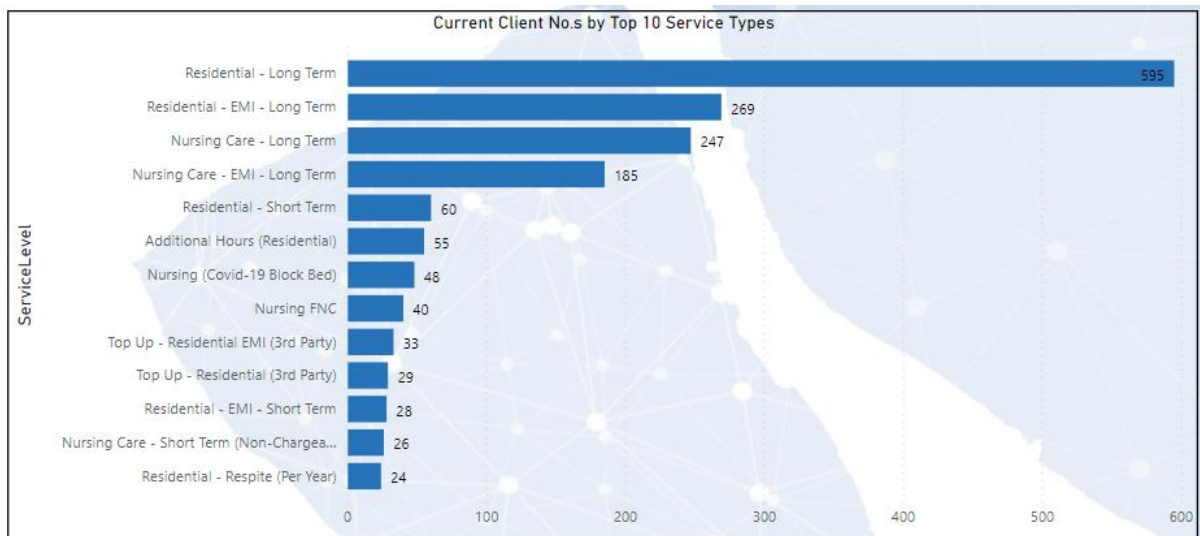
Residential and Nursing Care - Cost and Hours (25/03/2019 to 21/09/2020):



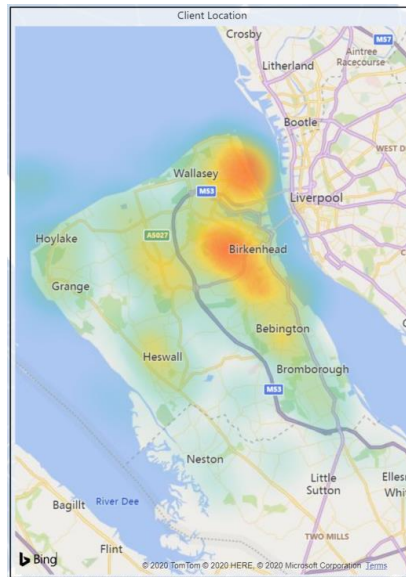
Residential and Nursing Care - no. of clients since 01/04/2017 and forecast:



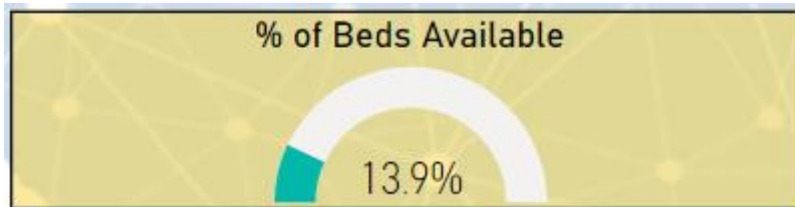
Residential and Nursing – current clients by service type:



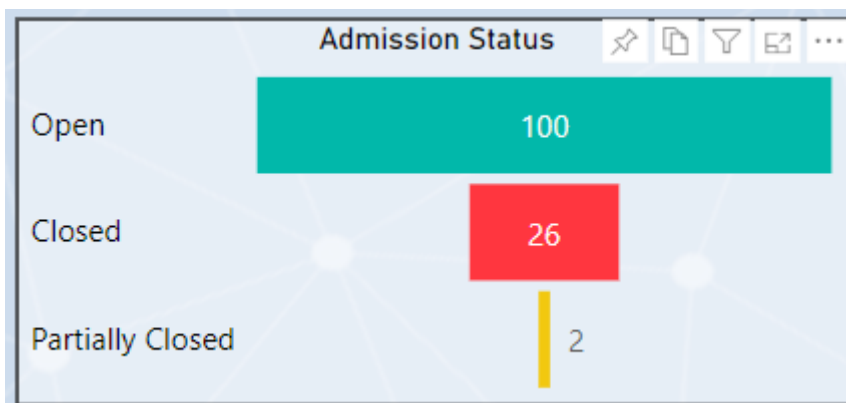
Residential and Nursing –client location:



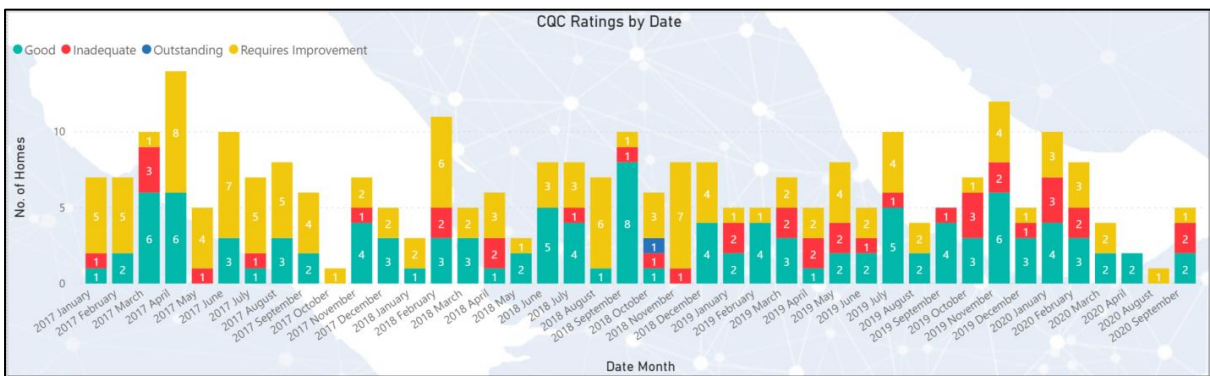
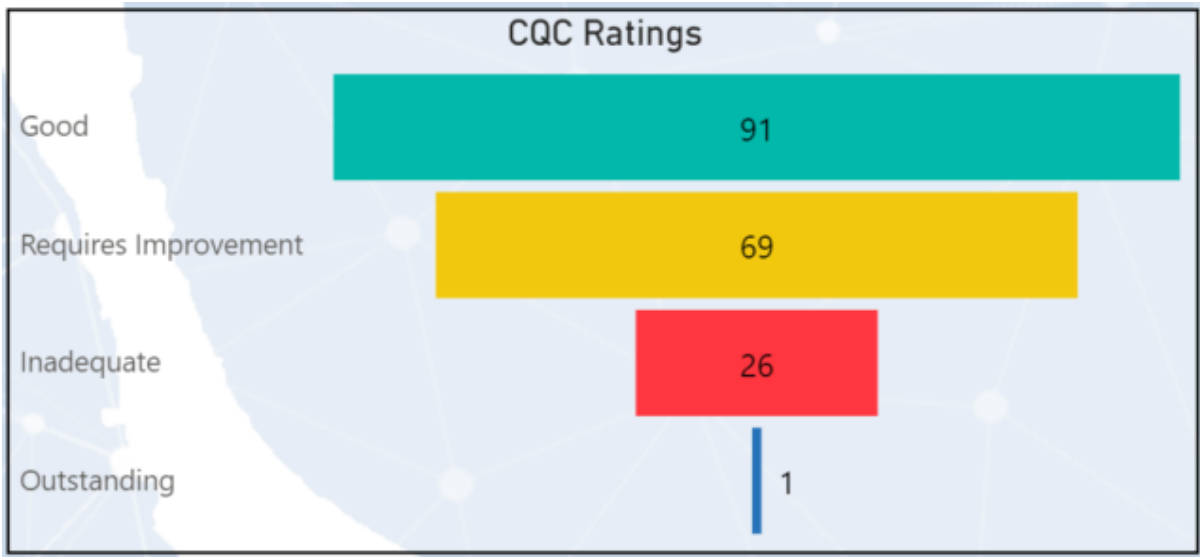
Homes – Current Vacancy rate (at as 04/02/2020):



