



## COUNCIL SUMMONS

To Members of the Metropolitan Borough Council

Dear Councillor

You are requested to attend a Meeting of the Sefton Metropolitan Borough Council to be held on **Thursday 20th April, 2023 at 6.30 pm at the Town Hall, Southport** to transact the business set out on the agenda overleaf.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Dwayne", with a horizontal line extending to the right.

Chief Executive

Town Hall,  
Southport

Wednesday 12 April 2023

Please contact Steve Pearce, Interim Democratic Services Manager  
on 0151 934 3019 or e-mail [steve.pearce@sefton.gov.uk](mailto:steve.pearce@sefton.gov.uk)

We endeavour to provide a reasonable number of full agendas, including reports at the meeting. If you wish to ensure that you have a copy to refer to at the meeting, please can you print off your own copy of the agenda pack prior to the meeting.

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# **A G E N D A**

## **1. Apologies for Absence**

## **2. Declarations of Interest**

Members are requested at a meeting where a disclosable pecuniary interest or personal interest arises, which is not already included in their Register of Members' Interests, to declare any interests that relate to an item on the agenda.

Where a Member discloses a Disclosable Pecuniary Interest, he/she must withdraw from the meeting room, including from the public gallery, during the whole consideration of any item of business in which he/she has an interest, except where he/she is permitted to remain as a result of a grant of a dispensation.

Where a Member discloses a personal interest he/she must seek advice from the Monitoring Officer or staff member representing the Monitoring Officer to determine whether the Member should withdraw from the meeting room, including from the public gallery, during the whole consideration of any item of business in which he/she has an interest or whether the Member can remain in the meeting or remain in the meeting and vote on the relevant decision.

## **3. Minutes of Previous Meetings**

(Pages 7 - 22)

Minutes of the Ordinary meeting held on 2 March 2023 (attached) and the Extra-ordinary meeting held on 13 April 2023 (to follow)

## **4. Mayor's Communications**

### **Public Session**

## **5. Matters Raised by the Public**

To deal with matters raised by members of the public resident within the Borough, of which notice has been given in accordance with the procedures relating to public questions, motions or petitions set out in Paragraph 36 to 47 of the Council and Committee Procedure Rules in Chapter 4 of the Council Constitution.

(Details of any further petitions notified or questions submitted by members of the public will be circulated at the meeting).

## **Council Business Session**

### **6. Questions Raised by Members of the Council**

To receive and consider questions to Cabinet Members, Chairs of Committees or Spokespersons for any of the Joint Authorities upon any matter within their portfolio/area of responsibility, of which notice has been given by Members of the Council in accordance with Paragraph 49 to 51 of the Council and Committee Procedure Rules, set out in Chapter 4 of the Council Constitution.

- |  |   |                      |
|--|---|----------------------|
| <b>7. Appointment of Chief Executive</b>   | Report of the Chief Personnel Officer   | (Pages 23 -<br>26)   |
| <b>8. Listening to the Voices of Children and Young People</b>                                       | Report of the Chief Executive   | (Pages 27 -<br>102)  |
| <b>9. Corporate Plan, Workforce Plan &amp; Equalities, Diversity and Inclusion Strategy</b>          | Report of the Chief Executive   | (Pages 103 -<br>208) |
| <b>10. Supplementary Revenue Report Domestic Abuse New Burdens Funding</b>                           | Report of the Assistant Director of People (Communities)                      | (Pages 209 -<br>212) |
| <b>11. Climate Emergency Update</b>  | Report of the Executive Director of Corporate Resources and Customer Services | (Pages 213 -<br>230) |
| <b>12. ICT Acceptable Usage Policy</b>   | Report of the Executive Director of Corporate Resources and Customer Services | (Pages 231 -<br>250) |
| <b>13. Councillor David Irving - Local Government Act 1972 – Section 85 - Attendance at Meetings</b> | Report of the Chief Legal and Democratic Officer                              | (Pages 251 -<br>254) |
| <b>14. Council Constitution - Rule 46 (Waiving Call-in) Provisions</b>                               | Report of the Leader of the Council   | (Pages 255 -<br>256) |
| <b>15. Membership of Committees 2022/23</b>  | To consider any changes to the membership of any Committees etc.              |                      |

- 16. Motion Submitted by Councillor Prendergast - Overview and Scrutiny Committee (Children's Services and Safeguarding)** (Pages 257 - 258)

Copy attached

- 17. Motion submitted by Councillor Prendergast - Supporting Sefton Businesses** (Pages 259 - 260)

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**THIS SET OF MINUTES IS NOT SUBJECT TO "CALL-IN"**

## **COUNCIL**

### **MEETING HELD AT THE TOWN HALL, BOOTLE ON THURSDAY 2ND MARCH, 2023**

**PRESENT:** The Mayor (Councillor Carragher) in the Chair  
The Deputy Chair (Councillor June Burns) Vice  
Chair

Councillors Atkinson, Bennett, Bradshaw, Brodie -  
Browne, Brough, Danny Burns, Byrom, Carlin,  
Cluskey, Corcoran, Cummins, Dodd, Dowd, Doyle,  
Evans, Fairclough, Grace, Halsall, Hansen,  
Hardman, Hardy, Howard, John Kelly,  
John Joseph Kelly, Sonya Kelly, Killen, Lappin,  
Lloyd-Johnson, Lunn-Bates, Chris Maher,  
Ian Maher, McGinnity, McKee, McKinley, Moncur,  
Morris, Murphy, Myers, O'Brien, Prendergast, Pugh,  
Richards, Roche, Roscoe, Sathiy, Shaw, Spencer,  
Spring, Lynne Thompson, Tweed, Waterfield,  
Sir Ron Watson, Webster and Wilson

#### **95. APOLOGIES FOR ABSENCE**

Apologies for absence were submitted by Councillors D'Albuquerque, Irving, Jones, Page, Riley, Robinson, Sayers, Thomas, Anne Thompson and Veidman.

#### **96. DECLARATIONS OF INTEREST**

No declarations of any disclosable pecuniary interests or personal interests were received.

#### **97. MINUTES OF PREVIOUS MEETINGS**

**RESOLVED:**

That the Minutes of the Ordinary meeting held on 19 January 2023 and the Extra-ordinary meeting held on 26 January 2023 be approved as a correct record.

#### **98. MAYOR'S COMMUNICATIONS**

Councillor Tom Spring

The Mayor congratulated Councillor Tom Spring, on his election as a Councillor for the Netherton and Orrell Ward at the By-Election held on 16 February 2023 and extended a warm welcome to him at his first Council meeting.

# Agenda Item 3

COUNCIL- THURSDAY 2ND MARCH, 2023

## Mayor Elect 2023/24

The Mayor reported that Councillor June Burns had been nominated for the office of the Mayor of Sefton for 2023/24 and the appointment would take place at the Annual Council meeting to be held on 16 May 2023 at Bootle Town Hall.

## Mandatory Training Courses

The Mayor reported that the Council had agreed on 21 April 2022 that all Members of the Council should complete the following mandatory on-line training sessions:

- Information Compliance, Sharing and Guarding
- Safeguarding Adults Awareness
- Safeguarding Children and Young People
- Equality and Diversity Awareness

The other mandatory course was the Corporate Parenting session which was held on Teams. This session was regularly repeated to maximise take-up and a further session would be held later this month and, the details would be circulated to all Councillors.

The Mayor advised that the Member Development Steering Group had recently received a report on the take-up results for each mandatory course and they were disappointed by the low take-up of the courses. The results for each political group had been given to the appropriate Group Whip / Leader to raise with the individual Members concerned.

The Mayor indicated that it was essential that all Councillors meet their corporate responsibilities and ensure that they complete all the mandatory training courses as soon as possible.

## Mayoral Charity Events

The Mayor reported that £540.00 was raised at the Mayoral Charity 80s Night held on Saturday 18 February 2023, and extended her thanks to the Members of the Council who attended the event. The Mayor also reported that tickets for the Mayoral Charity Gala Ball on Saturday 1 April 2023 would be available for purchase from the Civic and Mayoral Services Officer until Friday 17 March 2023.

## Extra-ordinary Council Meeting – 13 April 2023

The Mayor reported that an Extra-ordinary Council Meeting would be held on Thursday 13 April 2023 at 6.30pm in Bootle Town Hall to confer the Freedom of the Borough on HMS Mersey and it would be followed by a Civic Reception. The Mayor requested Members to respond to the invitation which had previously been circulated by 24 March 2023.

COUNCIL- THURSDAY 2ND MARCH, 2023

## Crosby Rainbows, Brownies and Guides

The Mayor reported that on Sunday 26 February 2023, she had spent the day with the Crosby Rainbows, Brownies and Guides for World Thinking Day, which is a day to celebrate the Girl Guide Movement, which was started by Lady Olive Baden-Powell after she became quite fed-up with the fact that her husband had all the adventures with the Boy Scouts, so she decided that girls could do it too and so the Girl Guide Movement was born followed on by the Brownies and then the Rainbows.

The Mayor advised that the Crosby Rainbows would be visiting the Bootle Town Hall next week and that in the interim period they had given their mascot, Olivia to her to look after. The Mayor indicated that she had to diarise her adventures with Olivia and take photographs of the same and she indicated that if any Councillor wished to assist her in this project, Olivia was available for selfies with Councillors in the Mayor's Parlour.

## Nicola Bulley

The Mayor referred to the tragic news which had broken last week of the sad death of Nicola Bulley in St Michaels on Wyre, Lancashire and indicated that she was sure that all Members of the Council would join her in offering our deepest sympathy, thoughts and prayers at this sad time to Nicola's family and friends.

Certain personal details of Nicola's life were released by Lancashire Police to which a discussion had arisen, and the Mayor indicated that she had made no secret of her own current situation and in fact had made a joke of it at times. However, the menopause is something that will affect each and every person in this Council Chamber, be it your wife, mother, sister or daughter, because it affects us all, male or female. That said, lessons still need to be learnt, we need to talk about this, understand, be open and honest and not act like it is a taboo subject. It will affect us all at some stage in our life, so let's embrace this fact, support and help each other to get through it. The Mayor indicated she was peri-menopausal, and she was not ashamed anymore.

## **99. MATTERS RAISED BY THE PUBLIC**

The Mayor reported that no matters had been raised by members of the public.

## **100. QUESTIONS RAISED BY MEMBERS OF THE COUNCIL**

The Council considered a schedule setting out the written questions submitted by:

- (1) Councillor Sir Ron Watson – nine questions to the Leader of the Council (Councillor Maher);

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- (2) Councillor Pugh – four questions to the Leader of the Council (Councillor Maher) and one question to the Cabinet Member – Regulatory, Compliance and Corporate Services (Councillor Lappin); and
- (3) Councillor Shaw – six questions to the Leader of the Council (Councillor Maher)

together with responses given. Supplementary questions from Councillors Sir Ron Watson, Pugh and Shaw were responded to by the Leader of the Council.

## **101. ADOPTION OF THE DOMESTIC AND SEXUAL ABUSE STRATEGY**

Further to Minute No. 114 of the meeting of the Cabinet held on 2 February 2023, The Cabinet considered the report of the Assistant Director of People (Communities) on the draft five year Domestic Abuse Strategy which had been produced to meet the requirements of the Domestic Abuse Act 2021, which places a statutory duty on local authorities to:

- Form a Local Domestic Abuse Partnership Board
- Conduct a Local Needs Assessment
- Develop and Publish a Strategy
- Give effect to the Strategy
- Monitor Strategy effectiveness
- Report back to the Government via the Domestic Abuse Commissioners Office.

The Council has had a Domestic Abuse Strategy for several years, but following the statutory duty placed on all local authorities under the Act, the existing strategy had been refreshed to not only meet our statutory requirements but to reach much further in addressing such an important issue.

It was moved by Councillor Ian Maher, seconded by Councillor Fairclough and

RESOLVED:

That approval be given to the adoption of the five year Domestic and Sexual Abuse Strategy.

## **102. ADOPTION OF THE SAFER SEFTON TOGETHER STRATEGY**

Further to Minute No. 115 of the meeting of the Cabinet held on 2 February 2023, The Council considered the report of the Assistant Director of People (Communities) on the draft three year Safer Sefton Together Strategy, which had been produced by the Safer Sefton Together Partnership to reflect the priorities of the Police and Crime Commissioner,



COUNCIL- THURSDAY 2ND MARCH, 2023

the priority themes contained within the annual Sefton Strategic Needs Assessment as well as local knowledge gained from staff, elected members and community groups.

It was moved by Councillor Ian Maher, seconded by Councillor Fairclough and

RESOLVED:

That approval be given to the adoption of the three year Safer Sefton Together Strategy.

### **103. ASSET MANAGEMENT STRATEGY AND ASSET DISPOSAL POLICY 2023/24**

Further to Minute No. 123 of the meeting of the Cabinet held on 9 February 2023, the Council considered the report of the Executive Director of Corporate Resources and Customer Services which provided details of the updated Asset Management Strategy and Asset Disposal Policy and set out the vision and aspirations for the effective management of the Council's corporate asset portfolio and the role it plays in supporting and shaping the Council's agenda for the 2030 vision. Aside from its staff the Council's next biggest resource is its land and property and consequently it is vital that this resource is managed and used effectively and efficiently to ensure that the Council derives maximum benefit from its assets in support of its strategic aims and priorities.

It was moved by Councillor Ian Maher, seconded by Councillor Fairclough and

RESOLVED:

That approval be given to:

- (1) the updated Asset Management Strategy; and
- (2) the updated Asset Disposal Policy.

### **104. PRUDENTIAL INDICATORS 2023/24**

Further to Minute No. 124 of the meeting of the Cabinet held on 9 February 2023, the Council considered the report of the Executive Director of Corporate Resources and Customer Services which explained that the CIPFA Prudential Code for Capital Finance in Local Authorities was introduced following the Local Government Act 2003; and detailed measures / limits / parameters (Prudential Indicators) that were required to be set each financial year; and that the approval of these limits would provide a benchmark to measure actual performance against, to help ensure that the Council complied with relevant legislation, was acting prudently and that its capital expenditure proposals were affordable.

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It was moved by Councillor Ian Maher, seconded by Councillor Fairclough and

RESOLVED: That

- (1) the Prudential Indicators, as detailed in the report, be approved as the basis for compliance with The Prudential Code for Capital Finance in Local Authorities;
- (2) it be noted that the relevant Prudential Indicators will be revised as required and that any changes will be brought to Cabinet and then to Council for approval;
- (3) it be noted that the estimates of capital expenditure may change as grant allocations are received; and
- (4) authority be delegated to the Executive Director for Corporate Resources and Customer Services in conjunction with the Cabinet Member – Regulatory, Compliance and Corporate Services to manage the Authorised Limit and Operational Boundary for external debt as detailed in Section 5 of the report.

## **105. TREASURY MANAGEMENT POLICY AND STRATEGY 2023/24**

Further to Minute No. 125 of the meeting of the Cabinet held on 9 February 2023, the Cabinet considered the report of the Executive Director of Corporate Resources and Customer Services that set out the following proposed policy and strategy documents:

- a) Treasury Management Policy (Annex A);
- b) Treasury Management Strategy (Annex B); and
- c) Minimum Revenue Provision Policy Statement (Annex C)

It was moved by Councillor Ian Maher, seconded by Councillor Fairclough and

RESOLVED:

That approval be given to the:

- (1) Treasury Management Policy Document for 2023/24;
- (2) Treasury Management Strategy Document for 2023/24; and
- (3) Minimum Revenue Provision Policy Statement 2023/24

## **106. CAPITAL STRATEGY 2023/24 TO 2027/28**

Further to Minute No. 126 of the meeting of the Cabinet held on 9 February 2023, the Council considered the report of the Executive Director of Corporate Resources and Customer Services which set out the long-

COUNCIL- THURSDAY 2ND MARCH, 2023

term context in which capital expenditure, borrowing and investment decisions are made and considers the impact of these decisions on the priorities within the Council's Core Purpose and the promises made in the 2030 Vision for Sefton.

At the heart of the Capital Strategy is the Council's core objective to continue deliver financial sustainability. As such a flexible capital investment programme is more important than ever as a method to stimulate and enable economic growth and strategic investment, ensuring best use of existing assets and of generating future income streams to pay for and deliver day to day services.

It was moved by Councillor Ian Maher, seconded by Councillor Fairclough and

RESOLVED:

That the Capital Strategy as set out in Appendix A of the report be approved.

**107. ROBUSTNESS OF THE 2023/24 BUDGET ESTIMATES AND THE ADEQUACY OF RESERVES – LOCAL GOVERNMENT ACT 2003 - SECTION 25**

Further to Minute No. 127 of the meeting of the Cabinet held on 9 February 2023, the Council considered the report of the Executive Director of Corporate Resources and Customer Services which advised that to comply with statute, the Chief Financial Officer was required to report to Council prior to the approval of the budget and the setting of the Council Tax, to give assurance that the budget was robust and that there were adequate reserves and balances.

It was moved by Councillor Ian Maher, seconded by Councillor Fairclough and

RESOLVED:

- (1) it be noted that the Local Government Act 2003, (Section 25 as amended) requires the Chief Financial Officer to report formally the issues of an opinion as to the robustness of the estimates made and the tax setting calculations; and the adequacy of the proposed financial reserves; and
- (2) the Council be recommended to have regard to the matters raised in the report during the final stages of determining the budget for 2023/24.