3657
Total Capacity

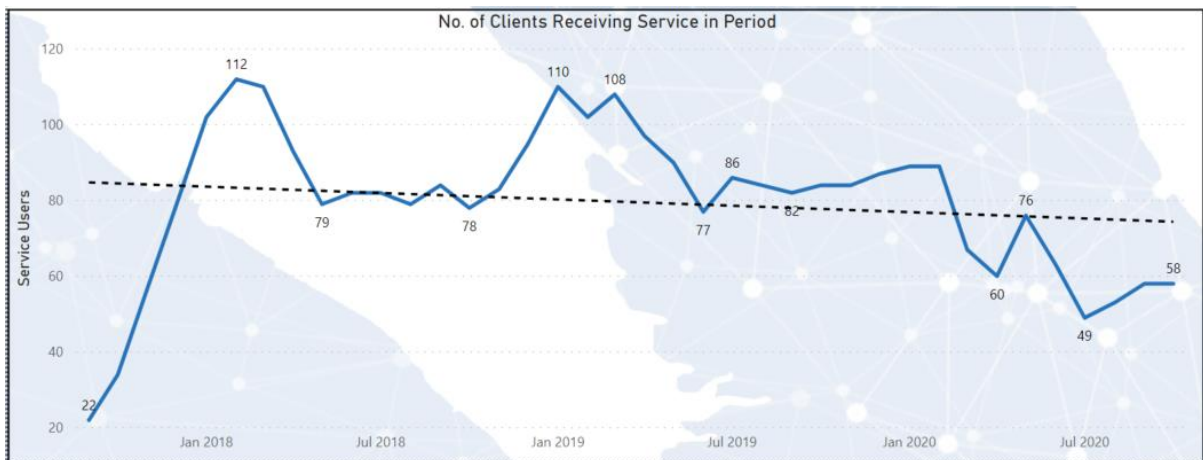


Homes – Care Quality Commission Inspection Ratings (since 05/01/2017):

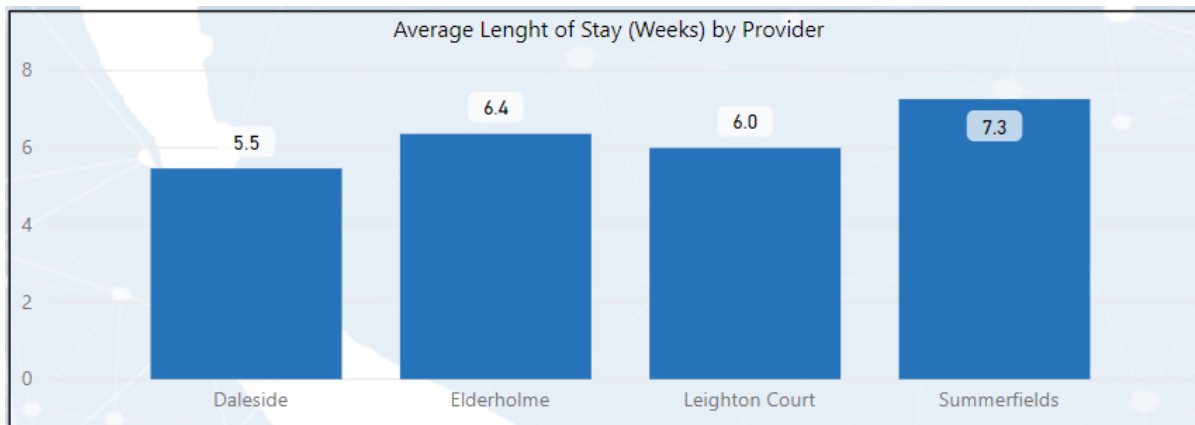


Care Market – Block Commitments:

Transfer to Assessment – no. of clients:



Transfer to Assessment – average length of stay (since April 2018):



Transfer to Assessment – vacancy rate:

Table 1 - Actual Bed Days

	Apr	May	Jun	Jul	Aug	Sep
Nursing (Covid-19 Block Bed)	967	1003	790	1008	1193	1264
Nursing EMI (Covid-19 Block Bed)	94	121	108	102	70	73
Residential (Covid-19 Block Bed)	232	244	223	275	358	290
Residential EMI (Covid-19 Block Bed)	550	424	336	273	230	179
Transfer to Assess	1913	2043	2200	1596	1619	1677
Grand Total	3756	3835	3657	3254	3470	3483

Table 2 - Commissioned Bed Days

	Apr	May	Jun	Jul	Aug	Sep
Nursing (Covid-19 Block Bed)	1680	1736	1680	1736	1736	1674
Nursing EMI (Covid-19 Block Bed)	144	186	180	186	186	174
Residential (Covid-19 Block Bed)	913	1129	1110	1147	1147	886
Residential EMI (Covid-19 Block Bed)	630	651	630	651	651	630
Transfer to Assess	2831	2976	2880	2976	2917	1650
Grand Total	6198	6678	6480	6696	6637	5014

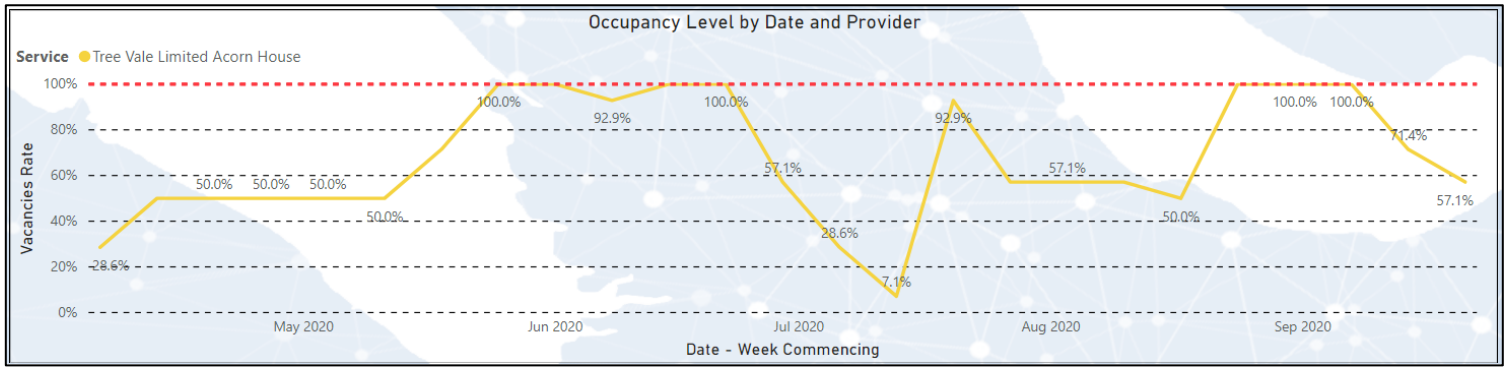
Table 3 - % Occupancy

	Apr	May	Jun	Jul	Aug	Sep
Grand Total	61%	57%	56%	49%	52%	69%

Carers Respite – no. of clients and days (since April 2019):

Total Respite Days	Total Clients
235.00	6

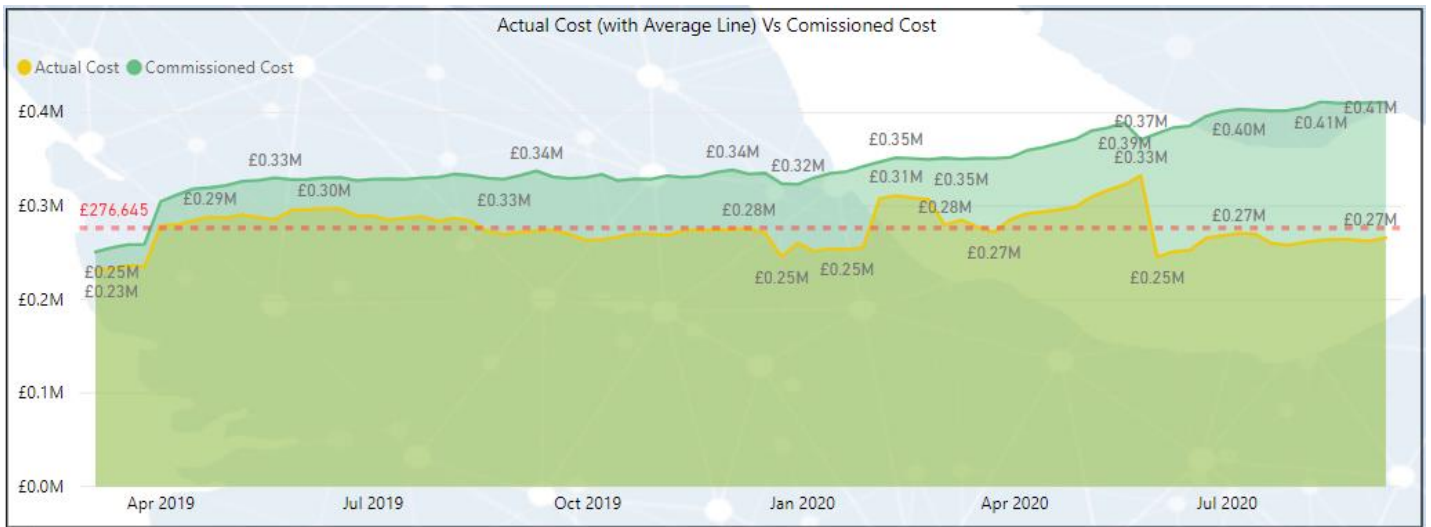
Carers Respite – occupancy levels:



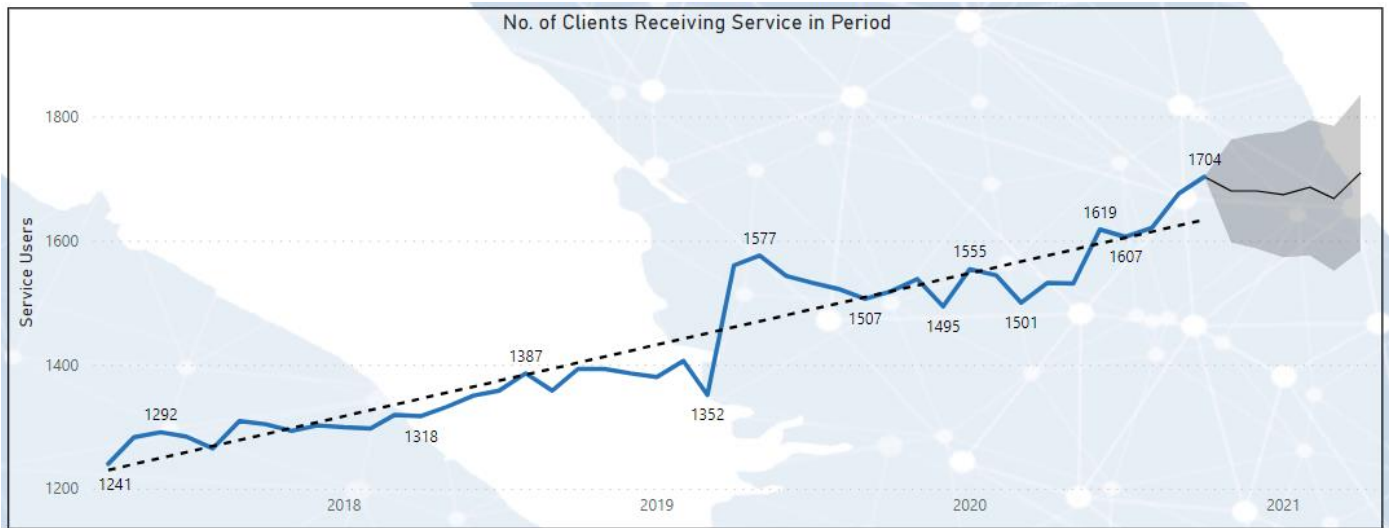
Care Market – Domicillary Care and Reablement

Dom Care - cost and hours (04/03/2019 to 13/09/2020):