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## **108. REVENUE AND CAPITAL BUDGET PLAN 2023/24 – 2025/26 AND COUNCIL TAX 2023/24**

Further to Minute No. 128 of the meeting of the Cabinet held on 9 February 2023, the Council considered the report of the Executive Director of Corporate Resources and Customer Services that provided:

- An assessment of the Council's current financial position and approach to the 2023/24 Budget Plan and preparation for the additional two-year budget period 2024/25 to 2025/26;
- An update on the Government's announcement of resources that are available to the Council for 2023/24 and 2024/25;
- The Council's current financial position and the assumptions built into the Medium-Term Financial Plan;
- The proposed Budget for 2023/24; and,
- The proposed Capital Programme for 2023/24.

The report also sets out the financial strategy of the Council and the national and local financial context within which it is operating, and it indicated that the Council has a statutory requirement to remain financially sustainable and to balance its budget every year.

The Council also considered supplementary note on the final charges set by levying bodies and the final demands set by all precepting authorities (including parishes) and a copy of the draft Council Tax resolution for 2023/24, which had been published prior to the Council meeting.

It was moved by Councillor Ian Maher, seconded by Councillor Fairclough:

That:

### Budget 2023/24 and Medium-Term Financial Plan from 2024/25 to 2025/26

- (1) the update of the Medium-Term Financial Plan for the period 2023/24 to 2025/26 be noted;
- (2) the Revenue Budget for 2023/24 be approved and officers be authorised to undertake all of the necessary actions to implement the budget changes and proposals as detailed within the report;
- (3) approval be given to the commencement of all appropriate activity required to implement the budget savings proposals as detailed in the report, including for example, consultation with employees and engagement with partners and contractual changes as the programme develops;
- (4) it be noted that officers will comply with agreed HR policies and procedures including relevant consultation with Trade Unions and reports to the Cabinet Member (Regulatory, Compliance and Corporate Services) as required;

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- (5) the Schools' Forum decisions on the Dedicated Schools Grant and Individual School Budgets (Section 12 of the report) be noted;
- (6) the allocation of specific grants as detailed in the report (Section 13) be approved;
- (7) Subject to the recommendations above, approval be given to the overall Council Tax resolution for 2023/24 including Police, Fire, Mayoral and Parish Precepts;

#### Capital Programme 2023/24 to 2025/26

- (8) approval be given to the inclusion within the Capital Programme of the full list of projects detailed in Appendix D of the report;

#### Business Rates – Removing Schools Discretionary Top Up Relief

- (9) approval be given to the removal of the discretionary business rates relief awards currently given to voluntary aided / church schools with effect from 1 April 2023 (Section 18 of the report).

Councillors Pugh, Prendergast, McKinley and Ian Maher each gave a statement expressing the views of their political groups on the content of the report and the budget proposals.

Following debate on the report, an **amendment** was moved by Councillor Prendergast, seconded by Councillor Brough:

That the budget proposals set out in the report be amended by the addition of the following words:

“CARE EXPERIENCED PEOPLE

Council, on 19 January 2023, agreed a number of resolutions relating to providing greater support and protections for care experienced people in Sefton.

As a Council, we recognise that past failings may have impacted on those people in our care and now want to ensure that, as corporate parents, we give all our care experienced people the best possible start in life.

Recognising the financial burdens on care experienced people it is proposed that the Council allocates £251,000 in 2023/24 to fund:

- Mobile Phones and associated contracts - £47,000
- Home Broadband - £96,000
- Support for utilities costs - £86,000
- Bursary fund for two Care Experienced post Graduate students - £22,000 (based on annual average tuition fees of £11,000 per annum)

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Budget figures are based on 229 people and represents a universal offer

If approved a formal policy would then be developed to support the expenditure that is additional to current provision.

This will be funded by all current Members forgoing 25% of their current allowances and then freezing them at this level for 2023/24 (this includes an assumed pay award for 2023/24 of 4%), for as long as the above mentioned policy is operational.”

Following debate and in accordance with Rule 97 of Chapter 4 in the Constitution, the voting on the amendment was recorded and the Members of the Council present at the time, voted as follows:

**FOR THE AMENDMENT:** Councillors Brodie-Browne, Brough, Dodd, Evans, Lloyd-Johnson, Morris, Prendergast, Pugh, Sathiy, Shaw, Lynne Thompson and Sir Ron Watson.

**AGAINST THE AMENDMENT:** Councillors Atkinson, Bennett, Bradshaw, Danny Burns, June Burns, Byrom, Carlin, Cluskey, Corcoran, Cummins, Dowd, Doyle, Fairclough, Grace, Halsall, Hansen, Hardman, Hardy, Howard, John Kelly, John Joseph Kelly, Sonya Kelly, Killen, Lappin, Lunn-Bates, Chris Maher, Ian Maher, McGinnity, McKee, McKinley, Moncur, Murphy, Myers, O’Brien, Richards, Roche, Roscoe, Spencer, Spring, Tweed, Waterfield, Webster, Wilson and the Mayor.

The Mayor declared that the Amendment was lost by 12 votes to 44.

Following further debate and in accordance with Rule 97 of Chapter 4 in the Constitution, the voting on the Motion was recorded and the Members of the Council present at the time, voted as follows:

**FOR THE MOTION** Councillors Atkinson, Bradshaw, Danny Burns, June Burns, Byrom, Carlin, Cluskey, Corcoran, Cummins, Dowd, Doyle, Fairclough, Grace, Halsall, Hansen, Hardman, Hardy, Howard, John Kelly, John Joseph Kelly, Sonya Kelly, Killen, Lappin, Lunn-Bates, Chris Maher, Ian Maher, McGinnity, McKee, Moncur, Murphy, Myers, O’Brien, Richards, Roche, Roscoe, Spencer, Spring, Tweed, Waterfield, Webster and the Mayor.

**AGAINST THE MOTION** Councillors Bennett, Brodie-Browne, Brough, Dodd, Evans, Lloyd-Johnson, McKinley, Morris, Prendergast, Pugh, Sathiy, Shaw, Lynne Thompson, Sir Ron Watson and Wilson.

The Mayor declared that the Motion was carried by 41 votes to 15 and it was

**RESOLVED:** That:

Budget 2023/24 and Medium-Term Financial Plan from 2024/25 to 2025/26

- (1) the update of the Medium-Term Financial Plan for the period 2023/24 to 2025/26 be noted;
- (2) the Revenue Budget for 2023/24 be approved and officers be authorised to undertake all of the necessary actions to implement the budget changes and proposals as detailed within the report;
- (3) approval be given to the commencement of all appropriate activity required to implement the budget savings proposals as detailed in the report, including for example, consultation with employees and engagement with partners and contractual changes as the programme develops;
- (4) it be noted that officers will comply with agreed HR policies and procedures including relevant consultation with Trade Unions and reports to the Cabinet Member (Regulatory, Compliance and Corporate Services) as required;
- (5) the Schools' Forum decisions on the Dedicated Schools Grant and Individual School Budgets (Section 12 of the report) be noted;
- (6) the allocation of specific grants as detailed in the report (Section 13) be approved;
- (7) it be noted that at its meeting on 19 January 2023, the Council calculated the following amounts for the year 2023/2024 in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 1992 (as amended):
  - (a) 85,663.60 Band D equivalent properties, for the whole area [item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended]; and
  - (b) for dwellings in those parts of its area to which a Parish precept relates as shown in the table below:

Parish	<u>Council Tax Base</u> (Band D Equivalent Properties)
Aintree	
Village	2,056.70
Formby	9,154.40
Hightown	867.60
Ince	
Blundell	173.10
Little Altcar	434.00
Lydiate	2,109.20
Maghull	6,878.10
Melling	1,098.00

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Sefton	324.70
Thornton	778.90

- (8) the Council Tax requirement for the Council's own purposes for 2023/2024 (excluding Parish Precepts) is £158,811,748.
- (9) the following amounts be calculated by the Council for the year 2023/2024 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992:

(a)	£698,858,574	Being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.																
(b)	-£538,622,485	Being the aggregate amounts which the Council estimates for the items set out in Section 31A(3) of the Act.																
(c)	£160,236,089	Being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year (item R in the formula in Section 31B of the Act).																
(d)	£1,870.53	Being the amount at 3(c) above (item R), divided by the amount at 1(a) above (item T), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish Precepts).																
(e)	£1,424,341	Being the aggregate amount of all special items (Parish Precepts) referred to in Section 34(1) of the Act.																
(f)	£1,853.90	Being the amount at 3(d) above, less the amount given by dividing the amount at 3(e) above by the amount at 1(a) above (item T), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item relates.																
(g)	<p>The amounts below, being the amounts given by adding to the amount at 3(f) above the amounts of the special items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 1(b) above, calculated by the Council in accordance with Section 34(3) of the Act as basic amounts of its Council Tax for the year for dwellings in those parts of its area to which special items relate.</p> <table border="1"> <thead> <tr> <th>Parish</th> <th>£</th> </tr> </thead> <tbody> <tr> <td>Aintree Village</td> <td>1,936.50</td> </tr> <tr> <td>Formby</td> <td>1,865.63</td> </tr> <tr> <td>Hightown</td> <td>1,882.72</td> </tr> <tr> <td>Ince Blundell</td> <td>1,870.08</td> </tr> <tr> <td>Little Altcar</td> <td>1,865.63</td> </tr> <tr> <td>Lydiate</td> <td>1,953.59</td> </tr> <tr> <td>Maghull</td> <td>1,976.06</td> </tr> </tbody> </table>		Parish	£	Aintree Village	1,936.50	Formby	1,865.63	Hightown	1,882.72	Ince Blundell	1,870.08	Little Altcar	1,865.63	Lydiate	1,953.59	Maghull	1,976.06
Parish	£																	
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	Melling	1,890.02						
	Sefton	1,900.10						
	Thornton	1,865.45						
(h)	The amounts below being the amounts given by multiplying the amounts at 3(f) and 3(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation Band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.							
	Property Valuation Band							
Proportion of Band D	A 6/9	B 7/9	C 8/9	D 9/9	E 11/9	F 13/9	G 15/9	H 18/9
	£	£	£	£	£	£	£	£
<u>Parish</u>								
Aintree Village	1,291.00	1,506.17	1,721.33	1,936.50	2,366.83	2,797.17	3,227.50	3,873.00
Formby	1,243.75	1,451.05	1,658.34	1,865.63	2,280.21	2,694.80	3,109.38	3,731.26
Hightow n	1,255.15	1,464.34	1,673.53	1,882.72	2,301.10	2,719.48	3,137.87	3,765.44
Ince Blundell	1,246.72	1,454.51	1,662.29	1,870.08	2,285.65	2,701.23	3,116.80	3,740.16
Little Altcar	1,243.75	1,451.05	1,658.34	1,865.63	2,280.21	2,694.80	3,109.38	3,731.26
Lydiate	1,302.39	1,519.46	1,736.52	1,953.59	2,387.72	2,821.85	3,255.98	3,907.18
Maghull	1,317.37	1,536.94	1,756.50	1,976.06	2,415.18	2,854.31	3,293.43	3,952.12
Melling	1,260.01	1,470.02	1,680.02	1,890.02	2,310.02	2,730.03	3,150.03	3,780.04
Sefton	1,266.73	1,477.86	1,688.98	1,900.10	2,322.34	2,744.59	3,166.83	3,800.20
Thornton	1,243.63	1,450.91	1,658.18	1,865.45	2,279.99	2,694.54	3,109.08	3,730.90
<u>All Other Parts of the Council's Area</u>	1,235.93	1,441.92	1,647.91	1,853.90	2,265.88	2,677.86	3,089.83	3,707.80

- (10) it be noted that for the year 2023/2024, the major precepting authorities have stated the following amounts in precepts issued to the Council in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

	Property Valuation Band							
Proportion of Band D	A 6/9	B 7/9	C 8/9	D 9/9	E 11/9	F 13/9	G 15/9	H 18/9
	£	£	£	£	£	£	£	£
<u>Precepting Authority</u>								
Merseyside Fire & Rescue Authority	59.07	68.92	78.76	88.61	108.30	127.99	147.68	177.22

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Merseyside Police and Crime Commissioner	167.98	195.98	223.97	251.97	307.96	363.96	419.95	503.94
Liverpool City Region Combined Authority	12.67	14.78	16.89	19.00	23.22	27.44	31.67	38.00

- (11) the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the table below as the amounts of Council Tax for 2023/2024 for each part of its area and for each of the categories of dwellings;

Proportion of Band D	Property Valuation Band							
	A	B	C	D	E	F	G	H
	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9
	£	£	£	£	£	£	£	£
<u>Parish</u>								
Aintree Village	1,530.72	1,785.85	2,040.95	2,296.08	2,806.31	3,316.56	3,826.80	4,592.16
Formby	1,483.47	1,730.73	1,977.96	2,225.21	2,719.69	3,214.19	3,708.68	4,450.42
Hightown	1,494.87	1,744.02	1,993.15	2,242.30	2,740.58	3,238.87	3,737.17	4,484.60
Ince Blundell	1,486.44	1,734.19	1,981.91	2,229.66	2,725.13	3,220.62	3,716.10	4,459.32
Little Altcar	1,483.47	1,730.73	1,977.96	2,225.21	2,719.69	3,214.19	3,708.68	4,450.42
Lydiate	1,542.11	1,799.14	2,056.14	2,313.17	2,827.20	3,341.24	3,855.28	4,626.34
Maghull	1,557.09	1,816.62	2,076.12	2,335.64	2,854.66	3,373.70	3,892.73	4,671.28
Melling	1,499.73	1,749.70	1,999.64	2,249.60	2,749.50	3,249.42	3,749.33	4,499.20
Sefton	1,506.45	1,757.54	2,008.60	2,259.68	2,761.82	3,263.98	3,766.13	4,519.36
Thornton	1,483.35	1,730.59	1,977.80	2,225.03	2,719.47	3,213.93	3,708.38	4,450.06
<u>All Other Parts of the Council's Area</u>	1,475.65	1,721.60	1,967.53	2,213.48	2,705.36	3,197.25	3,689.13	4,426.96

- (12) the Council's basic amount of Council Tax for 2023/2024 is not deemed to be excessive in accordance with the principles approved under Section 52ZB of the Local Government Finance Act 1992;

## Capital Programme 2023/24 to 2025/26

- (12) approval be given to the inclusion within the Capital Programme of the full list of projects detailed in Appendix D of the report; and

COUNCIL- THURSDAY 2ND MARCH, 2023

## Business Rates – Removing Schools Discretionary Top Up Relief

- (13) approval be given to the removal of the discretionary business rates relief awards currently given to voluntary aided / church schools with effect from 1 April 2023 (Section 18 of the report).

### **109. MEMBERSHIP OF COMMITTEES 2022/23**

- (1) The Mayor reported that the Labour Group wished to make the following changes to the membership of Committees:

#### Audit and Governance Committee

Councillor Spring to be a member of the Committee in place of Councillor Dowd.

#### Overview and Scrutiny Committee (Children's Services and Safeguarding)

Councillor Spring to be a substitute member for Councillor Hardman in place of Councillor Robinson.

- (2) Councillor Bennett proposed the following change:

#### Planning Committee

Councillor Bennett to a member of the Committee in place of Councillor Irving and there will be no substitute member for Councillor Bennett.

RESOLVED:

That the changes set out above be approved.

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# Agenda Item 7

<b>Report to:</b>	Council	<b>Date of Meeting:</b>	20 April 2023
<b>Subject:</b>	Appointment of Chief Executive		
<b>Report of:</b>	Chief Personnel Officer	<b>Wards Affected:</b>	(All Wards);
<b>Portfolio:</b>	Leader of the Council		
<b>Is this a Key Decision:</b>	No	<b>Included in Forward Plan:</b>	No
<b>Exempt / Confidential Report:</b>	No		

## Summary:

To advise on the recruitment procedure and to seek formal approval for the appointment of a new Chief Executive, subject to the consideration of any material or well-founded objection by any Member of the Cabinet.

## Recommendation(s):

It is recommended that Members:

- (1) Confirm the appointment of the new Chief Executive and Head of Paid Service on terms and conditions as recommended by the Employment Procedure Committee following the interviews held on 19 April 2023. Confirmation will be subject to the consideration of any material or well-founded objection by any Member of the Cabinet, and the appropriate standard pre-employment checks.
- (2) Note that the approved salary for the post is £155,279 to £170,615 per annum and is subject to Market Supplement in accordance with the existing Pay Policy.

## Reasons for the Recommendation(s):

To secure the appointment of a Chief Executive and Head of Paid Service.

## Alternative Options Considered and Rejected: (including any Risk Implications)

Not recruiting is not an option as it would pose a risk in terms of leadership and statutory obligation. There is a statutory requirement for the Council to appoint a Head of Paid Service. The Chief Executive post would fulfil these responsibilities.

## What will it cost and how will it be financed?

### (A) Revenue Costs

In terms of salary, the approved salary for the post is £155,279 to £170,615 subject to Market Supplement under the existing Pay Policy.