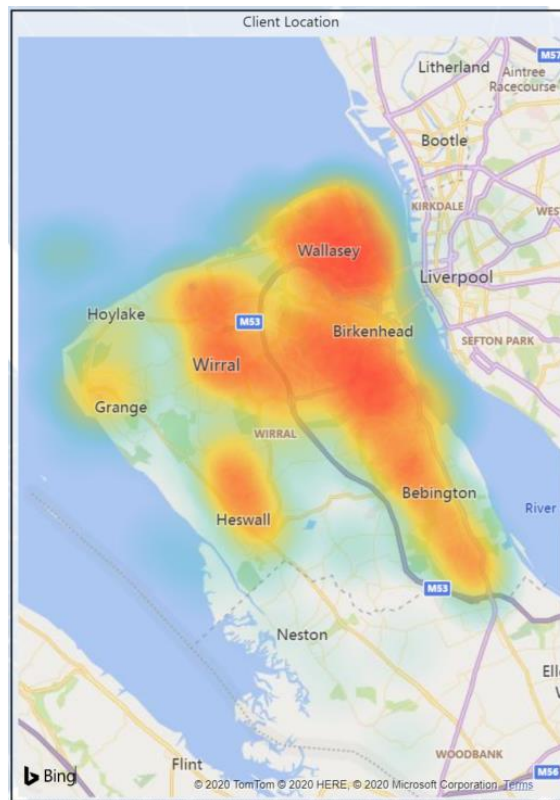
<p>Actual Cost</p> <p>£22.13M</p>	<p>Average Weekly Actuals Cost</p> <p>£276.65K</p>	<p>Number of Calls</p> <p>2.36M</p>
<p>Number of Hours Delivered</p> <p>1.30M</p>	<p>Average No. of Weekly Hours Delivered</p> <p>16.22K</p>	



Dom Care - no. of clients since 01/04/2017 and forecast:



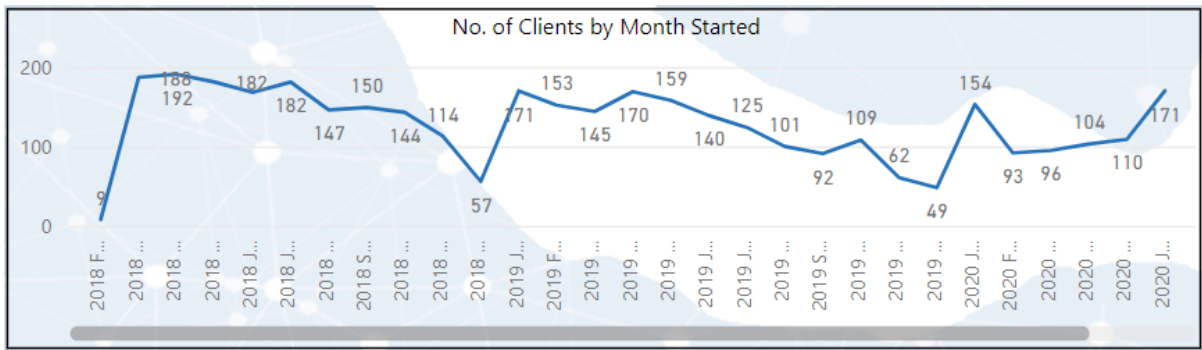
Dom Care – client location:



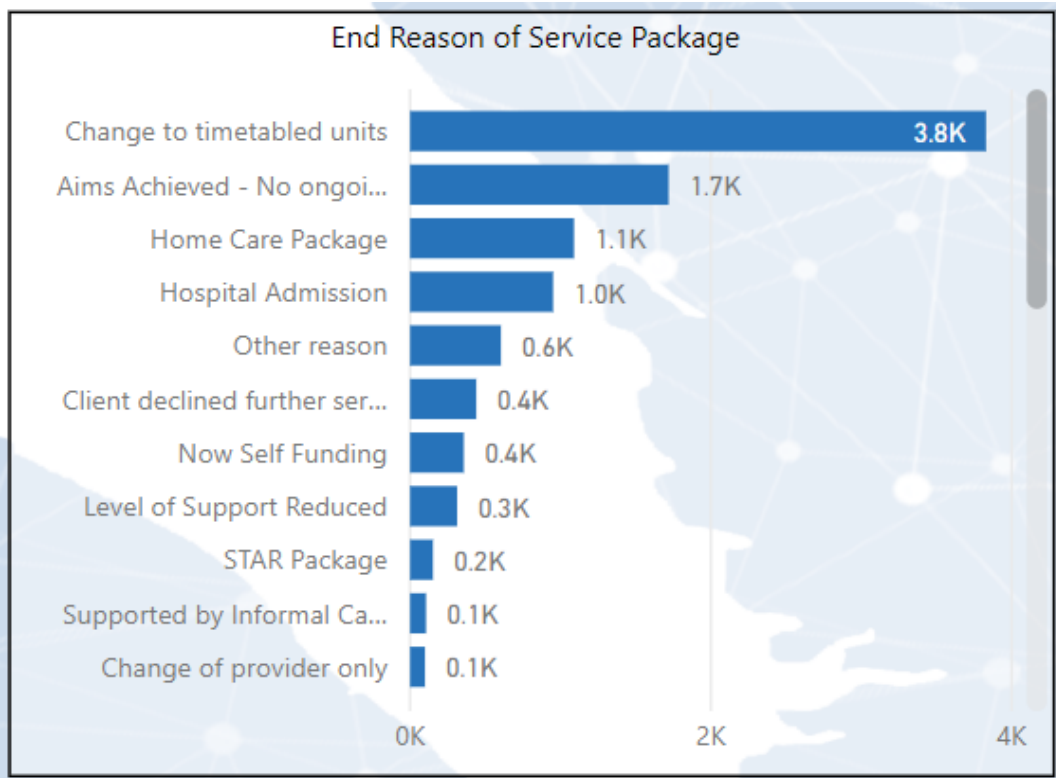
Reablement – clients, cost and days (since 01/04/2018):

No. of Service Users	No. of Service Packages	Average Weekly Cost	Average no. of Days in Reablement
4393	10.19K	£130.66	12.11

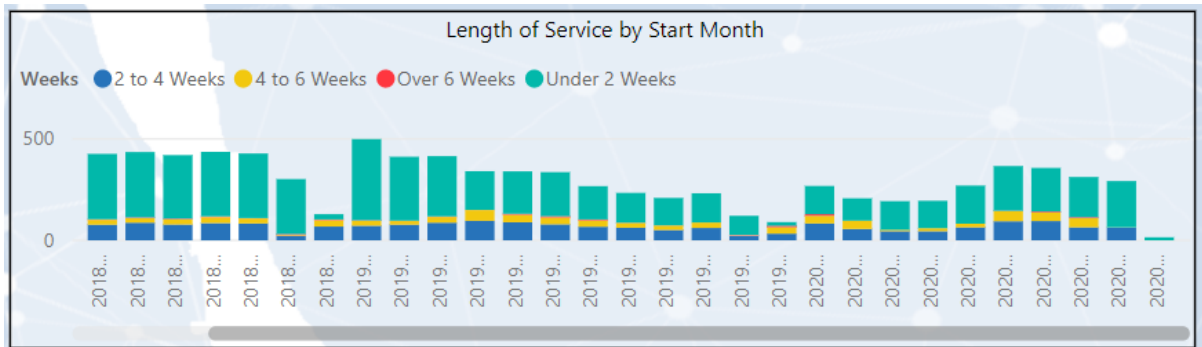
Reablement – Client no.s:



Reablement – end reasons of care packages:

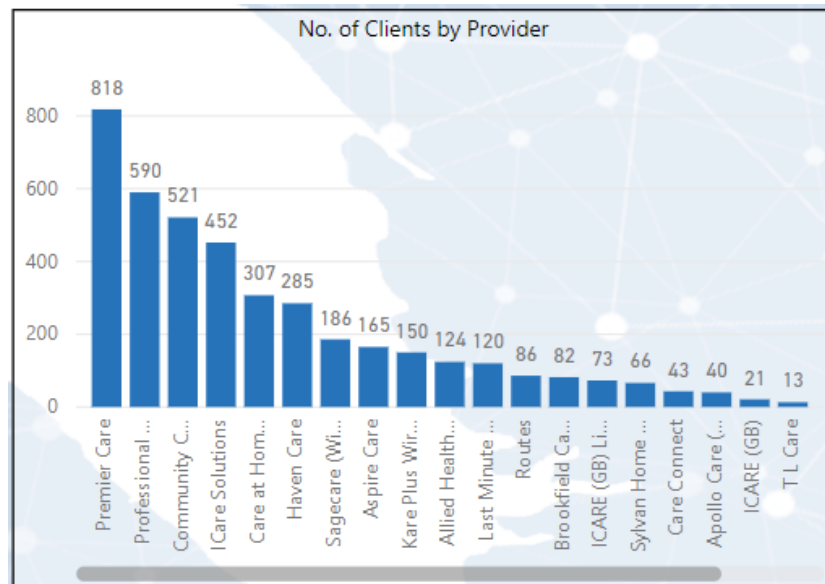


Reablement – length of stay:



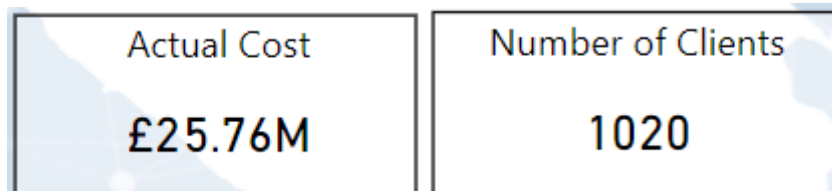
Brokerage – packages accepted by client numbers and providers (Since 10/06/2019):

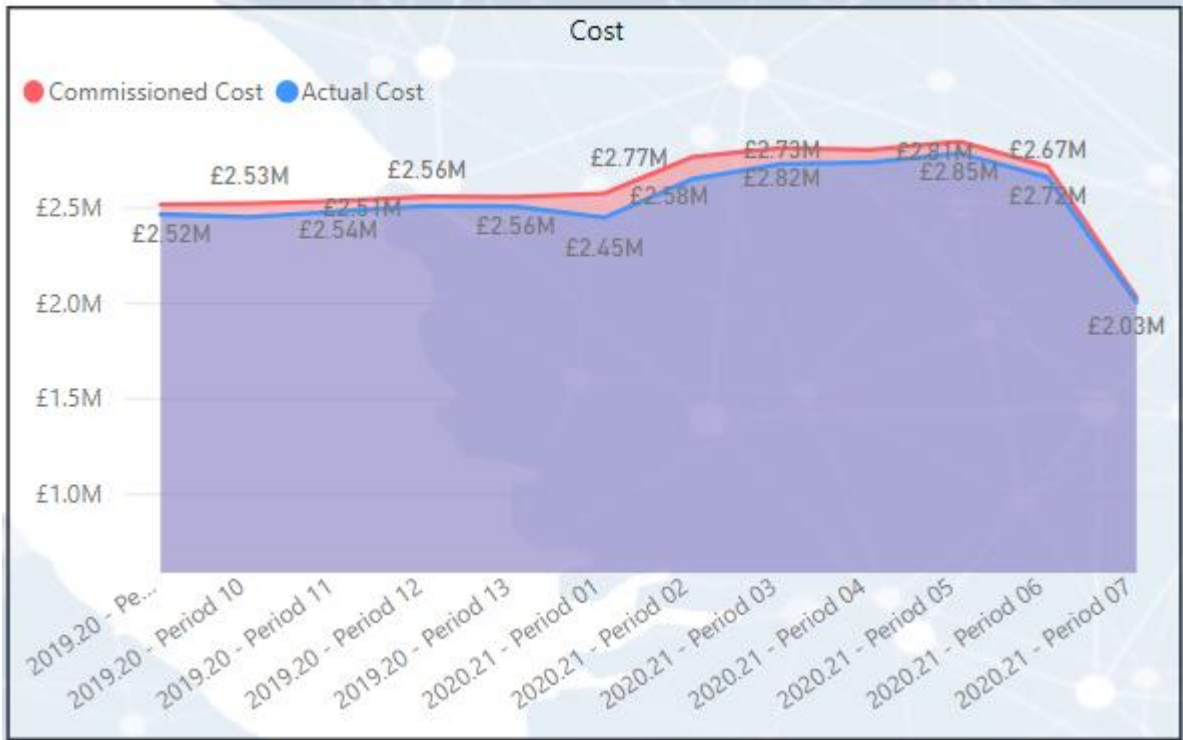
Number of Clients Matched to Package
3263



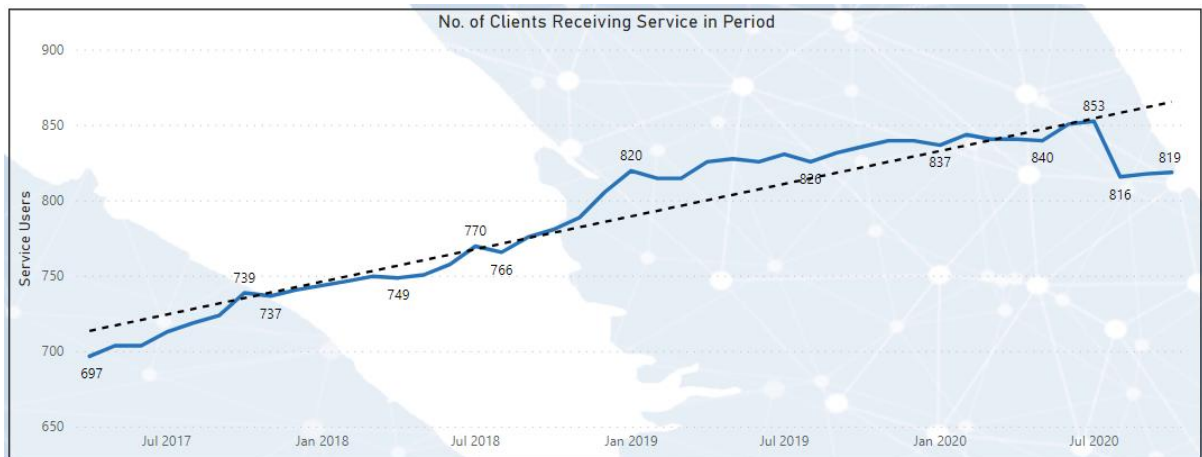
Care Market – Specialist

Supported Living – cost and no. of clients/providers (since 25/03/2019):





Supported Living - no. of clients since 01/04/17:



Supported Living – Client locations:

Ward	No of Clients	Percentage
Bebington	24	2.3%
Bidston and St James	57	5.5%
Birkenhead and Tranmere	104	10.1%
Bromborough	60	5.8%
Clatterbridge	15	1.5%
Claughton	113	11.0%
Eastham	16	1.6%
Greasby Frankby and Irby	8	0.8%
Heswall	25	2.4%
Hoylake and Meols	21	2.0%
Leasowe and Moreton East	36	3.5%
Liscard	52	5.0%
Moreton West and Saughall Massie	48	4.7%
New Brighton	104	10.1%
Oxton	89	8.6%
Pensby and Thingwall	16	1.6%
Prenton	39	3.8%
Rock Ferry	89	8.6%
Seacombe	34	3.3%
Upton	10	1.0%
Wallasey	11	1.1%
West Kirby and Thurstaston	9	0.9%
Out of Area	51	4.9%

Wirral Community Foundation Trust

Key Measures - monitored monthly:

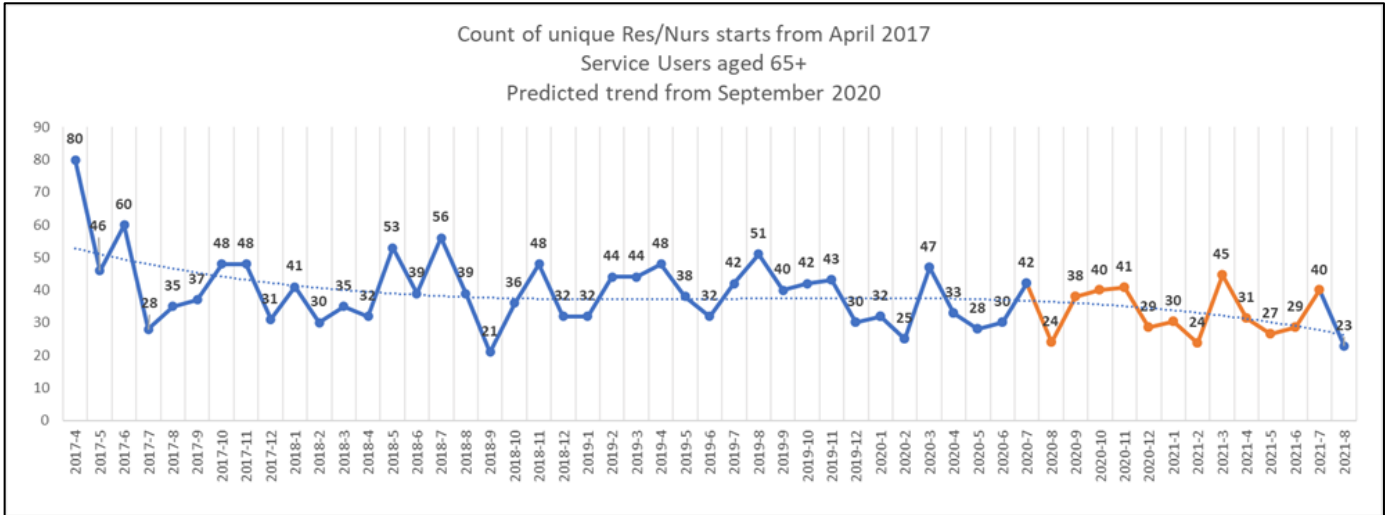
ID	KPI Description	Green	Amber	Red	Target	Monthly Trend												YTD	Narrative
						Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar		
KPI 1	% of initial contacts through to completion of assessment within 28 days	>=80%	<80% >=70%	<70%	80%	87%	91%	92%	92%	90%								90%	
KPI 2	% of safeguarding concerns (Contacts) completed within 5 Days (exc. EDT)	>=99%	<99% >=95%	<95%	99%	99.5%	100%	100%	99.6%	100.0%								99.8%	
KPI 3	% of safeguarding enquiries concluded within 28 days	>=80%	<80% >=60%	<60%	80%	52%	62%	77%	72%	64%								66%	
KPI 4	% of individuals who have had an annual review completed	>=70%	<70% >=60%	<60%	70%	68%	72%	71%	67%	68%								68%	
KPI 5	% of care packages activated (in Liquidlogic) in advance of service start date (exc. Block Services)	>=65%	<65% >=50%	<50%	65%	66%	73%	67%	74%	72%								71%	
KPI 6	% of adults with a learning disability who live in their own home or with their family	>=88%	<88% >=70%	<70%	88%	94%	94%	94%	94%	94%								94%	
KPI 7	% of older people who were still at home 91 days after discharge from hospital into reablement / rehabilitation services	>=83%	<83% >=81%	<81%	83%	84%	83%	83%	94%	87%								86%	

Better Care Fund

Delayed Transfer of Care - 2.67% maximum:

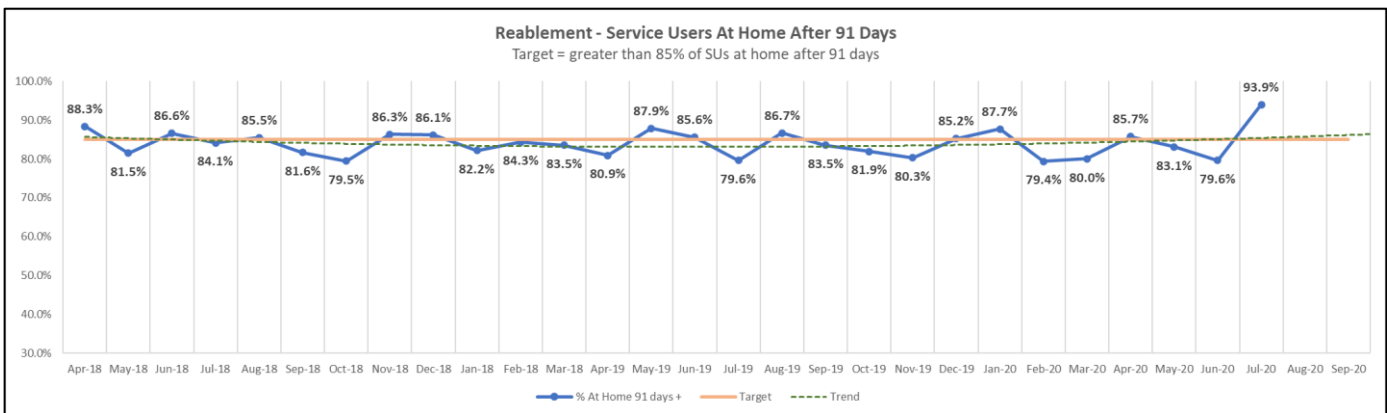
DTOC Data collection suspended since March 2020 due to the ongoing Coronavirus crisis.