# Agenda Item 7

## (B) Capital Costs

None

### Implications of the Proposals:

<p><b>Resource Implications (Financial, IT, Staffing and Assets):</b> The post is budgeted for within the existing staffing budgets.</p>									
<p><b>Legal Implications:</b> Officers graded Hay 5 and above are to be appointed by the Employment Procedure Committee</p>									
<p><b>Equality Implications:</b> There are no equality implications.</p>									
<p><b>Impact on Children and Young People:</b> No</p>									
<p><b>Climate Emergency Implications:</b></p> <p>The recommendations within this report will</p> <table border="1"> <tr> <td>Have a positive impact</td> <td>N</td> </tr> <tr> <td>Have a neutral impact</td> <td>Y</td> </tr> <tr> <td>Have a negative impact</td> <td>N</td> </tr> <tr> <td>The Author has undertaken the Climate Emergency training for report authors</td> <td>Y</td> </tr> </table> <p>This committee report is information to members. It does not contain any climate change implications, negative or positive.</p>		Have a positive impact	N	Have a neutral impact	Y	Have a negative impact	N	The Author has undertaken the Climate Emergency training for report authors	Y
Have a positive impact	N								
Have a neutral impact	Y								
Have a negative impact	N								
The Author has undertaken the Climate Emergency training for report authors	Y								

### Contribution to the Council's Core Purpose:

<p>Protect the most vulnerable: The provision of Key Leadership is important in the achievement of protecting the most vulnerable.</p>
<p>Facilitate confident and resilient communities: The Chief Executive will be at the heart of work within our communities.</p>
<p>Commission, broker and provide core services: Co-ordinating and leading is important in achievement of this core purpose.</p>
<p>Place – leadership and influencer: Leadership and influence are core attributes of the Chief Executive role. Providing Strategic Leadership across the Council and the Borough with specific responsibility for ensuring that priority outcomes are delivered in accordance with the Sefton Vision 2030, the Council's Core Purpose, and Corporate Plan.</p>
<p>Drivers of change and reform: It is necessary to continue the change process through leadership and strategic</p>

transformation.
Facilitate sustainable economic prosperity: Regeneration and harnessing economic growth require the Chief Executive to provide strategic leadership within the Region.
Greater income for social investment: Facilitating and driving Council income is a key part of this role.
Cleaner Greener Delivering key services and developing strategy is important to create a better environment within the Borough

## What consultations have taken place on the proposals and when?

### (A) Internal Consultations

The Executive Director of Corporate Resources and Customer Services (FD.7200/23.) and the Chief Legal and Democratic Officer (LD.5400/23.) have been consulted and any comments have been incorporated into the report.

### (B) External Consultations

Not applicable.

<b>Contact Officer:</b>	Paul Cunningham	Sheila Mawdsley
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### Appendices:

There are no appendices to this report.

### Background Papers:

There are no background papers available for inspection.

# Agenda Item 7

## 1. Introduction/Background

- 1.1 The Employment Procedure Committee (EPC) met (prior to consideration of this report by Full Council) to conduct the selection process for the recruitment of a new Chief Executive.
- 1.2 **1<sup>st</sup> February 2023 EPC** - the Committee met to consider and approved the wording of the job description, person specification, recruitment timetable, job advertisement, and terms of offer and salary. The option of using a recruitment agency to assist in the executive search to support the recruitment process was approved.
- 1.3 Technical interviews were held by the Chief Executive and a former Chief Executive from another Authority.
- 1.4 It was agreed, in consultation with the Chair of the EPC, who had demonstrated the relevant knowledge, skills and experience for progression to the recommended shortlist.
- 1.5 **30 March 2023 EPC** - the Committee met to consider and approve the shortlisted candidates.
- 1.6 18<sup>th</sup> April 2023 – Shortlisted candidates participate in a one-to-one interview with the Leader, stakeholders, Cabinet Members, One Council and Making a Difference (MAD) representatives, and a Round Table group exercise observed by EPC Members.
- 1.7 **19 April 2023 EPC** - Formal interview process.
- 1.8 Following the conclusion of the final interviews, it will then be for the Employment Procedures Committee to recommend a candidate for appointment as Chief Officer to go before Full Council on 20<sup>th</sup> April 2023.

## 2. 20 April 2023 Full Council

- 2.1. The Leader, as Chair of the Employment Procedure Committee will provide a briefing on whether a recommendation is being made and approval being sought by Full Council for the appointment of a successful candidate with a salary range of £155,279 to £170,615 per annum, subject to the provisions within the Pay Policy.
- 2.2 Following the recommendation, the Council have an opportunity to vote on such salary being over £100,000. The Council is requested to confirm the formal appointment of the recommended candidate as the Council's new Chief Executive and Head of Paid Service, subject to consideration of any material or well-founded objection by any Member of the Cabinet, and the standard pre-employment checks.



# Agenda Item 8

<b>Report to:</b>	Council	<b>Date of Meeting:</b>	Thursday 20 April 2023
<b>Subject:</b>	Listening to the Voices of Children and Young People		
<b>Report of:</b>	Chief Executive	<b>Wards Affected:</b>	(All Wards);
<b>Portfolio:</b>	Cabinet Member - Children's Social Care, Cabinet Member - Education, Cabinet Member - Regulatory, Compliance and Corporate Services		
<b>Is this a Key Decision:</b>	N	<b>Included in Forward Plan:</b>	No
<b>Exempt / Confidential Report:</b>	N		

## Summary:

The Council and its partners have a duty to make sure that children and young people in Sefton are provided with opportunities to have their say and be heard.

This report summarises how the Council and partners have involved children and young people in the decision making to improve services, shape their communities for cared for children and care experienced young people involve them in all the decisions that affect their lives.

## Recommendation(s):

Council is asked to

(1) reaffirm its commitment to listening to the voices of children, young people and their families in the development of Council and partnership strategies.

(2) invite members of SYMBOL to attend and speak at a future Council meeting on a subject that is important to them.

## Reasons for the Recommendation(s):

There is strong evidence that working with and listening to children and young people wherever possible, instead of doing things to them or for them produces better outcomes and helps to build confidence and resilience. Children, young people and their parents and carers have a right to be involved in decisions that affect their lives. Having a voice and influence means they feel that their voices are listened to, valued and can influence decisions and actions.

## Alternative Options Considered and Rejected: (including any Risk Implications)

NA

# Agenda Item 8

**What will it cost and how will it be financed?**

**(A) Revenue Costs-There are no revenue costs associated with this report**

**(B) Capital Costs-there are no capital costs associated with this report**

**Implications of the Proposals:**

<b>Resource Implications (Financial, IT, Staffing and Assets):</b>	
<b>Legal Implications:</b> The Children and Families Act 2014 and the SEND Code of Practice make clear that it is important that local services available to children and families must be made available in a clear, easy to read manner.  Local authorities, health, schools and colleges and other organisations must involve families and children and young people with special educational needs and disabilities (SEND) in discussions and decisions.	
<b>Equality Implications:</b> Included within the report.	
<b>Impact on Children and Young People: Yes</b>  There is strong evidence that working with and listening to children and young people wherever possible, instead of doing things to them or for them produces better outcomes and helps to build confidence and resilience. Children, young people and their parents and carers have a right to be involved in decisions that affect their lives. Having a voice and influence means they feel that their voices are listened to, valued and can influence decisions and actions.	
<b>Climate Emergency Implications:</b>  The recommendations within this report will	
Have a positive impact	Y
Have a neutral impact	N
Have a negative impact	N
The Author has undertaken the Climate Emergency training for report authors	Y
Listening to the voices of children and young people is critical as the Council works with others to act as guardians and protect and maintain Sefton's natural beauty and ensure that its many assets can be enjoyed by everyone and future generations.	

**Contribution to the Council's Core Purpose:**

<p>Protect the most vulnerable: When listening carefully to children it is possible to see their experience from their point of view. Listening to the voices of vulnerable children is of paramount importance in keeping them safe, informing decisions that affect their lives and understanding if the interventions made are having the desired impact on a child's life.</p>
<p>Facilitate confident and resilient communities: Listening to the voices of children and young people is a key element of facilitating confident and resilient communities. Young and old listening to and working with each other will lead to sustainable change.</p>
<p>Commission, broker and provide core services: The active involvement of children and young people should be central to commissioning and service development, actively listening will deliver better outcomes.</p>
<p>Place – leadership and influencer: The Council uses feedback from our children and young people in shaping plans.</p> <p>The Council will demonstrate strong leadership and influence partner organisations to</p> <ul style="list-style-type: none"> <li>• work towards common goals</li> <li>• deliver the best opportunities and outcomes for the children in young people in and leaving our care by being good Corporate Parents</li> <li>• deliver the best opportunities and outcomes for every child in Sefton</li> <li>• ensure Sefton is a child, older person and disability friendly place</li> <li>• and build pride in the borough.</li> </ul>
<p>Drivers of change and reform: Children's voices play a critical role in driving change and improving outcomes for Sefton residents, every child's future and continuously improve the borough.</p>
<p>Facilitate sustainable economic prosperity: Children's voices play a critical role in driving change and improving outcomes for Sefton residents.</p>
<p>Greater income for social investment: NA</p>
<p>Cleaner Greener Children's voices are key in this area as the Council works with others to act as guardians and protect and maintain Sefton's natural beauty and ensure that its many assets can be enjoyed by everyone and future generations.</p>

## What consultations have taken place on the proposals and when?

### (A) Internal Consultations

The Executive Director of Corporate Resources and Customer Services (FD.7190/23) and the Chief Legal and Democratic Officer (LD.5390/23) have been consulted and any comments have been incorporated into the report.

### (B) External Consultations

This report includes examples of consultation and engagement activity.

#### Implementation Date for the Decision

Immediately following the Council meeting.

# Agenda Item 8

<b>Contact Officer:</b>	Jan McMahon
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## **Appendices:**

A Youth Voice and Participation Toolkit

B SYMBOL report

C Family Wellbeing Shadow Board Case Studies

D Case studies

## **Background Papers:**

[A Public Engagement And Consultation Framework \(sefton.gov.uk\)](http://sefton.gov.uk)

[Corporate Parenting Strategy](#)

## 1. Background

- 1.1 Article 12 of the UN convention on the rights of the child, which states that ‘every child and young person has the right to express their views freely – about everything that affects them’.
- 1.2 There is strong evidence that working with and listening to children and young people wherever possible, instead of doing things to them or for them produces better outcomes and helps to build confidence and resilience. Children, young people and their parents and carers have a right to be involved in decisions that affect their lives. Having a voice and influence means they feel that their voices are listened to, valued and can influence decisions and actions.
- 1.3 In January 2023 the Council approved a new Consultation and Engagement Framework that explains how the Council and anyone it asks to do the work for the Council’s behalf, will work with our communities and gives clear information on how to speak with and listen to communities and involve them in the work it does.
- 1.4 This means that the Council must ensure that adults, children, and young people are given opportunities to be involved in processes for decision making on issues that affect them. This means listening to what matters to them and taking their views seriously.
- 1.5 The Children and Young People's Plan includes a clear priority regarding HEARD ‘engaging with children, young people and families’ with a simple action focused on ensuring the full engagement of all service users in improving and shaping services, and in the commissioning of new services. Giving a voice and influence to children and young people in decision making demonstrates a clear commitment to them and acknowledges their right to shape their own future.
- 1.6 The Sefton Pledge ([Our Pledge \(sefton.gov.uk\)](https://sefton.gov.uk/our-pledge)) is our promise to cared for and care experienced young people in Sefton. The 10 promises are what children and young people said they wanted from the people who look after them whilst they are in our care. As Corporate Parents the Council agrees to do everything in its power to carry out these ten promises.

## 2. Equality Implications

- 2.1 The Equality Act 2010 says public authorities must comply with the public sector equality duty. In carrying out their functions, they need to have due regard to the need to achieve the objectives set out under s149 of the Equality Act 2010 to:
  - Eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by or under this Act.
  - Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it.
  - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

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The protected characteristics are:

- Age
- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion and Belief
- Sex
- Sexual Orientation

- 2.2 In Sefton, a motion was approved by Council, at its meeting on 19<sup>th</sup> January 2023 to include Care Experience, as a protected characteristic. This decision is recognised in the Equality, Diversity and Inclusion Strategy.
- 2.3 Young people are a protected characteristic by age, but they may also have other protected characteristics too, for example they may also have a disability or are care experienced.
- 2.4 According to the Census 2021 there are 71, 404 children and young people aged 0 – 24. In Sefton there are also currently over 600 cared for children and over 2500 children and young people who have an Education, Health and Care plan.
- 2.5 The examples in section 3 below demonstrate different ways that children and young people with the protected characteristic of age and with other protected characteristics are engaged and heard.
- 2.6 Engaging children and young people will mean that we need to be flexible in our approach and to remove any barriers to involvement. Understanding the best ways that children and young people wish to engage with us and receive information will support this as will providing information in accessible formats suitable to their needs. Young people have also reported that the language used is also important, so that the information and messages are clear.
- 2.7 Some young people have told us that they don't have access to the internet and Wi-Fi at home and children and young people are already telling us of the preferred way that they would like to be engaged, whether that is online or face-to-face.

They have told us how they would like to receive information about mental health services, for example, who they would engage with if they had a problem with poverty and inequality, hate crime or if they didn't feel safe and how consultations should be presented (for example, a questionnaire or an easy read workbook). Continuing to ask children and young people about their preferred way of receiving information and being involved and making reasonable adjustments will help to ensure that we are hearing all voices.

- 2.8 The Youth Voice and Participation Toolkit (Appendix A), designed by the Sefton Young Advisors will also provide guidance to engaging children and young people in a meaningful way and the Sefton Strategic Youth Voice Network will be

coordinating the voice of children and young people and how it influences service development. The Network will also be looking at sharing good practice.

### **3. Ways Children and Young People are Heard**

3.1 Sefton benefits from a range of mechanisms to enable the voice of children and young people to be heard and these range from consultation/co-production activity to smaller groups to individual conversations.

3.2 The UK Youth Parliament (UKYP) is made up of Members of Youth Parliament (MYPs) from boroughs across the UK, aged 11-18 years of age.

The Metro Mayor's Advisory Group is a diverse group of 25 young people from right across the City Region which meets 6 times a year and serves as a crucial sounding board for the Metro Mayor. The Metro Mayor's office also ensure there are plenty development opportunities for members of the group to develop their skills.

The North West Youth Foria are meetings that take place across the North West where young people from different boroughs are supported by their local authorities to share the good work they are doing to support fellow young people. Representing Sefton as part of the Youth Foria, young people take part in workshops where they make sure the voices of minority groups are heard, including LGBTQ and Special Educational Needs and Disabilities (SEND).

3.3 [Sefton - Young Advisors](#), hosted by Sefton CVS, work in partnership with community leaders and decision makers to enable the voices of young people to be heard in community life.

3.4 Sefton Youth Making Better Opportunities with Leaders (SYMBOL) meetings are an opportunity for young people to meet and work collaboratively with key decision makers in Sefton. Co-ordinated by Sefton's Young Advisors, young people are involved in the planning and delivery of SYMBOL activity and attendees vote on the topics that are important to them. Being a member of SYMBOL means a young person can play an active role in their community, with a direct line of communication with key decision makers, such as councillors, Senior Managers from the Council and representatives from Health, Merseyside Police and more. There are SYMBOL meetings throughout the year at different locations around Sefton. An example of a SYMBOL report is available at Appendix B.

3.5 Schools Get Talking is a fortnightly online group for young people to talk about what matters to them and give their opinions on what things need to change. The group is co-ordinated by members of the SEND team and regularly meets with the Councils Chief Executive to raise issues about the views of young people, disability and education and actions are taken from the meeting.

3.6 The School Improvement Team, as part of pre inspection support, undertake Health Checks with Primary and Secondary schools which involves discussions with Head Teachers and Subject Leads about feedback from young people regarding their learning experience. The feedback forms part of a report on the quality of education and the team will agree next steps in terms of actions in response to the feedback and monitor implementation.

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- 3.7 Schools have Designated Teachers who have the responsibility to promote the educational achievement of cared for children and a key element of their role is ensuring that children have a voice in setting targets that will promote academic and emotional wellbeing.
- 3.8 Career Connect undertake surveys on the views of young people regarding the service and agree actions in response to any feedback provided. This could be a change to way the service is delivered, or it could be an action in response to feedback about post.
- 3.9 The Council has a number of Participation Officers supporting 14 – 19 year olds, children and young people with SEND and cared for and care experienced children and young people. These officers work with and listen to children and young people encouraging participation in activities and groups. The Sefton@Work team ensures that young people are listened to and supported in making the right choices of next steps and work with all to provide the right courses.

There is a Participation Officer within Children's Social Care to support the involvement of Cared for and Care Experienced Children and Young People. Young People are provided with opportunities to have their views heard, and to shape the services they receive, influencing change at an operational and strategic level.

Opportunities for young people to be involved and have their voices heard include:

- **Cared For and Care Experienced Councils**

Members of our Cared For and Care Experienced Councils work alongside officers to support the improvement & development of services for all of our children and young people.

**Youth Ambassadors (11-15yrs):**

The Youth Ambassadors are a group of cared for young people aged 11-15yrs. The group meet every two weeks, via online and face-to-face meetings. The group help the Council to improve services for children and young people by sharing their own experiences of being cared for. Over the past year, the group have been involved in several projects including:

- Designing information for young people including Sefton Pledge, Children's Guides, and Young Person's Website.
- Working with the principal social worker to develop Practice Standards for Professionals and the Direct Work Toolkit.
- Working with other children's social care staff to develop National Minimum Standards for Foster Carers, Children's Complaints Procedure and Personal Education Plans.
- Interviews for senior managers



## **Making A Difference (MAD) Group (16+yrs)**

Our Making a Difference group is a well-established group, made up of Cared for and Care Experienced young People. The group meet every two weeks via online and face-to-face meetings.

Over the past year the group have been involved in several projects including:

- Developing Practice Standards for Professionals
- Working with Children's Commissioning to develop the placement strategy.
- Consultation on Sefton Local Offer and Finance Policy for young people 16+
- Designing Care Experienced Survey
- Delivering training to foster carers / social care staff / health practitioners
- Interviewing staff for positions within Sefton Council and health services.
- Group representatives are members of the Corporate Parenting Board

The groups meet regularly with managers and members of the Corporate Parenting Board to ensure their views are recognised at a senior level and have also met with the Commissioner and Chair of the Improvement Board.

The Cared For and Care Experienced Councils agreed 3 key priorities for 2023 which are: Cared For Reviews, children and young people's mental health, endings with professionals.