Residential/Nursing -5% reduction:



Forecast trend based on a targeted 5% reduction vs same month in preceding year.

Reablement (91 days), with trend to Aug 2020:





ADULT SOCIAL CARE AND HEALTH COMMITTEE

Tuesday 13th October 2020

REPORT TITLE:	WORK PROGRAMME UPDATE
REPORT OF:	DIRECTOR OF CARE AND HEALTH

REPORT SUMMARY

The Adult Social Care and Health Committee, in co-operation with the other Policy and Service Committees, is responsible for proposing and delivering an annual committee work programme. This work programme should align with the corporate priorities of the Council, in particular the delivery of the key decisions which are within the remit of the Committee. It is envisaged that the work programme will be formed from a combination of key decisions, standing items and requested officer reports. This report provides the Committee with an opportunity to plan and regularly review its work across the municipal year. The work programme for the Adult Social Care and Health Committee is attached as Appendix 1 to this report.

RECOMMENDATION/S

Members are invited to note and comment on the proposed Adult Social Care and Health Committee work programme for the remainder of the 2020/21 municipal year.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 To ensure Members of the Adult Social Care and Health Committee have the opportunity to contribute to the delivery of the annual work programme.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 A number of workplan formats were explored, with the current framework open to amendment to match the requirements of the Committee.

3.0 BACKGROUND INFORMATION

- 3.1 The work programme should align with the priorities of the Council and its partners. The programme will be informed by:

- The Council Plan
- The Council's transformation programme
- The Council's Forward Plan
- Service performance information
- Risk management information
- Public or service user feedback
- Referrals from Council

Terms of Reference

The Adult Social Care and Health Committee is responsible for the Council's adult social care and preventative and community based services. This includes the commissioning and quality standards of adult social care services, incorporating responsibility for all of the services, from protection to residential care, that help people live fulfilling lives and stay as independent as possible as well as overseeing the protection of vulnerable adults. The Adult Social Care and Health Committee is also responsible for the promotion of the health and wellbeing of the people in the Borough. The Committee is charged by full Council to undertake responsibility for:

a) adult social care matters (e.g., people aged 18 or over with eligible social care needs and their carers);

b) promoting choice and independence in the provision of all adult social care;

c) all Public Health functions (in co-ordination with those functions reserved to the Health and Wellbeing Board and the Overview and Scrutiny Committee's statutory health functions);

d) providing a view of performance, budget monitoring and risk management in relation to the Committee's functions; and

e) undertaking the development and implementation of policy in relation to the Committee's functions, incorporating the assessment of outcomes, review of effectiveness and formulation of recommendations to the Council, partners and other bodies, which shall include any decision relating to:

(i) furthering public health objectives through the development of partnerships with other public bodies, community, voluntary and charitable groups and through the improvement and integration of health and social care services;

(ii) functions under or in connection with partnership arrangements made between the Council and health bodies pursuant to Section 75 of the National Health Service Act 2006 ("the section 75 Agreements");

(iii) adult social care support for carers;

(iv) protection for vulnerable adults;

(v) supporting people;

(vi) drug and alcohol commissioning;

(vii) mental health services; and

(viii) preventative services.

4.0 FINANCIAL IMPLICATIONS

4.1 This report is for information and planning purposes only, therefore there are no direct financial implication arising. However, there may be financial implications arising as a result of work programme items.

5.0 LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from this report. However, there may be legal implications arising as a result of work programme items.

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

6.1 There are no direct implications to Staffing, ICT or Assets.

7.0 RELEVANT RISKS

7.1 The Committee's ability to undertake it's responsibility to provide strategic direction to the operation of the Council, make decisions on policies, co-ordinate spend, and maintain a strategic overview of outcomes, performance, risk management and budgets may be compromised if it does not have the opportunity to plan and regularly review its work across the municipal year.

8.0 ENGAGEMENT/CONSULTATION

8.1 Not applicable.

9.0 EQUALITY IMPLICATIONS

9.1 Wirral Council has a legal requirement to make sure its policies, and the way it carries out its work, do not discriminate against anyone. An Equality Impact Assessment is a tool to help council services identify steps they can take to ensure equality for anyone who might be affected by a particular policy, decision or activity.

This report is for information to Members and there are no direct equality implications.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

10.1 This report is for information to Members and there are no direct environment and climate implications.

REPORT AUTHOR: **Alexandra Davidson**
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APPENDICES

Appendix 1: Adult Social Care and Health Committee Work Plan

BACKGROUND PAPERS

Wirral Council Constitution
Forward Plan
The Council's transformation programme

SUBJECT HISTORY (last 3 years)

Council Meeting	Date

ADULT SOCIAL CARE AND HEALTH COMMITTEE

WORK PROGRAMME 2020/21

PROPOSED AGENDA FOR ADULT SOCIAL CARE AND HEALTH COMMITTEE

13th October 2020

Item	Key Decision Yes/No	Lead Departmental Officer	Wirral Plan Priority
Domestic Abuse Strategy	Yes	Elizabeth Hartley	'Safe & Pleasant Communities'
Outbreak Planning and Pandemic Response	No	Julie Webster	'Active and Healthy Lives' 'Safe & Pleasant Communities'
Budget 2021/22 Health and Care Proposals	No	Graham Hodkinson Shaer Halewood	All
Performance Monitoring Report	No	Carly Brown/Rachel Howey	All
Work Programme Update/Committee Terms of Reference	No	Alex Davidson	All
Domestic Abuse Member Champion Appointment	No	Alex Davidson	All

Deadline for SLT	Deadline for Cleared Reports	Agenda Published
17 th September 2020	24 th September 2020	TBC

KEY DECISIONS

Item	Approximate timescale	Lead Departmental Officer	Wirral Plan Priority
Intermediate Care Bed Based Commission	April 2021	Graham Hodkinson	'Active and Healthy Lives'

Early Intervention and Prevention Commission	February 2021	Graham Hodkinson	<i>'Active and Healthy Lives'</i>
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ADDITIONAL AGENDA ITEMS – WAITING TO BE SCHEDULED