It is recognised that not all young people wish to be part of the councils and officers offer other ways in which children and young people can get involved, share their views and influence change. For example there is a quarterly participation newsletter which is sent to all cared for children and young people to update them on what is happening across the service and how they can get involved. Young people have been invited to take part in competitions to design a welcome card for new staff and to share their artwork around the theme '*what makes me happy*', which are displayed in Social Care offices. Young people are advised they can contact the Participation Officer directly to share their views.

The Participation Officer is part of several working groups to ensure the voice of children and young people is represented throughout Children's Social Care and the wider Council:

- Being Heard, Consulted, and Informed (Chair)
- Youth Voice Strategic Steering Group
- Sefton Social Work Academy Strategic Board
- Consultation and Engagement Panel
- Access to Resource Panel
- Every Child Matters Forum

The Participation Officer is working in collaboration with the Fostering Service, Virtual School, and external company – Dramatic Recovery, to offer drama sessions to children and young people. The sessions give young people who take part the opportunity to express their views through performance. Sessions have

# Agenda Item 8

been running since September 2022 with young people working towards a final performance to be showcased at the Annual Fostering conference. Young people have been given independence to create a piece of drama around the key issues that are important to them.

- 3.10 The Council has established the Caring Business Charter, with 54 partner organisations (at the time of writing) from the public and private sectors committed to providing employment, skills, training, apprenticeship, work experience, mentoring and other opportunities and support to care experienced young people across Sefton. Opportunities on offer range from taster days in certain businesses and sectors, to employment and apprenticeship opportunities.
- 3.11 The Caring Business Charter has been incorporated into the Council's Social Value Policy, and in turn into procurement processes across the organisation. While the Charter may provide direct access to employment vacancies and career opportunities with these organisations, each Charter signatory has a relationship manager engaging with the organisation to ensure that the opportunities on offer are shaped to suit the needs, interests, and skills of the specific young person.
- 3.12 When the term 'the child's voice' is used it not only refers to what children say directly, but rather to many ways that children communicate, including both verbal and nonverbal communication. It means more than seeking their views, which could just mean the child saying what they want, rather than really being involved in what happens. Working restoratively to listen and respond to the voices of children and young people is fundamental to front line-work that takes place every day, ensuring that children and young people are heard in decisions that affect their lives.
- 3.13 The Family Wellbeing Shadow Board aims to strengthen professional practice, services and ensure the voice of the child/young person is central to service improvement and development. The voice of the child/young person is fundamental within early help services as often decisions, policies, interventions facilitated will directly affect them.
- 3.14 In 2020, Sefton Council was awarded a £37.5m Town Deal for Southport, with only one single town receiving a larger Town Deal. This funding, along with further funding from Sefton Council and the Liverpool City Region Combined Authority, will enable a range of capital projects that will be transformative for the town and its economy, particularly supporting economic diversification and resilience, and the retention of young talent in the town. The projects, and the strategy on which they and the Town Deal bid and Investment Plan are based, was developed through close collaboration, consultation and engagement with young people across the Town. More than 1,000 young people aged 7 to 16 participated in consultation exercises on the projects, helping to shape the strategy and the offer, particularly on the Marine Lake Events Centre project, a £73m project named by one of the children participating in the exercises above. This engagement is continuing via Southport schools and colleges at the time of writing, regarding not

only the projects themselves but the wider opportunities for engagement in the construction sector, for example. Moreover, a Shadow Board to the Southport Town Deal Board was established, and remains in place, enabling students to provide specific feedback on the draft content of the Town Deal Investment Plan, and key projects and play a continuing role in project development. The strength of this consultation and engagement exercise was recognised by Government as a key factor in securing a Town Deal of such size. The same approach is being undertaken regarding the future of Bootle town centre and will be progressed elsewhere in the borough.

## 4. Children and Young People Influencing Change

- 4.1 There are many examples in Sefton where children and young people have been heard and influenced change.
- 4.2 As mentioned earlier in the report how this is takes many forms, Appendix C provides some examples of how the Family Wellbeing Shadow Board have influenced change.
- 4.3 In August 2022 two activity days for cared for and care experienced young people were delivered at Crosby Lakeside Activity Centre. Staff and young people were encouraged to come along and spend the day on the lake, building relationships, trying new activities, and having fun. Feedback from both staff and young people was extremely positive and another three sessions in August 2023 have been arranged. Officers have also used our learning from these sessions to deliver a water sports activity day for children with complex needs, and their families.

Some of the feedback received included:

### Staff:

*“It was a really great day for all and enabled staff and children an opportunity to take part in fun activities together. Staff were able to appreciate the children’s achievements during the different activities, which promoted their self-confidence, self-esteem and team building skills!”*

*“It was a great day for both the young people and the workers, it was a brilliant way of building trust and strengthening a strong positive working relationship with the young people we are working with”.*

*“I am so grateful for havina the opportunity to spend the day with youna people. Such fun activities and memories made. The best part, was seeing the huge smiles on everyone’s faces especially all the amazing young people there.”*

### Young People:

*“I liked meeting new people and trying new things like kayaking”.*

*“It was good to spend the day with my social worker – they are fun!”*

*“I liked being out on the lake and doing archery and climbing”.*

# Agenda Item 8

- 4.4 Each year cared for children and young people tell us how we are doing against the 10 promises outlined in the Sefton Pledge. There are two surveys – one for 5-9 yrs, and another for 10+yrs. The surveys were sent to all cared for children and young people in July 2022, with closing date of 2<sup>nd</sup> September 2022.

Young people aged 10+yrs were also given the opportunity to complete the survey online via *Your Sefton, Your Say*. The first ten young people to respond received a shopping voucher and all young people who provided feedback were entered into a prize draw to win a donated Samsung Galaxy tablet.

Responses in 2022 increased compared to previous years:

5-9yrs: 30% (compared to 14% in 2021).  
10+yrs: 18% (compared to 10% in 2021)

The survey results are measured against previous years. Feedback has remained consistent over the past three years – where we are doing well, we are continuing to do so, however this also means we have seen little improvement in the areas that scored the lowest.

Responses from the survey were collated and a report was presented to the Corporate Parenting Board. Areas identified for improvement were sent to the Chairs of the five working groups to include in their action plans. The working groups include:

- Safe and Stable Homes
- Health and wellbeing
- Being Heard, consulted, and informed.
- Transitions and preparation for independent living
- Raising Aspirations

The Participation Officer informed young people of the survey results and will follow this up with our plan to address the issues raised within the survey.

- 4.5 Appendix D provides a number of case studies where children and young people have been heard and influenced change.

4.6 Council is asked to

- reaffirm its commitment to listening to the voices of children, young people and their families in the development of Council and partnership strategies.
- invite members of SYMBOL to attend and speak at a future Council meeting on a subject that is important to them.

# Youth Voice & Participation

# Toolkit

2022



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# Introduction to the Toolkit

This toolkit was developed by Sefton Council, Health and Voluntary, Community and Faith (VCF) organisations, to guide the work of services for all young people.

In April 2015, members conducted a SWOT analysis of participation and youth voice which helped to frame the need for a vibrant participation and youth voice toolkit. This document is designed to maximise the strengths and opportunities for organisations and children and young people.

In June 2022, the Sefton Youth Voice Strategic Steering Group was set up that brought together key partners from across Sefton to discuss Youth Voice, this was set up following discussion at the Children and Young People's Partnership Board. At the first meeting, it was agreed that the Youth Voice and Participation Toolkit would be reviewed and updated by Sefton Young Advisors.

## What Is Participation?

Participation is about ensuring that children and young people are given opportunities to be involved in processes for decision making on issues that affect them. This means listening to what matters to them, and taking their views seriously.

A vital part of the participation process is telling children and young people what the plan is, and what is going to happen as a result of hearing their views and why. Participation should be accessible to all young people. Some children and young people require more time to say what they feel, and some may need more support and options.



### Participation Is...

- Sharing opportunities with those affected by them
- A basic right
- A choice for each young person who is involved
- An opportunity for everybody involved to develop skills, knowledge and ideas



### Participation Is Not...

- Always formal
- 'Ticking the box' to impress Ofsted or to help secure funding
- An 'added extra' to work with children and young people



# The Ladder of Participation

The ladder of participation is a model (shown on the next page) that was developed by Roger Hart (1992) to show eight different levels of young persons participation.

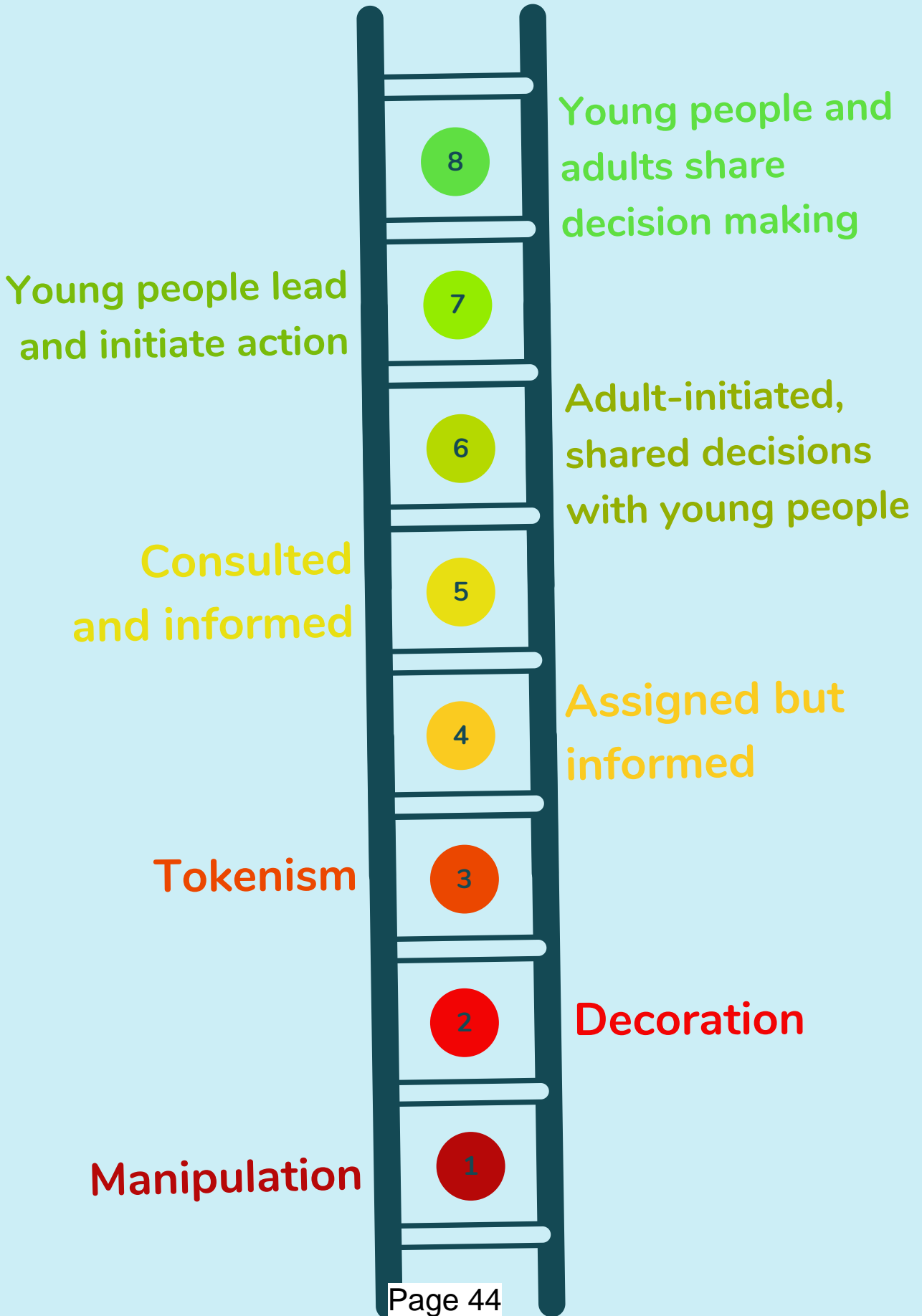
The ladder was designed by Hart to encourage those that work with children and young people to think about their process of participation and inclusion of children and young people in activities.

It is important to remember that steps 1 (manipulation), 2 (decoration) and 3 (tokenism) are **not** examples of youth participation and you are encouraged to move away from these steps and upwards for more meaningful participation with children and young people.

For a more detailed explanation of the Ladder of Participation please visit:

[https://www.unicefirc.org/publications/pdf/childrens\\_participation.pdf](https://www.unicefirc.org/publications/pdf/childrens_participation.pdf)

# The Ladder of Participation



## The 4 Key Principles of Participation

Below is a visual to show the four key principles of participation when working with children and young people.

**Children and Young People have equal opportunity to be involved**

**Children and Young People are valued and taken seriously**







**The involvement of Children and Young People is monitored, evaluated reported and improved**

**The involvement of Children and a visible commitment that is properly resourced**

# Benefits of Participation for Children and Young People

Participation can help children and young people to develop important and useful skills and feel valued and included.

## Children and Young People...

-  Have a real say in shaping their own lives
-  Feel better about themselves and their abilities
-  Build on existing skills and develop new ones
-  Are seen as and are valued citizens
-  Get services that can meet their changing needs and hopes
-  Have opportunities to achieve accredited training

# Benefits of Participation for Organisations and Services

Learning from Children and Young people about their: attitudes, needs, aspirations, barriers to accessing services and views on what makes a quality service.

● Demonstrates a commitment in line with the United Nations Convention on the Rights of the Child (UNCRC) and current legislation and guidance

● Services are designed, delivered, and evaluated based on actual wants and needs rather than perceived ones

● Making the best use of limited resources

● Gives fresh perspectives and new creative ideas

● It will support social mobility and empowers young people to get involved

● Supports young people's safety and mental wellbeing

# UN Convention on the Rights of the Child

The UN Convention on the Rights of the Child (UNCRC) is a legally-binding international agreement setting out the civil, political, economic, social and cultural rights of every child, regardless of their race, religion or abilities.

The UNCRC consists of 54 articles that set out children's rights and how governments should work together to make them available to all children.

Under the terms of the convention, governments are required to meet children's basic needs and help them reach their full potential. Central to this is the acknowledgment that every child has basic fundamental rights. These include the right to:

- Life, survival and development
- Protection from violence, abuse or neglect
- An education that enables children to fulfil their potential
- Be raised by, or have a relationship with, their parents
- Express their opinions and be listened to

Source: Save The Children

**See Appendix**

# Participation Checklist

The checklist on the following pages has been developed to:

- Help you self-assess youth voice and participation in your service, a service you are using, have used or plan to use
- Help you to develop better youth voice and participation

## How to use:

You can use this checklist to rate youth voice and participation in services or use it as a tool to plan improvements and changes

## What does Now-Soon-Later mean?

**Now** = this is in place at the minute

**Soon** = there is a plan to develop or start this

**Later** = no plans for this (opportunity for development)

## Why and How?

The page offers examples on how we can involve children and young people and why it is important and beneficial

# Governance

The project, service or organisation...	Now - Soon - Later		
...has a policy outlining how young people will be involved and supported in decision-making opportunities	N	S	L
...allows young people to sit on boards/steering groups and be supported to engage in meetings effectively	N	S	L
...gives young people the opportunity to share their knowledge and experience about youth culture and the needs of young people	N	S	L
...makes sure that when changes are made, young people know	N	S	L

# People

The project, service or organisation...	Now - Soon - Later		
...ensures that all staff and volunteers are trained and have the right resources to champion youth voice and participation	N	S	L
...ensures all safeguarding is in place and that staff and volunteers are trained and understand the policies	N	S	L
...ensures that the voice of the child is a priority	N	S	L



# Values

The project, service or organisation...	Now - Soon - Later		
...ensures young people are involved in how decisions are made, why and how this affects the service	N	S	L
...acknowledges, recognises and celebrates the contribution of young people to the organisation	N	S	L
...is willing to adapt and change to reflect the youth voice and participation needs of young people	N	S	L
...wants to connect with and engage with young people as equal partners	N	S	L
...believes in the value of having fun	N	S	L
...is a safe, positive place to belong	N	S	L
...ensures that everyone who will be affected by a decision are given the chance to contribute to the decision-making process	N	S	L
...makes sure young people know how they can participate, if they want to	N	S	L

# Diversity

The project, service or organisation...	Now - Soon - Later		
...involves young people from different cultural backgrounds and ethnic minorities	N	S	L
...promotes diversity, inclusion and differentiation	N	S	L
...promotes access for all young people (eg hosters, equipment, spaces)	N	S	L

# Activities and Access

The project, service or organisation...	Now - Soon - Later		
...is committed to making opportunities accessible for everyone	N	S	L
...helps young people to attend meetings and arranges meetings at times that suit them	N	S	L
...is flexible and understands that young people have different schedules compared to adults	N	S	L
...encourages and supports all young people to access opportunities to have their voice heard and participate	N	S	L
...provides training and/or information to young people to help them participate fully in decision-making	N	S	L
...creates opportunities for young people to talk directly to key decision-makers	N	S	L
...is willing to support and encourage young people to implement their own projects, ideas and activities	N	S	L
...provides opportunities for young people to develop and grow skills and knowledge	N	S	L
...does not use language or terms that are not fully understood by children and young people	N	S	L
...promotes and provides opportunities for youth leadership	N	S	L
...promotes links with youth voice groups and networks	N	S	L

# Why and How?

## Sharing Ideas and Information

Opens up discussions to look at how things will change and receive feedback. This can be done by: 'you said, we did' activities, community events and performing arts to name a few examples.

## Sharing Views and Experiences

Allows children and young people to share experiences of using services, explore aspirations and barriers and share ideas for change. This can be done by: focus groups, forums and councils.

## Sharing Decision Making

Allows children and young people to be involved in delivering and reviewing strategies and plans. This can be done by: co-production groups and involving children and young people in recruitment and commissioning.

## Sharing Leadership

Children and young people to have involvement in leadership activities. This can be done by engaging in: formal meetings and public speaking.


































# Acknowledgements

We would like to express our appreciation and thanks to the organisations involved in the original toolkit and to Sefton's Youth Voice Strategic Steering Group for their input into the update for this version of the toolkit.

## Sefton Young Advisors Contact Details

For more information or advice please contact:  
[young.advisors@seftoncvcs.org.uk](mailto:young.advisors@seftoncvcs.org.uk)

# Appendix A Agenda Item 15

 <p>1</p> <p>DEFINITION OF A CHILD</p>	 <p>2</p> <p>NO DISCRIMINATION</p>	 <p>3</p> <p>BEST INTERESTS OF THE CHILD</p>	 <p>4</p> <p>MAKING RIGHTS REAL</p>	 <p>5</p> <p>FAMILY GUIDANCE AS CHILDREN DEVELOP</p>	 <p>6</p> <p>LIFE, SURVIVAL AND DEVELOPMENT</p>	 <p>7</p> <p>NAME AND NATIONALITY</p>
 <p>8</p> <p>IDENTITY</p>	 <p>9</p> <p>KEEPING FAMILIES TOGETHER</p>	 <p>10</p> <p>CONTACT WITH PARENTS ACROSS COUNTRIES</p>	 <p>11</p> <p>PROTECTION FROM KIDNAPPING</p>	 <p>12</p> <p>RESPECT FOR CHILDREN'S VIEWS</p>	 <p>13</p> <p>SHARING THOUGHTS FREELY</p>	 <p>14</p> <p>FREEDOM OF THOUGHT AND RELIGION</p>
 <p>15</p> <p>SETTING UP OR JOINING GROUPS</p>	 <p>16</p> <p>PROTECTION OF PRIVACY</p>	 <p>17</p> <p>ACCESS TO INFORMATION</p>	 <p>18</p> <p>RESPONSIBILITY OF PARENTS</p>	 <p>19</p> <p>PROTECTION FROM VIOLENCE</p>	 <p>20</p> <p>CHILDREN WITHOUT FAMILIES</p>	 <p>21</p> <p>CHILDREN WHO ARE ADOPTED</p>
 <p>22</p> <p>REFUGEE CHILDREN</p>	 <p>23</p> <p>CHILDREN WITH DISABILITIES</p>	 <p>24</p> <p>HEALTH, WATER, FOOD, ENVIRONMENT</p>	 <p>25</p> <p>REVIEW OF A CHILD'S PLACEMENT</p>	 <p>26</p> <p>SOCIAL AND ECONOMIC HELP</p>	 <p>27</p> <p>FOOD, CLOTHING, A SAFE HOME</p>	 <p>28</p> <p>ACCESS TO EDUCATION</p>
 <p>29</p> <p>AIMS OF EDUCATION</p>	 <p>30</p> <p>MINORITY CULTURE, LANGUAGE AND RELIGION</p>	 <p>31</p> <p>REST, PLAY, CULTURE, ARTS</p>	 <p>32</p> <p>PROTECTION FROM HARMFUL WORK</p>	 <p>33</p> <p>PROTECTION FROM HARMFUL DRUGS</p>	 <p>34</p> <p>PROTECTION FROM SEXUAL ABUSE</p>	 <p>35</p> <p>PREVENTION OF SALE AND TRAFFICKING</p>
 <p>36</p> <p>PROTECTION FROM EXPLOITATION</p>	 <p>37</p> <p>CHILDREN IN DETENTION</p>	 <p>38</p> <p>PROTECTION IN WAR</p>	 <p>39</p> <p>RECOVERY AND REINTEGRATION</p>	 <p>40</p> <p>CHILDREN WHO BREAK THE LAW</p>	 <p>41</p> <p>BEST LAW FOR CHILDREN APPLIES</p>	 <p>42</p> <p>EVERYONE MUST KNOW CHILDREN'S RIGHTS</p>
 <p>43-54</p> <p>HOW THE CONVENTION WORKS</p>	<h1>CONVENTION ON THE RIGHTS OF THE CHILD</h1>					

# Appendix B

**Alder Hey CAMHS**  
**Buddy Up, Sefton**  
**Brighter Living**  
**Citizens Advice Sefton**  
**MAD Group**  
**Liverpool John Moores University**  
**Merseycare**  
**Merseyside Youth Association**  
**NHS**  
**Sefton Care Leavers Centre**  
**Sefton Coast Landscape Partnership**  
**Sefton Council**  
**Sefton CVS**  
**Sefton Emotional Achievement Service**  
**Sefton LSCB**  
**Sefton's Members of Youth Parliament**  
**Sefton Women's and Childrens Aid (SWACA)**  
**South Sefton College**  
**Sefton Youth Council**  
**YMCA Sefton**  
**Sefton Young Advisors**  
**Youth Offending Team, Sefton**



# SYMBOL Report

Sefton Youth Making Better  
Opportunities with Leaders

17th October 2022



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# SYMBOL

Sefton Youth Making Better Opportunities with Leaders (SYMBOL) meetings are an opportunity for young people to meet and work collaboratively with key decision makers in Sefton.

Young people are involved in the planning and delivery of SYMBOL activity and attendees vote on the topics that are important to them. Being a member of SYMBOL means a young person can play an active role in their community, with a direct line of communication with key decision makers, such as Councillors, Senior Managers from Sefton Council and representatives from Public Health, Merseyside Police and more. There are SYMBOL meetings throughout the year at different locations around the borough and more recently they have been held online due to the Covid-19 pandemic.

SYMBOL meetings have covered topics including:

- Education and Covid-19
- Activities for Young People in Sefton
- Mental Health and Wellbeing
- Climate Change

# Hope Collective

**The Hope Collective is a powerful partnership of leading cross-sector organisations with aligned values and a shared vision; to work together in a spirit of unity to create real change for young people and communities across the UK. (Hope Collective, 2022)**



As part of this programme of work, communities across the UK are delivering 'Hope Hack' programmes for young people aged 14-24 (younger for local programmes) to explore and develop solutions for societal change.

There are a series of 'Mini-Hacks' taking place across the Liverpool City Region, with a main event planned for March 2023.

# The Meeting



**The meeting was held on Monday 17th October 2022 at Bootle Town Hall in the Ballroom. This SYMBOL meeting included a Mini-Hope Hack. It was decided that we would look at four themes as part of the Hope Collective.**

**The themes were ran in a 'World Cafe' style, and each table had a professional along with two Young Advisors to facilitate the discussions.**

**Secondary schools, youth groups and clubs were invited to bring along young people to the SYMBOL meeting.**

**In total we had 48 young people attend the meeting.**

**Poverty  
&  
Inequality**

**Racism  
&  
Division**

**Mental &  
Physical  
Wellbeing**

**Community  
Safety**

# Poverty and Inequality

Young people on the workshop table were asked a series of questions relating to Poverty and Inequality.

**"Who would you talk to if you had a problem with poverty and inequality?"** young people told us...

**Friends**

**My parents**

**Help lines**

**Youth Worker**

**Teachers**

**Family**

**Social Worker**

**Bully Busters**

**Neighbours**

**"What services/support do we currently have in Sefton to tackle poverty and inequality?"**  
 young people told us...

FREE SCHOOL MEALS & **A**  
*Dentists* HOUSING **E**  
**charities** **F** DOCTORS  
 TRANSPORT **O**  
 BENEFITS **O** *food banks*

**"What could we do in Sefton to tackle poverty and inequality?"** young people told us...



- Charity support
- More foodbanks
- Homeless shelters
- Travel vouchers
- Funding
- More social groups
- Baby b



# Racism and Division

Within the topic of Racism and Division, this workshop was focussed on Hate Crime.

**"What do you know about this topic already?"**  
young people told us...

It happens everywhere

LGBT+

Faith

Religion

Physical Assault

Name Calling

It can affect all races

It can be verbal/abusive

**"Who would you go to if you had a problem with hate crime?"** young people told us...

POLICE

THERAPIST

emergency services

school staff

FRIENDS

**"What services/support do we already have in Sefton to tackle hate crime?"** young people told us...

**Childline**

**Police**

**School Assemblies**

**School**

**Youth Centres**

**School Officers**

**101**

**"What can we do in Sefton to tackle hate crime?"** young people told us...

- More support workers in schools
- Ads in Newspapers
- More posters/visibility on the issue
- Spread awareness
- Police Officers coming into school
- More lessons in schools
- Spreading positivity
- Performances for awareness

# Mental and Physical Wellbeing

Young people on the workshop table were asked a series of questions relating to Mental and Physical Wellbeing.

**"What do you know about mental and physical wellbeing already?"** young people told us..

**Mental Health can be a good thing**  
**Self-harm**  
**Autism**  
**Trust issues**  
**Dyslexia**  
**Endorphins from exercise**  
**Peer pressure**  
**Depression**  
**Anxiety**  
**Walking helps me**  
**Addiction**  
**Chronic Pain**



**"What services/support do we currently have in Sefton for mental and physical wellbeing?"**  
young people told us...

**CAMHS**

**The Star  
Centre**

**Youth  
Club**

**Kooth**

**May Logan  
Centre**

**Alchemy  
Parenting  
2000**

**School  
Support**

**The Diana  
Award**

**YPAS**

**GP**

**NHS**

**Barnardos**

**"Who would you talk to if you had a problem with mental and physical wellbeing?"** young people told us..



**Doctors**



**Police**



**Friends**



**Teachers**



**Family**



**Therapist**

**"What could we do in Sefton to tackle the issues around mental health and wellbeing in Sefton?"** young people told us...

- **Mental health support in school**
- **Shorter waiting lists**
- **Work from home**
- **Home schooling one day a week**
- **More breaks in school day**
- **Mental health days in school**
- **Social media breaks**
- **Quiet places in schools**
- **Animals in schools**
- **Mental Health First Aid taught to young people**



# Community Safety

Young people on the workshop table were asked a series of questions relating to Community Safety.

**"What places do you feel safe?"** young people told us...

**In my classrooms**  
**Home but not for everyone**  
**Police Station**  
**Being with people**  
**Hospital**  
**Busier areas**  
**Youth Group**  
**Social clubs**  
**Grandparents**

**"What places do you not feel safe/feel less safe?"** young people told us...

Near homeless people - smell of weed  
 Drunk people of a night time  
 Where it is dark  
 I feel less safe being a girl  
 On the bus - it is less safe than driving  
 Near people I don't know  
 Liverpool City Centre  
 More unsafe at night time



**"Who would you speak to about community safety?"** young people told us...

POLICE CAMHS  
FAMILY friends YOUTH  
therapist WORKER

**"What could we do to tackle community safety in Sefton?"** young people told us...

- Having better well-lit areas
- Having a fully charged mobile phone
- Having a live 360 location tracker
- Being with a group of people
- Having more safe spaces open
- Self-defence groups
- Police delivering workshops

# Recommendations

**After reviewing comments/suggestions from young people at the meeting, Sefton Young Advisors have put together some recommendations from the meeting.**

## **Poverty and Inequality**

Young people could receive free travel vouchers to get to school/activities to enable them to access support/services.

## **Racism and Division**

Police Officers/Hate Crime Specialists could come into schools to speak to young people about the topic and raise more awareness of local issues.

## **Mental and Physical Wellbeing**

Improved partnership working for services and more funding to help reduce waiting times for support for young people.

## **Community Safety**

Engage with young people to find out places where more street lighting needs to be put in place.

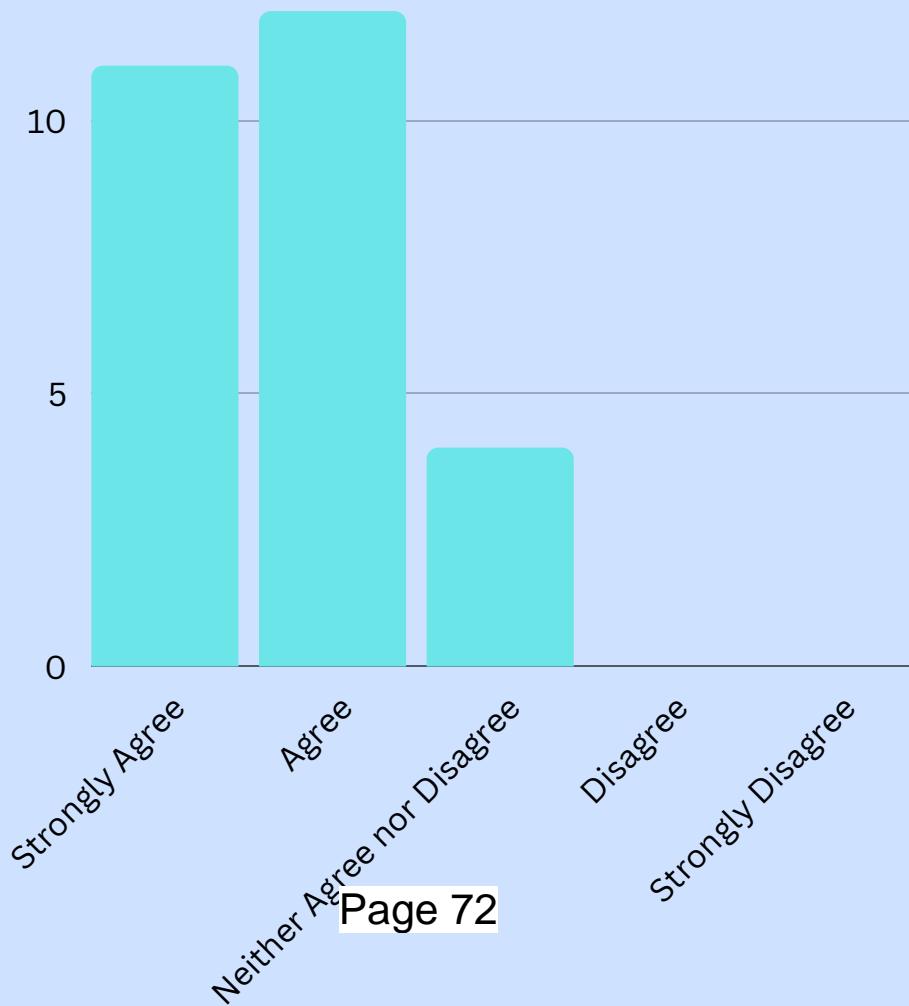
# Feedback

The young people at the meeting were asked to provide some feedback at the end of the meeting. This was done either digitally via SurveyMonkey or on a written version of the same questionnaire. Of the 48 young people at the meeting, 27 gave feedback.

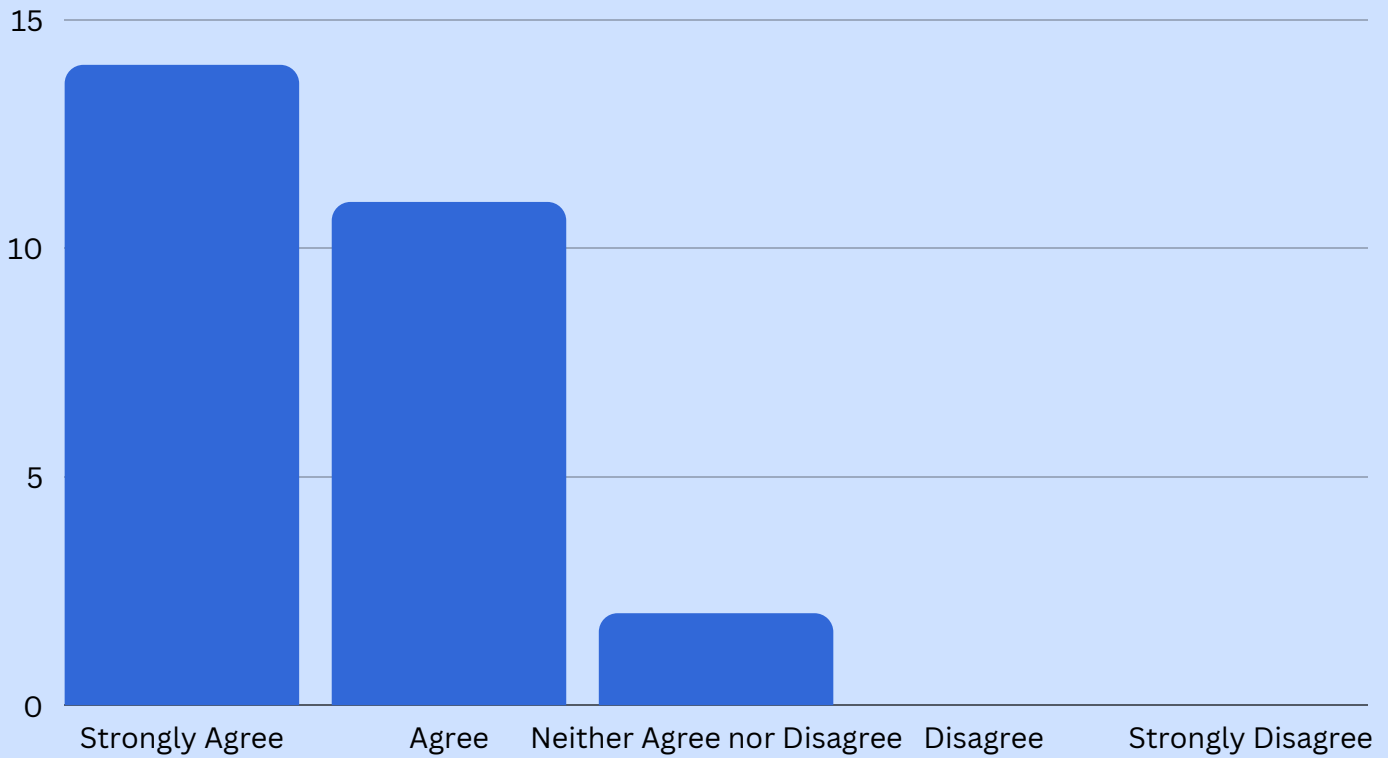
Young people were asked seven questions and were asked if they: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree and Strongly Disagree.