Item	Approximate timescale	Lead Departmental Officer
Self-Neglect Toolkit	November 2020	Simon Garner
<i>CWP Quality Account</i>	<i>November 2020</i>	<i>Nicola Jones</i>
Public Health – Obesity	2020/21	Julie Webster
Public Health – Alcohol	2020/21	Julie Webster
Public Health – Dental Care	2020/21	Julie Webster
Public Health – Vaccinations	2020/21	Julie Webster
Domestic Abuse Strategy Update	2020/21	Mark Camborne/Elizabeth Hartley
WUTH CQC Improvement Plan	2020/21	Janelle Holmes/Paul Moore (WUTH)
Clatterbridge Cancer Centre – Site Update	2020/21	Liz Bishop (CCC)
Commissioning Priorities and Framework	March 2021	Graham Hodkinson
Domestic Abuse Strategy – Future Joint Working with Childrens	TBC	Elizabeth Hartley
Community Care Services Review	TBC	Graham Hodkinson
All Age Disability	TBC	Jason Oxley/Simon Garner
Future Safeguarding Arrangements	Jan 2021	Jason Oxley

STANDING ITEMS AND MONITORING REPORTS

Item	Reporting Frequency	Lead Departmental Officer
Financial Monitoring Report	TBC	Shaer Halewood
Performance Monitoring Report	TBC	Carly Brown
Adult Social Care and Health Committee Work Programme Update	TBC	Committee Team
Social Care Complaints Report	Annual Report – January 2021	Simon Garner
Adults Safeguarding Board	Annual Report – January 2021	Lorna Quigley
Public questions	Each meeting	

WORK PROGRAMME ACTIVITIES OUTSIDE COMMITTEE

Item	Format	Timescale	Lead Officer	Progress
Working Groups/ Sub Committees				
Task and Finish work				
Quality Accounts 2020/21	Task & Finish	May 2021	Committee Team	
Spotlight sessions / workshops				
County Lines Action Update	Workshop	2020/21	Paul Boyce/Tony Kirk	
Public Health Implications of 5G Roll Out	Workshop	2020/21	Julie Webster	
Corporate scrutiny / Other				
Performance Reporting Review	TBC	TBC	TBC	

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ADULT SOCIAL CARE AND HEALTH COMMITTEE

Tuesday 13th October 2020

REPORT TITLE:	APPOINTMENT OF MEMBER CHAMPION FOR DOMESTIC ABUSE
REPORT OF:	DIRECTOR OF LAW AND GOVERNANCE

REPORT SUMMARY

At Annual Council on 28th September 2020, Elected Members approved the new constitution and endorsed the appointment of Member Champions in order that it could benefit from the experience, knowledge and interests of Committee Members in particular thematic areas.

It was agreed that Council and Committees may approach individual Members to take on a specific role to highlight and enhance an area of that Committee or the Council's terms of reference:

- (i) The Council or Committee holding the corresponding functions within its terms of reference may appoint a Member Champion from one of their number. This may be the Chair or any other member of the Committee.
- (ii) Where the subject of a Member Champion covers functions across the terms of reference of more than one Committee, the Committees may jointly appoint the Member Champion from either of their Committees' number.

RECOMMENDATION/S

The Adult Social Care and Health Committee is to appoint a Member Champion in relation to matters concerning Domestic Abuse.

SUPPORTING INFORMATION

1.0 REASON/S FOR RECOMMENDATION/S

- 1.1 The role of a Member Champion is to become a focus for the Council and Committee, partners, stakeholders and communities in order to:
- (i) Raise the profile of that highlighted area of the Council and Committee's functions, and in conjunction with the relevant Member(s), officers and partner(s), support community engagement activities and other related publicity campaigns;
 - (ii) Liaise with members, public sector partners and other stakeholders to promote key initiatives (as appropriate and required);
 - (iii) Act as an advocate for that highlighted area of the Council and Committee's functions and be required to familiarise themselves with related matters.
 - (iv) Seek out and share best practice from other areas of the UK;
 - (v) Periodically present reports to the members of their Committee or other committees (as necessary and requested) setting out the actions taken and how those actions have contributed to the success and promotion of that highlighted area of the Council and Committee's functions;
 - (vi) Present, as appropriate, research papers and suggest new initiatives and ideas relating to highlighted area of the Council and Committee's functions for consideration by the Committee(s) or Council.

2.0 OTHER OPTIONS CONSIDERED

- 2.1 Other options considered included how the Member Champion would operate and how they would be selected.

3.0 BACKGROUND INFORMATION

- 3.1 Member Champions associated with the pledges of the Wirral Plan were created in 2015 to support Cabinet Portfolio holders and were brought to an end in 2019. Champions for three specific areas, prompted by the involvement of outside agencies and requests, have existed for several years in respect of an Armed Forces Champion, Heritage Champion and the Domestic Abuse Champion. With the introduction of the committee system, some roles will automatically continue or be subsumed into the chairing role, such as the Armed Forces Champion being the Mayor and the Risk Champion being the Chair of Audit and Risk Management Committee.

4.0 FINANCIAL IMPLICATIONS

- 4.1 No allowance or other remuneration shall be paid to Member Champions for performing the role.
- 4.2 Whilst expenses may be met for engagements with outside bodies or public occasions as approved by the relevant lead officer or the Committee, there are no direct financial implications to as a result of this recommendation.

5.0 LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications as a result of this report

6.0 RESOURCE IMPLICATIONS: STAFFING, ICT AND ASSETS

- 6.1 The appointment of the Member Champion and discharge of duties will be met from within existing resources.

7.0 RELEVANT RISKS

- 7.1 All relevant risks have been considered and the below working arrangements approved by Council;
- (i) Member Champions will liaise as required with the relevant officer lead and the Committee Chair and Spokespersons in relation to their role and activities.
 - (ii) The Member Champion will follow all appropriate and applicable Council working protocols for engaging with officers, stakeholders, and the public.
 - (iii) The Member Champions shall not do anything that is contrary to or inconsistent with any decision or approach taken by the Committee(s) or the Council.
 - (iv) Where there is any confusion or difference between the Member Champion views/proposed actions and that of the Committee, the Committee's view/position shall prevail.
 - (v) Member Champions shall seek advice and guidance from the Council's Senior Leadership Team if they are in doubt or confusion on any issue or matter.

8.0 ENGAGEMENT/CONSULTATION

- 8.1 Elected Members were consulted about these roles as part of the introduction on the new committee system. It is for political groups to decide how they wish to allocate their committee places and appointments.

9.0 EQUALITY IMPLICATIONS

- 9.1 Whilst Member Champions will be expected to adhere to Wirral Council's legal requirement to make sure its policies, and the way it carries out its work do not discriminate against anyone, there are no direct equality implications at this time.

10.0 ENVIRONMENT AND CLIMATE IMPLICATIONS

- 10.1 There are no direct environment and climate implications arising as a result of this report.

REPORT AUTHOR: **Alexandra Davidson**
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APPENDICES

None

BACKGROUND PAPERS

Wirral Council Constitution

SUBJECT HISTORY (last 3 years)

Council Meeting	Date
Annual Council	28 th September 2020