15 \_\_\_\_\_

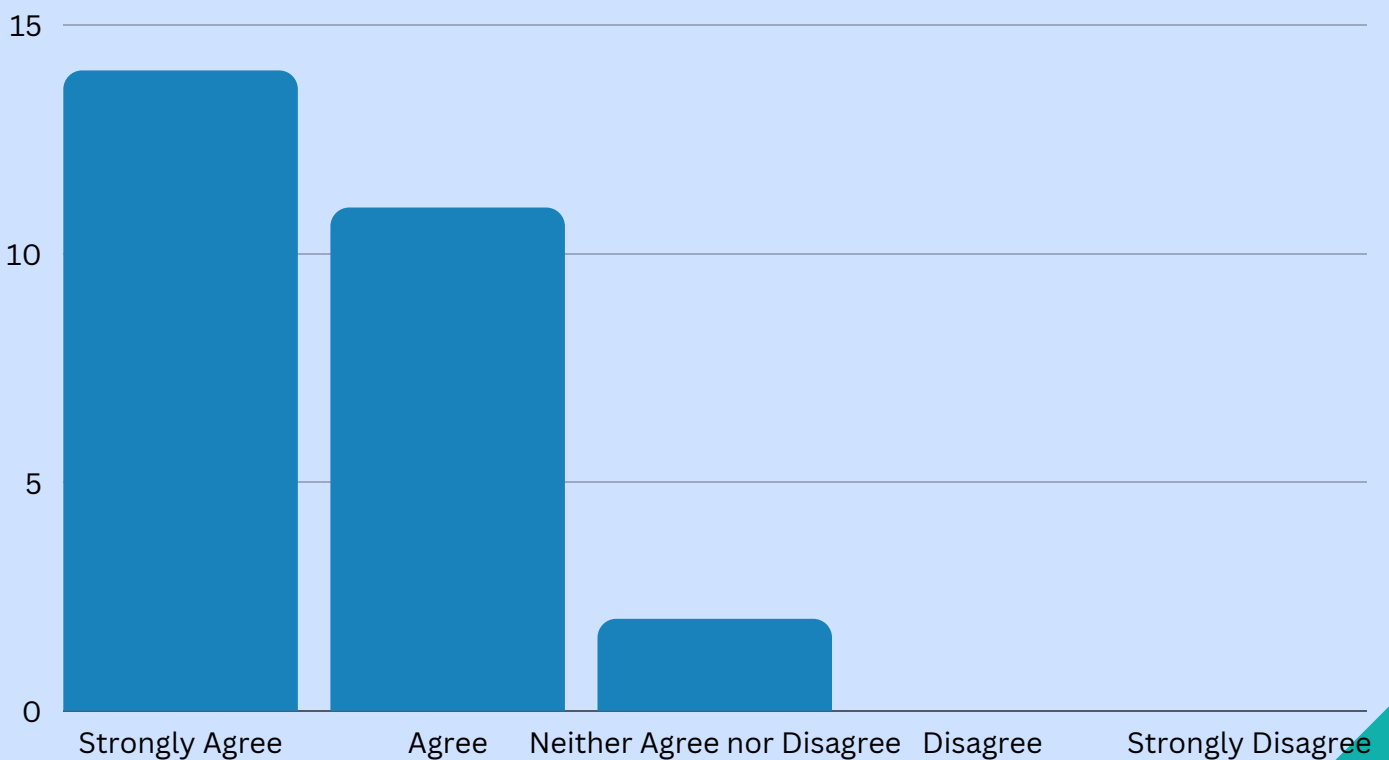
## Q1 - This event has met my expectations...



### Q2 - The delivery of this event has been professional and of a high quality...



### Q3 - I will go to/recommend SYMBOL in the future...

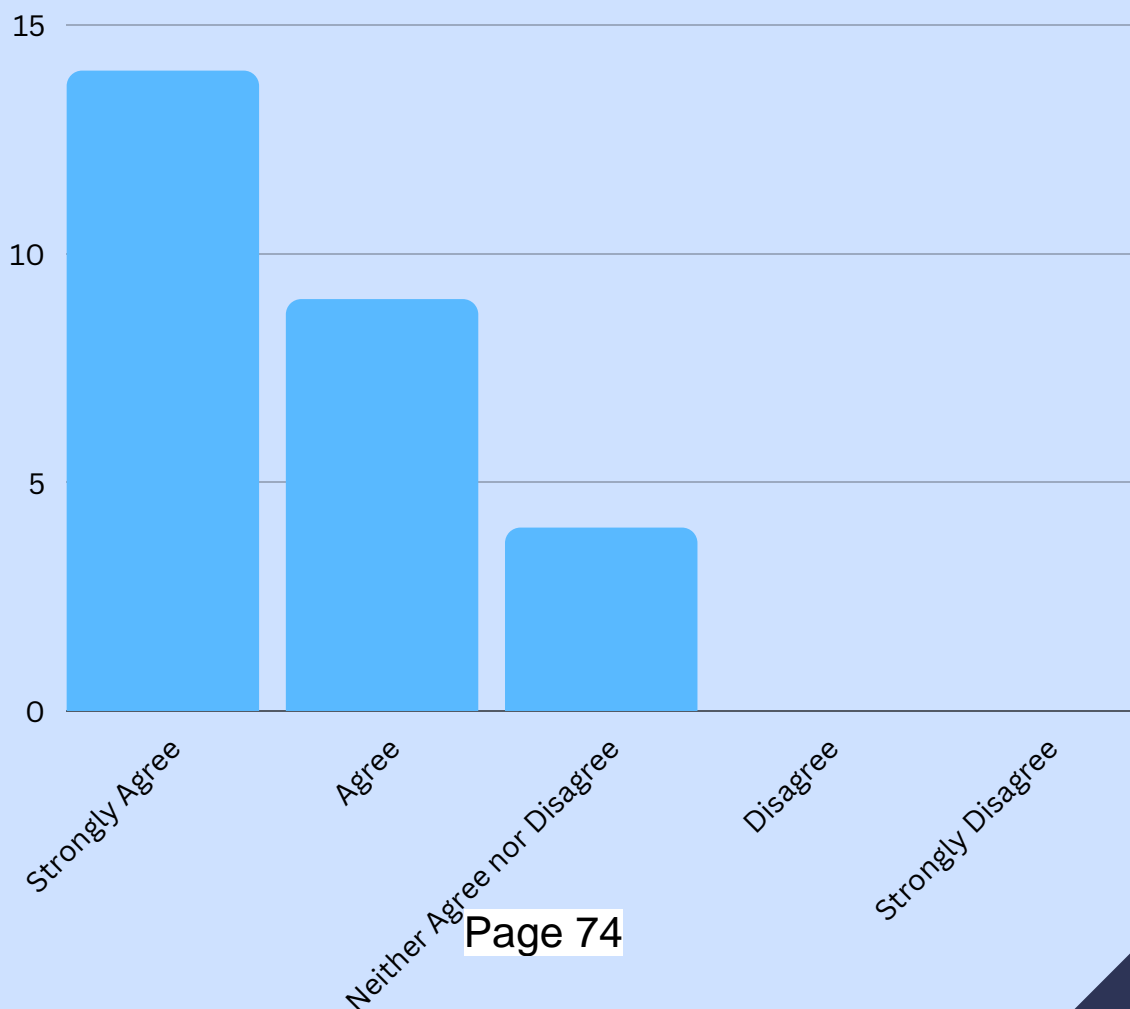


## Q4 - Do you have any suggestions on how we could improve this event in the future?

Comments included...

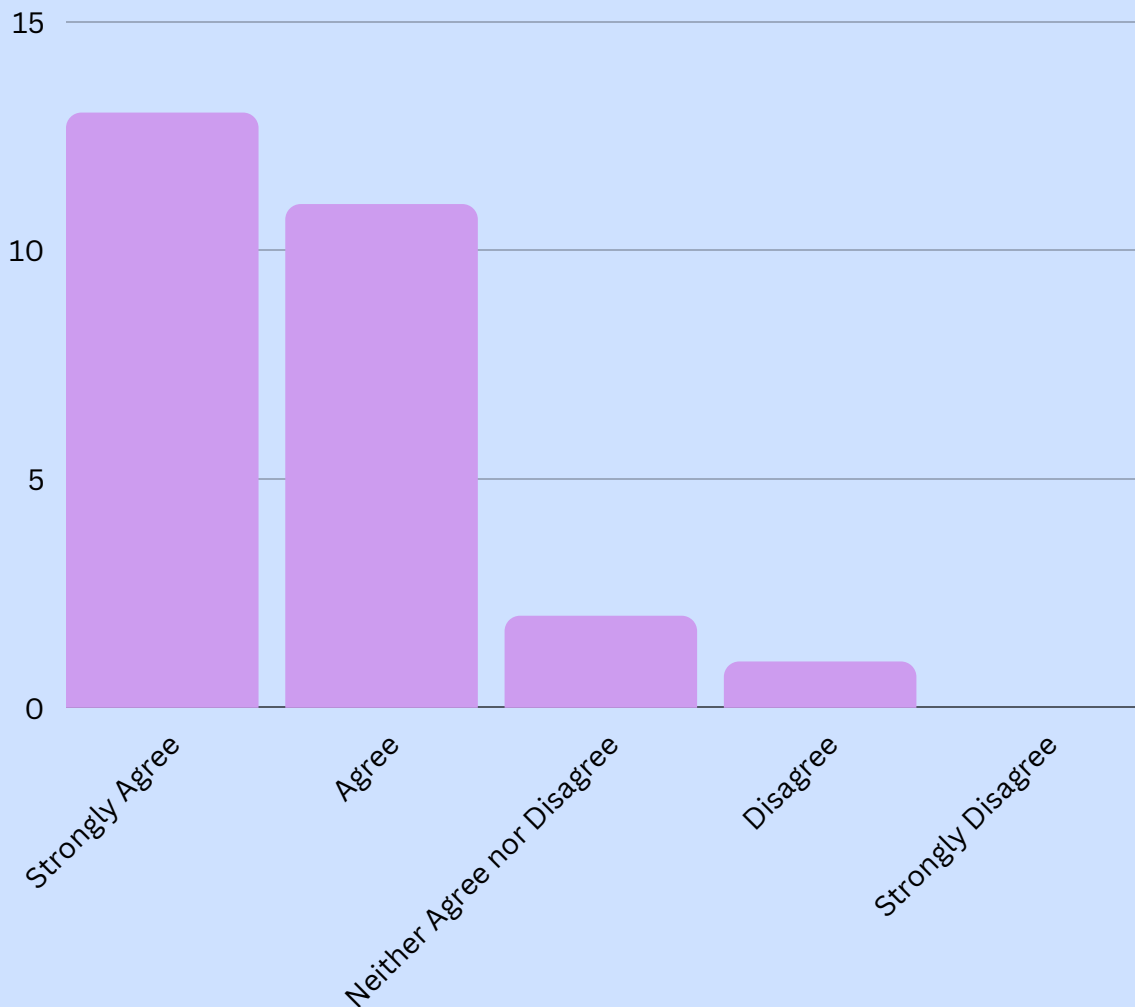
- Invite more schools/youth clubs
- More detail given out beforehand
- More time to discuss
- Different questions
- Stronger ice-breakers so the table got to know each other better
- Do the event in public

## Q5 - I feel that I know more about the topics now than before I came to the event...





## Q6 - I feel that I was fully involved and able to participate...



## Q7 - Any other comments...

- I enjoyed the venue
- My table were really nice and explained everything to me and made me feel less anxious
- It was a safe environment for people to speak their minds without worry
- I felt good being there
- I really enjoyed my time

**All feedback and comments will be taken on board by Sefton Young Advisors for the next SYMBOL meeting.**

# More Information

At the end of each SYMBOL meeting, the young people who attended the meeting are asked to vote on which topic they would like to discuss at the next SYMBOL meeting (in 2023).

The young people were given a choice of four topics including:

- Education
- Transport
- Cost of Living/Living Independantly
- Skills and Employment

The young people decided that the topic they would like to discuss is:

## **Cost of Living/Living Independantly.**

The SYMBOL planning group and Sefton Young Advisors will plan the next meeting in 2023.



# Acknowledgements

**Sefton Young Advisors would like to thank all that attended and were involved in the planning of the October 2022 SYMBOL and Mini-Hope Hack Meeting.**

**A special thank you to the professionals that helped out on the workshop tables.**

**A thank you to Sefton MBC for funding to support this event and for providing the venue.**

**A thank you to Merseyside Violence Reduction Partnership for funding to support this event.**

**For more information on SYMBOL or Sefton Young Advisors please contact:**

**[young.advisors@seftoncvcs.org.uk](mailto:young.advisors@seftoncvcs.org.uk)**

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# The Family Wellbeing Shadow Board

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Section 1: Summer 2022 Update  
Section 2: October 2022 Update  
Section 3: February 2023 Update

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## Summary of the Family Shadow board

The shadow board aims to strengthen professional practice, services and ensure the voice of the child/young person is central to service improvement and development. The voice of the child/young person is fundamental within early help services as often decisions, policies, interventions facilitated will directly affect them.

The shadow board will enable young people to feel empowered, informed and have the capacity to have their voices heard at the decision-making table. The group members will represent the voice of children, young people across early help services.

The focus on those young people and families who have been involved or experienced engagement with early help and children's social care will be evidenced through the recruitment and engagement process.

# Summer 2022 Update



Issues raised by the young people from the shadow board.

**Issue 1 raised:** “The room we are using is not really that nice, and we would like to decorate it”

**Response:** Small pot of funding was secured for the young people to design and decorate the space at Litherland Family Wellbeing Centre with support from local artist.





## Issues raised by the young people from the shadow board.

**Issue 2 raised:** “We want more fun activities to do over the summer”.

**Response:** Funding was secured through the HAF to provide children, young people with engaging fun activities over the summer.

Pages **1521** children, young people engaged.

**283** children, young people received free meal.

Feedback from a parent: All activities were inclusive for children with SEND NEEDS. This has been a life saver for my family we, have saved money by attending these activities, having our lunches and then taking activities home to do. My plants look amazing in the yard and the kids love watering them. The beef Nachos in a bag were gorgeous, I can make those and can't wait to do these at home.

Thanks for helping me to sort out the Kids uniforms.

## Make up master class



## Teddy bear picnic



# October 2022 Update

# Update from the shadow board to the Early help Partnership Board.

Workshop delivered 13.10.2022 with 8 members of the Shadow Board.

## Questions asked to the shadow board

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1. What are your initial thoughts on the Early help Logo
2. As we are in Black History Month this month do you think the Logo is inclusive
3. If you were to design the Logo what would you include.

# Question 1: What are your initial thoughts on the Early Help Logo

Workshop delivered 13.10.2022 with 8 members of the Shadow Board.

## Responses from the group

1. Not inclusive
2. Boring
3. Not young person friendly
4. Simple
5. Need more detail
6. Tells me nothing
7. What do we mean by Early help
8. Who is it suppose to be aimed at.
9. Should be Family Help not Early Help
10. 6 members of the group said they didn't like it.



## Question 2: *As we are in Black History Month this month do you think the Logo is inclusive*

Workshop delivered 13.10.2022 with 8 members of the Shadow Board.

### Responses from the group

1. 8 members of the group said its not inclusive to all groups
2. 8 members stated it is not real to normal families
3. 8 members said the colour of the logo is “awful”
4. 8 members said they would like to do more workshops on raising awareness of LGBTQ and what it means to be inclusive.



## Question 3: *If you were to design the Logo what would you include.*

Workshop delivered 13.10.2022 with 8 members of the Shadow Board.

### Responses from the group

1. Brighter
2. Inclusive to all families
3. Change the name
4. Linked to young people
5. Autism friendly
6. Colourful
7. Change the name we don't like the name
8. More eye catching
9. Family friendly to all families not just 2 parents
10. Change the name what even is Early Help



# February 2023 Update

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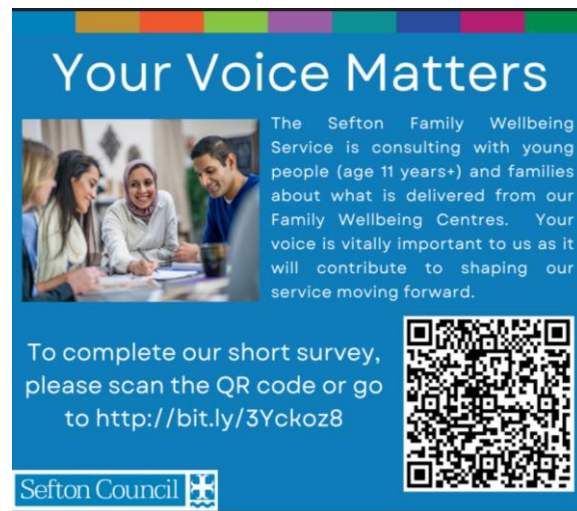
## Issues raised by the young people from the shadow board.

**Issue raised:** We need more support for young people around mental health.

**Response:** This year's Children's Mental Health Week took place on 6-12 February 2023 and the theme for this year was Let's Connect. The aim of the workshop with the Shadow board was to explore how they feel connected ie with their friends, community, school, family and services.

A central feature of the session was to develop a survey which will be used to capture the voices of younger young people.

**Your Voice Matters Survey :** The Family Wellbeing Service are doing some consultation with children, young people and families around what is delivered from the Family Wellbeing centres. Their voice is vitally important to us as it will contribute to shaping our service moving forward.



**Your Voice Matters**

The Sefton Family Wellbeing Service is consulting with young people (age 11 years+) and families about what is delivered from our Family Wellbeing Centres. Your voice is vitally important to us as it will contribute to shaping our service moving forward.

To complete our short survey, please scan the QR code or go to <http://bit.ly/3Yckoz8>

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# Young Person ACE Programme

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The aim of the CYP programme is to help children young people understand and recognise that their emotions and behaviour have often developed as a result of something that has happened to them.

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A central feature of the programme will be to develop a range of tools and strategies that will increase confidence, develop social skills, increase self esteem and the group setting will promote and reduce social isolation and promote positive relationships.

Impact of the programme: Young person video [https://youtu.be/zEnJL5f\\_6Oc](https://youtu.be/zEnJL5f_6Oc)

For more information on the ACE Prorammes please contact [Leeann.doolin@sefton.gov.uk](mailto:Leeann.doolin@sefton.gov.uk)

# Voice of the children and young people influencing change in Sefton



## Southport School Street & School Neighbourhood Pilot

Sefton Council worked with Sustrans, a UK-based wheeling and cycling charity, young people, and residents on a pilot project to improve the journey to school experience and encourage independent and healthy travel. This pilot project includes 3 Southport high schools; Birkdale High School, Greenbank High School, and Stanley High School.

The Big Street Survey gave pupils the opportunity for pupils to explore their journey to school and consider any of the problems they face on their way.

After discussing the results of the Big Street Surveys a Manifesto for each school was created and presented to parents and residents who were largely supportive of the ideas.

The next steps of the pilot include moving towards implementation of the two school streets at Birkdale High School and Greenbank High School along with work to look at wider issues which prevent independent healthy travel to school. The Stanley High School preferred design will be considered by students, parents, staff, and local people once more before progressing into a detailed design scheme and implementation.



## Young Persons Survey

The Sefton Pledge is our promise to Cared for and Care Experienced young people in Sefton. The 10 promises are what children and young people said they wanted from the people who look after them whilst they are in our care.

We carry out an annual survey to children and young people for feedback on how the Council is performing against the promises outlined in the pledge. There are two surveys – one for 5-9 yrs. and another for 10+ yrs.

The results were shared with cared for children and young people in the participation newsletter. The results were also presented to the Corporate Parenting Board identifying several areas for improvement:

### Children and Young People told us...

“

Some young people do not know how to get an Independent Advocate.

”

“

Young people do not attend their Cared For Reviews.

”

“

Young people do not know the name of their Independent Reviewing Officer (IRO).

”

“

Young people do not know what a care plan is and do not have a copy of their care plan.

”

#### What we have done..

Sefton Council has invited the National Youth Advocacy Service to team meetings, training sessions with staff and market place events so they are able to tell Children and young people about the advocacy services in Sefton.

#### What we have done..

A group of staff and young people are working on ways they can encourage young people to attend their reviews.

#### What we have done..

Information about care plans and who the IRO's are has been sent out to young people.

#### What we have done..

The Children's Guide is being updated and includes information on care plans.

'Child friendly' care plan is now available to download and give to children and young people.





## Cared For and Care Experienced Councils

Members of our Cared-For and Care-Experienced Councils work with the Sefton Youth service team at the Council to support the improvement & development of services for all our children and young people. Our Youth Ambassadors are a group of cared for young people aged 11-15yrs. Our Making a Difference group is for Cared for and Care Experienced young People aged 16+.



The groups help Officers to improve services for children and young people by sharing their own experiences of being cared for. The groups meet regularly with managers and members of the Corporate Parenting Board to ensure their views are recognised at a senior level and have also met with the Commissioner and Chair of the Improvement Board.

### Children and Young People told us...



There was limited information for children and young people about what support they can expect when being cared for.



#### What we have done..

Sefton Council worked alongside young people to create children's guides with information for children and young people.



There should be a place where young people can go for all the information, they need so they do not need to rely on staff to bring paper copies of information which can get misplaced or lost when they move home.



#### What we have done..

Participation Officers and Communications Officers from Sefton Council worked with young people to develop a webpage specifically for children and young people which we continue to work on to ensure information is easily accessible, up to date and relevant.



There needs to be more clarity around post graduate funding, travel and clothing allowances and independent living support.



#### What we have done..

Young people working alongside managers to review and update current finance policies as well as designing a new finance policy for young people ages 16+.



## SEND Local Offer website refresh

The SEND Sefton Partnership received feedback from the SEND parent/carer survey that the SEND Local Offer was difficult to follow.

Sefton Council worked with a group of young people and a group of parents/carers to discuss how to improve the Local Offer website.

All changes were co-produced with young people and parents and carers. The SEND Local Offer website has been refreshed to improve access and the look and feel. The Local Offer homepage was also completely redesigned following user testing and feedback. Recite Me software was also added to the Local Offer website which has improved accessibility.

The Young Person's group really enjoyed working together to drive the improvement to the look and feel of the local offer website. The young people made new friends and they learnt new skills, they learnt how to complete research, website testing and they learnt how the local offer website works.

The group continue to meet on a weekly basis and has expanded and agreed on the name of The Young Person's Get Talking Group. The young people are going to produce a video that will telling people about their involvement and their thoughts about the website before and after the improvements.

### Feedback from young people:

"I have seen the new local offer website it's fab and I am proud of everyone who worked so hard".

"We worked well as a team, to share our ideas, and research for the website. We learnt a lot of new things and gave feedback about the changes we had made".

"We think the refreshed website is easier to use and looks a lot clearer than the old one".

### Feedback from Parent and Carers

"I love it, it bright and fresh and looks easy to manage, the previous one was very daunting and clinical, this is definitely user friendly. The colours are bright but not in your face and I love the beach background. And I think the icons are perfect with just the ages on it".

"We really liked it. Clear and easy to navigate from what we can see".



## Youth Voice - Sefton Youth Team

### Mini Hope Hack – Merseyside Violence Reduction Partnership Funded

**What we did:** Hope Collective aims to bring partner agencies together to create real change for young people and communities.

Three interactive sessions took place with young people. Topics discussed included Poverty & Inequality, Racism & Division, Mental & Physical Wellbeing, Youth Work and Community safety.

Young people told us what they felt the issues were in the subject matter, what they know about the subject matter and what they felt the solutions could be.

**Outcomes:** Young people were able to share the feedback at a regional event in March 2023.



## Christmas celebrations for families affected by the cost-of-living crisis

After asking young people what they wanted for their Christmas party, events were held at two community and youth centres to provide Christmas dinner with all the trimmings, party games, disco, and a special guest appearance from Father Christmas and his reindeers! Over

40 of families attended the events where they were also able to receive support from the Council, local businesses and charities and were signposted to other partner agencies.

At one of the events, Liverpool Football Club Women’s Manager Matt Beard paid a visit and played Quiz master on the night and offered free tickets to an upcoming home game against Tottenham Hotspur and Matt wants to come back to SPACE to find out more about what we do there.

**Outcomes:** Some parents reported that they would not be able to afford to take their family to an event like this if they had to pay.

### Feedback from the events:

“Thanks, it’s been boss!”

“We’re like one big, massive family”.

“Excellent! Fabulous place for children to come!”

“Amazing work and effort. Thoroughly enjoyed it. Brilliant”





## Public Health

In 2019 Sefton's Public Health Team carried out consultation and engagement to seek the views of families and young people regarding the Healthy Child Programme, commissioned by Public Health and delivered by Mersey Care NHS Foundation Trust.

The 0-19 Healthy Child Programme incorporates delivery of the School Nursing Service, Health Visitor Service and Nursery Nurses, who help to address the health and wellbeing needs of our children and young people, alongside delivering other services such as health checks and immunisations.

The aim was to receive feedback from families and young people and use this information to make improvements to the service, ensuring that it meets the changing needs of those accessing it.

Consultation and engagement was carried out to gather views on the School Nursing and Health Visitor Services, including questions on the about awareness of the services, and asking for feedback on its strengths and what could be done better.

This was done in 2 ways:

- through an online questionnaire available both to families and partners working with children and young people.
- through group-based consultation and engagement with young people, delivered by Sefton's Young Advisors.

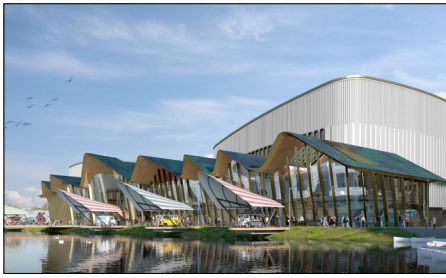


What feedback we received	What improvements were made by Merseycare
<p>Families would like:</p>	
<p>A named professional and to understand the service they can expect to receive.</p> <p>Greater access to Health Visitors.</p> <p>Children Transitioning from Year 6 would like advice and support around transition, including bullying and relationships with family and peers.</p> <p>Greater visibility and closer relationships with professionals working in School and community settings, i.e. parents evenings, and drop ins.</p>	<p>Each child aged 0-5 has a named Health Visitor, with a linked Health Visitor for all GP Surgeries, Nursery Nurse for nurseries and School Nurse attached to each School.</p> <p>There is a robust hand over from Health Visitors to School Nurses for children with additional needs to support transition within the 0-19 service.</p> <p>There is individual and cohort support identified via Year 6, 9 and 11 health forms, which includes questions relating to bullying, relationships and transition. Based on the answers and themes, follow up is offered via one to one or group sessions e.g. worries sessions tailored to needs of the children in each school, and signposting on to partner agencies. Health Plan advice is also given on completion of the Health Form.</p> <p>School Nurses attend new parents evenings for children starting in reception, in addition to assemblies and parents evenings for wider year groups.</p> <p>Confidential drop ins are available at all high schools on a weekly basis and all primary schools on a monthly basis.</p> <p>The team attend local market/ networking events to promote the service and improve visibility, such as the Sefton Crucial Crew event and SEND Local offer live event.</p>

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Feedback from Young People	
Young People would like:	
<p>Advice and support to help them manage sexual relationships, including expectations, consent, peer pressure and sexual exploitation.</p> <p>Help to maintain a healthy weight.</p> <p>Help and support around emotional health and wellbeing, often affected by social pressures including relationships, social media.</p> <p>Increased promotion of the School Nursing offer and improved visibility from the School Nurse.</p> <p>Support around substances, including tobacco and e-cigarettes.</p> <p>Alternative means of access to be offered for teenagers and online or telephone support for parents and teens and helping clients to build long lasting positive connections with their community and their peers.</p>	<p>School nurses are working in collaboration with Sefton’s Sexual Health Service to deliver sexual health promotion sessions.</p> <p>The School Health service supports healthy weight of children by offering 1-1 support or signposting on to support, such as Active Sefton.</p> <p>A one-to-one package of care can be developed to support emotional health of young people.</p> <p>Schools are encouraged by the Service to engage with the Mental Health in Schools Team.</p> <p>Information packs have been developed to support exam stress.</p> <p>School Nurse posters and leaflets are now displayed in all schools with contact details.</p> <p>Support is available via school-based drop ins. For those who prefer or are Electively Home Educated/NEET, this can also be accessed via Chat Health or the single phone number for the service.</p> <p>Digital resource packs for the Chat Health Service are provided to all schools.</p> <p>There has been introduction of the ‘CHAT Health’ text messaging service where children can access advice and support and follow up can be arranged with a named school nurse if the child or young person would find this beneficial.</p> <p>Health Questionnaires were produced in consultation with parents and young people.</p>





## Southport Marine Lake Events Centre

In November 2022, Sefton Council, and consultants from the MLEC project team including G&T property consultants, architects AFL, AECOM, CBRE and IPW venue consultants, hosted an engagement session with students from Southport College and two local high schools, Stanley High School and Meols Cop High. There were around 30 pupils at the event. The session involved a presentation from the team on the importance of the construction industry, an overview of the MLEC project, the consultants involved and their roles. The students were then split into groups for a 'break-out activity' to look at local sites and discuss their ideas for projects, what consultants they would need, what local interferences there might be etc. This was followed by a short Q&A session and pupils from the High schools were invited to have a tour of the Southport College facilities.

### What's next?

The construction contractor, Kier, are planning to use the immersive room at the Eco-Centre Building to show local children about careers in construction. They will be working with school children in Sefton to design the site hoardings and will meet with the Meols Cop careers team and Southport College's head of construction, to assist their apprentice schemes and career discussions.

MLEC project team members (including Kier, Sefton Council and G&T consultants) will be attending Meols Cop High School to spend the day conducting Mock Interviews for Year 11 students.

---

## Annual Youth Conference March 2022

Two online youth conferences were held using Zoom; one for Secondary school and college pupils held on 29th March, and one for primary school pupils on 30th March 2022. A multi-agency working group organised the events, and included members of the Sefton Special Educational Needs and Inclusion Service (SENIS team), Transitions team, Strategic Support team, Edge Hill University, Alder Hey Children's Hospital, Mersey Care, Career Connect, and the Head teacher from Merefield. Students from the schools Get Talking were also consulted regarding the organisation of the conference.

The secondary and college pupils' conference focused on the 4 Preparation for Adulthood themes - Employment/Education, Independent Living, Friends, Relationships and Community and Good Health. The Primary conference focused on the Sefton Children and Young People's plan themes of Happy, Healthy, Achieving and Heard, and was attended by 11 Sefton Primary schools.

**Feedback:** The children and young people said that they enjoyed the conferences. Session leaders said all the participants were able to engage and give their opinions. Those organisers who have attended both in person and on-line events commented that the in-person conferences are much more enjoyable and the buzz around the room is inspiring. Young people told us that they would prefer the conferences to be in person next year, as they would like to meet up with pupils from other schools. The conference next year will be a face to face/in-person event.

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# Agenda Item 9

<b>Report to:</b>	Cabinet Council	<b>Date of Meeting:</b>	6 April 2023 20 April 2023
<b>Subject:</b>	Corporate Plan, Workforce Plan & Equalities, Diversity and Inclusion Strategy		
<b>Report of:</b>	Chief Executive	<b>Wards Affected:</b>	(All Wards);
<b>Portfolio:</b>	Cabinet Member - Communities and Housing, Cabinet Member - Regulatory, Compliance and Corporate Services		
<b>Is this a Key Decision:</b>	No	<b>Included in Forward Plan:</b>	No
<b>Exempt / Confidential Report:</b>	No		

## Summary:

This report presents the Corporate Plan, Workforce Plan & Equalities, Diversity and Inclusion Strategy to Cabinet for consideration and subject to comment recommendation to Council.

## Recommendation(s):

**Cabinet** is asked to:

- (1) consider the draft Corporate Plan and subject to comment, recommend the draft Corporate Plan to Council for approval;
- (2) note that the next Corporate Peer Challenge is planned for 21 to 24 November 2023;
- (3) consider the draft Workforce Plan and subject to comment, recommend the draft Workforce Plan to Council for approval; and
- (4) consider the draft Equalities, Diversity and Inclusion Strategy and subject to comment recommend the draft Strategy to Council for approval.

**Council** is asked to approve the draft Corporate Plan, draft Workforce Plan and draft Equalities, Diversity and Inclusion Strategy.

## Reasons for the Recommendation(s):

To agree the draft Corporate Plan, Workforce Plan & Equalities, Diversity and Inclusion Strategy. The Corporate Plan sets out the Council's priorities for the next three years and

# Agenda Item 9

these are underpinned by achieving financial sustainability, the Workforce Plan, the Equalities, Diversity and Inclusion Strategy and living our values.

## Alternative Options Considered and Rejected: (including any Risk Implications)

NA

## What will it cost and how will it be financed?

**(A) Revenue Costs-**There are no direct revenue costs arising from this report. Any financial implications from specific activities will be addressed as part of the development of the proposal

**(B) Capital Costs-** There are no direct capital costs arising from this report. Any financial implications from specific activities will be addressed as part of the development of the proposal

## Implications of the Proposals:

<b>Resource Implications (Financial, IT, Staffing and Assets):</b>	
<b>Legal Implications:</b>	
<b>Equality Implications:</b> The equality Implications have been identified and risk remains, the three draft documents demonstrate the Council's commitment to reducing inequalities.	
<b>Impact on Children and Young People: Yes</b>  The draft Corporate Plan articulates the vision for Children's Services and the work that will be undertaken to improve outcomes for children and their families.  The draft Equalities, Diversity and Inclusion Strategy recognises that Council have agreed care experience should be treated like a protected characteristic.	
<b>Climate Emergency Implications:</b>  The recommendations within this report will	
Have a positive impact	Yes
Have a neutral impact	No
Have a negative impact	No
The Author has undertaken the Climate Emergency training for report authors	Yes
The draft Corporate Plan recognises the Council's commitment to being a carbon neutral and climate resilient organisation by 2030.	

## Contribution to the Council's Core Purpose:

Protect the most vulnerable: All three of these documents demonstrate the Council's commitment to protecting the most vulnerable.
The draft Corporate Plan demonstrates the Council's commitment to be a good Corporate Parent.
Facilitate confident and resilient communities: All three of these documents demonstrate the Council's commitment to facilitating confident and resilient communities.
Commission, broker and provide core services: All three of these documents demonstrate the Council's commitment to delivering its Core Purpose.
Place – leadership and influencer: All three of these documents demonstrate the Council's commitment to delivering its Core Purpose.
Drivers of change and reform: All three of these documents demonstrate the Council's commitment to delivering its Core Purpose.
Facilitate sustainable economic prosperity: All three of these documents demonstrate the Council's commitment to delivering its Core Purpose.
Greater income for social investment: All three of these documents demonstrate the Council's commitment to delivering its Core Purpose.
Cleaner Greener: All three of these documents demonstrate the Council's commitment to delivering its Core Purpose.

## What consultations have taken place on the proposals and when?

### (A) Internal Consultations

The Executive Director of Corporate Resources and Customer Services (FD.7188/23) and the Chief Legal and Democratic Officer (LD.5388/23) have been consulted and any comments have been incorporated into the report.

The Corporate Equalities Group has considered the draft Equalities, Diversity and Inclusion Strategy.

### (B) External Consultations

A range of partners have considered the draft Corporate Plan.

## Implementation Date for the Decision

Immediately following the Council meeting.

<b>Contact Officer:</b>	Jan McMahon
Telephone Number:	Tel: 0151 934 4431
Email Address:	jan.mcmahon@sefton.gov.uk

## Appendices:

Appendix A Draft Corporate Plan

Appendix B Draft Workforce Plan

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Appendix C Draft Equalities, Diversity and Inclusion Strategy

## **Background Papers:**

There are no background papers available for inspection.



## 1. Introduction

- 1.1 This report presents the Corporate Plan, Workforce Strategy & Equalities, Diversity and Inclusion Strategy to Cabinet for consideration and subject to comment recommendation to Council.

## 2. Corporate Plan

- 2.1 As part of the Council's response to the feedback to the Local Government Association Peer Challenge Revisit in April 2022 a draft Corporate Plan is presented to Cabinet at appendix A for consideration and subject to comment recommendation to Council.

- 2.2 The draft Corporate Plan contains the Council's priorities for the next three years

- Children & Young People
- Health & Wellbeing
- Adult Social Care
- Working for Our Communities Every Day
- Inclusive Growth

- 2.3 The priorities are underpinned by achieving financial sustainability, the Workforce Plan, the Equalities, Diversity and Inclusion Strategy and living our values.

- 2.4 The draft has been developed from existing strategies and recognises the work that has already been undertaken and as such has been shared with partners and the workforce.

- 2.5 The Corporate Plan will run for a three year period and that progress will be reported to Cabinet on an annual basis. Delivery of the plan will be monitored through existing mechanisms and plans such as the Children's Improvement Plan and Service Plans.

- 2.6 Cabinet members are asked to consider the draft Corporate Plan and subject to comment recommend the draft Corporate Plan to Council for approval.

- 2.7 Alongside the introduction of the Corporate Plan it is intended to refresh the approach to Service Planning. Good service planning is a cornerstone of effective performance management and provides a solid foundation, keeping priorities and principles firm, even in times of change. They link how services are contributing to the delivery the Vision 2030, the Core Purpose and Corporate Plan through to individual appraisals.

- 2.8 Cabinet is asked to note that the next the Corporate Peer Challenge planned for 21 to 24 November 2023.

## 3. Workforce Plan

- 3.1 The draft Workforce Plan, appendix B outlines the vision for the Council, values and behaviours, and the priorities to be focused on to achieve our vision.

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- 3.2 The Council needs to continually develop and evolve to meet the needs of residents, communities, businesses and indeed its workforce. That pace of change has been in place for many years now and was further impacted during the pandemic when what the Council delivered and how, changed fundamentally. This once again demonstrated the value, skills and flexibility of the Council's workforce.
- 3.3 The next few years will present a different set of challenges and opportunities for Sefton and the Council's workforce, and the Workforce Plan outlines how the Council is planning to respond.
- 3.4 Cabinet members are asked to consider the draft Workforce Plan and subject to comment recommend the draft Workforce Plan to Council for approval.

## **4. Equalities, Diversity and Inclusion Strategy**

- 4.1 The draft Equalities, Diversity and Inclusion Strategy, Appendix C, aims to make the Council a more inclusive and diverse place for people to work, recognises the need to work with partners to remove barriers for under-represented groups across Sefton and demonstrates the Council's commitment to improve inclusivity in Sefton.
- 4.2 The draft Equalities, Diversity and Inclusion Strategy reaffirms the Council's commitment to recognising care experience as a protected characteristic.
- 4.3 The draft Equalities, Diversity and Inclusion Strategy also recognises the work the Council needs to prioritise internally.
- 4.4 Cabinet members are asked to consider the draft Equalities, Diversity and Inclusion Strategy and subject to comment recommend the draft Equalities, Diversity and Inclusion Strategy to Council for approval.

## **5. Equality Implications**

- 5.1 The Equality Act 2010 says public authorities must comply with the public sector equality duty. In carrying out their functions, they need to have due regard to the need to achieve the objectives set out under s149 of the Equality Act 2010 to:
- Eliminate unlawful discrimination, harassment and victimisation and any other conduct prohibited by or under this Act.
  - Advance equality of opportunity between persons who share a relevant protected characteristic and those who do not share it.
  - Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The protected characteristics are:

- Age

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- Disability
- Gender Reassignment
- Marriage and Civil Partnership
- Pregnancy and Maternity
- Race
- Religion and Belief
- Sex
- Sexual Orientation

- 5.2 In Sefton, a motion was approved by Council, at its meeting on 19<sup>th</sup> January 2023 to treat Care Experience, as a protected characteristic. This decision is recognised in the draft Equality, Diversity and Inclusion Strategy.
- 5.3 All three draft documents demonstrate the Council's ongoing commitment to reducing inequality.

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# Sefton Council Corporate Plan 2023 to 2026

A confident and connected borough that offers the things we all need to start, live and age well, where everyone has a fair chance of a positive and healthier future.









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# Foreword



**Welcome to our 2023 – 2026 Corporate Plan which builds on our achievements of recent years and brings together our priorities for the next three years. It is underpinned by our Workforce Strategy and values. Our ambition is for Sefton to be a confident and connected borough that offers the things we**

**all need to start, live and age well, where everyone has a fair chance of a positive and healthier future.**

Local people are at the heart of our plan, and we will continue to work with our partners to reduce the many inequalities that exist across Sefton.

Safeguarding children, with our partners, is our highest priority and improving services for children and their families will be at the heart of everything we do. Our Children’s Services team continues to face high demand and increases in complexity of need. The actions in our Improvement Plan identify the steps we are taking to make the required changes. Most importantly we will ensure that we listen to our children as we develop and implement our plans. I know that every councillor and member of staff in Sefton is committed to being a good Corporate Parent and we, with our partners, will do all we can to raise aspiration for the children that we care for and keep children safe.

Our Health and Wellbeing Strategy “Living Well in Sefton 2020-2025” is directed towards large scale, meaningful changes on the big issues which matter to people who live, study and work here. Our ambitions are for better and more equal health and wellbeing spanning all the way from pregnancy and the start of life, to the close of our lives, it is not just about health and care services. This is because we know that the most powerful changes come from creating more of the right conditions and opportunities for people’s health to thrive. We want

people to live as independently as possible for as long as possible.

Every day we deliver many diverse services to our communities, empty bins, maintaining parks and our beautiful coast, supporting people during the Cost of Living Crisis and much more. I know that these services make such a difference to everyday life and this plan brings together our priorities for these much valued services.

We will continuously act on our commitments to be a net zero organisation by 2030, we will continue to focus our efforts on energy use reduction as well as exploring the potential for green infrastructure and offsetting.

At the heart of the Council’s activity is the requirement and clear objective to deliver and maintain financial sustainability, make every pound count, invest wisely and creatively to make and save money and celebrate diversity. Delivering Value for money for our residents is critical.

Our Growth Programme brings together the steps that we are taking to deliver an economy that connects Sefton to the City Region and beyond, in which businesses, employees, jobseekers and working age adults receive the help they need to achieve their ambitions, and the benefits of growth are maximised for the people and places of Sefton. Ultimately this is about more and better jobs for local people.

None of our priorities can be delivered without the diverse talents, skills and commitment of our workforce and I would like to take this opportunity to thank them for everything they do.

**Cllr. Ian Maher**  
Labour Leader, Sefton Council



# Our Priorities

**Children & Young People** - Improving outcomes for children and their families

**Health & Wellbeing** - Improving the health and wellbeing of everyone in Sefton and reduce inequality

**Adult Social Care** - Empowering people to live an independent life, exercise choice and control, and be fully informed

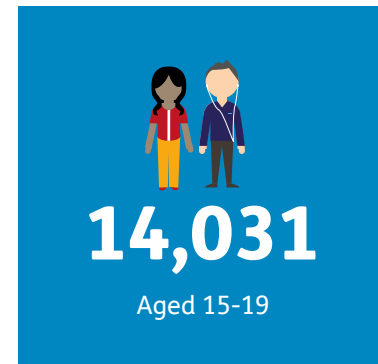
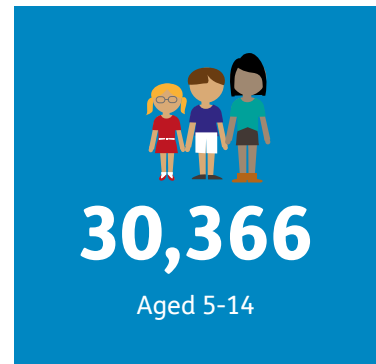
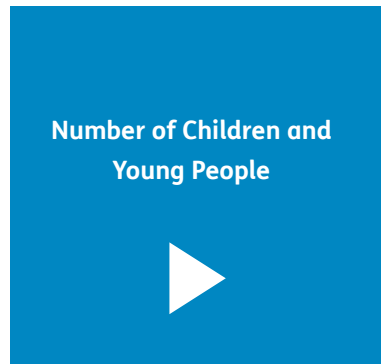
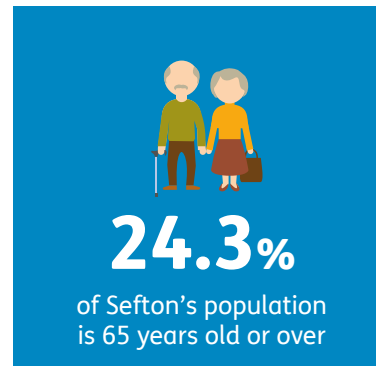
## Financial Sustainability

**Working for Our Communities Every Day** - Working together to deliver affordable services which achieve the best possible outcomes for our communities

**Inclusive Growth** - Creating more and better jobs for local people



# About Sefton



# Our Core Purpose

- **Protect the most vulnerable:** i.e., those children and adults who have complex care needs with no capacity to care for themselves and no other networks to support them. For those who are the most vulnerable we will have a helping role to play, we will challenge others to ensure we all protect the most vulnerable children and adults and where we need to, we will intervene to help improve lives.
- **Facilitate confident and resilient communities:** the Council will be less about doing things to and for residents and communities and more about creating the capacity and motivation for people to get involved, do it for themselves and help one another. We will create an environment in which residents are less reliant.

- **Commission, broker and provide core services:** the Council will directly deliver fewer services but will act as a broker and commissioner of services which meet the defined needs of communities, are person-centred and localised where possible.
- **Place-leadership and influencer:** making sure what we and what others do are in the best interests of Sefton and its residents and has a contributing role to the 2030 vision of the borough. The Council will use data and feedback from our communities, children and young people in shaping plans. The Council will demonstrate strong leadership and influence partner organisations to:
  - work towards common goals
  - deliver the best opportunities and outcomes for the children in young people in and leaving our care by being good Corporate Parents
  - deliver the best opportunities and outcomes for residents and every child in Sefton
  - ensure Sefton is a child, older person and disability friendly place and build pride in the borough.
- **Drivers of change and reform:** the Council will play a key role in leading change and reform to improve outcomes for Sefton residents, every child's future and continuously improve the borough.
- **Facilitate sustainable economic prosperity:** that is, people having the level of money they need to take care of themselves and their family; creating the conditions where relatively low unemployment and high income prevail, leading to high purchasing power; opportunities for future generations and having enough money to invest in infrastructure.
- **Generate income for social reinvestment:** the Council will develop a commercial nature and look to what it can do either by itself or with others to generate income and profit that can be reinvested into delivering social purpose and preparing for the future.
- **Cleaner and Greener:** the Council will work with others to act as guardians and protect and maintain Sefton's natural beauty and ensure that its many assets can be enjoyed by everyone and future generations and provide a contribution to Sefton's economy, people's wellbeing and the achievement of the 2030 Vision.



# How we work

The Council works hard to ensure what we and others do is in the best interests of Sefton and our residents through true collaboration, mutual trust and rigorous prioritisation.

## Our Workforce

Our workforce is our greatest asset, engaging and developing them is key to improving outcomes for our communities. Our Workforce Plan aims to enable the Council to achieve real and lasting change and to get ready for the challenges ahead. This plan has been developed by cross section of staff from across the organisation. We aim to make sure we are focused on our priorities under a One Council (single team) approach with joined up thinking, actions and making sure we deliver what we promise.

## Our Governance

The Council is composed of 66 Councillors with one-third elected annually (three years in every four) for a term of four years.

The Cabinet comprises of the Leader of the Council and nine Cabinet Members of the Council. Each has responsibility for a defined portfolio.







## Our Finance

The Council has a proven track record in sound financial management. We will ensure the Council is financially sustainable through effective medium term planning, delivers value for money and manages effectively within available resources at a time of ongoing cost inflation, increased demand and need. Long term financial sustainability is key to delivering the objectives of the council and value for money.

We will make all of our service decisions taking into account financial implications and the impact on the wider Council's long term financial position.

Wherever possible, we will spend our money locally to support local businesses and organisations and seek to maximise social value.

The Council will look to build on the successful bids for Government, City Region and other funds to ramp up our capital investment programme, promoting growth and economic resilience locally and expect to continue this work over the lifetime of this plan.

## Our Partnerships

The role of the Council is unique in delivering change, sometimes we contribute directly to it, but we also play a unique role in convening partners, mobilising action and developing support for our collective work.

The Council's partnership arrangements are many and include the Sefton Partnership (Health & Social Care), Sefton Safeguarding Children's Partnership, Sefton Adults Safeguarding Board, Safer Sefton Together Partnership, SEND Improvement Board, Early Help Partnership Board, Sefton Domestic Abuse Partnership Board, Southport Town Deal Board, Sefton Economic Forum and Bootle Local Partnership Group. We will work with our partners to raise aspiration, work towards common goals and build a sense of pride and belonging in the borough, together we will have a greater impact. We will galvanise our partners to ensure that we are all working together as good Corporate Parents.

We recognise that as the needs of Sefton's communities change over time we must adapt and continuously improve the way we work together, in order to facilitate changes which have a positive, lasting impact on the lives and wellbeing of local people. To help achieve this, since 2015, we have established an operational framework, [New Realities](#), that strengthens working relationships between the local authority and the Voluntary, Community and Faith Sector.

## Our Communities

The voice of our communities was central to shaping our Vision 2030 and we will continue to focus on ensuring that all people continue to have a powerful and meaningful voice to shape the future of the Sefton and the services provided by the Council.

We want Sefton to be a place where children and young people can grow up happy, safe and secure, with a voice that matters and so that they get the opportunities they need to thrive.

The [Public Engagement and Consultation Framework](#), outlines a set of principles, standards for consultation and engagement and the work of the Public Engagement and Consultation Panel.

Our commitment to equality goes beyond complying with our statutory duties. We are determined to remove barriers and supporting individuals and families to reach their full potential.





# How we will drive system wide delivery

Through continuous engagement with our partners, we will deliver joined up plans. Existing governance and partnership arrangements will oversee the delivery of key strategies and action plans that underpin this plan. Cabinet will oversee the progress made against this plan on an annual basis.



# Delivering Our Priorities

## Children & Young People - Improving outcomes for children and their families.

Vision for Children's Services – we want our all of our services to enable and support every child, young person and family to reach their full potential.

### What we want to see



All children having a happy and healthy start in life

The Council and its partners are good Corporate Parents

More local Foster Carers

Stability and capacity in the workforce

The voices of children and young people are heard and influence change

Children are protected from exploitation and have access to trauma informed support

Children are safeguarded and feel safe to live at home with their families

Children and young people feel like they belong and are proud of their neighbourhood

A range of services to address both the short and long term impact of domestic violence and abuse

Children with additional needs and vulnerabilities feel safe and supported

All children and young people enjoying a positive educational experience with education and training unlocking the door for every child

Children, young people and their families have access to good information and advice and early help

Children with Complex Needs and their families have access to effective and timely support

Tackling child poverty with our partners at the heart of our role as a service provider, educator, employer and community leader

Families have access to increased and effective targeted early help support to ensure problems are addressed earlier







## So Far We Have

### Stable Workforce

**We have**

- strengthened the Children’s Services leadership and management team
- introduced a Social Work Academy
- improved our recruitment and retention offer
- created a working environment in which senior leaders are visible and staff feel supported

### Being a Good Corporate Parent

**We have**

- recognised Care Experienced as a protected characteristic
- introduced a mentorship scheme for care experienced young people
- launched the Caring Business Charter

### Tackling Child Poverty

**We have**

- agreed our Child Poverty Strategy and Action Plan
- supported families with holiday meals and activities

### Good Information & Advice and Early Help

**We have**

- refreshed the Local Offer for SEND
- created and launched a new approach to Targeted Family Support for those families who need intensive interventions
- commissioned integrated advocacy services
- realigned Targeted Early Help to Children’s Services
- created a Family Support team for Children With Complex Needs
- launched a pilot fostering support service for CWCN and their families

### Access to good education, employment and training opportunities

**We have**

- co-produced our Education Strategy
- strengthened our relationships with schools

- reviewed and strengthened the schools causing concern protocols
- introduced electronic Personal Education Plans for cared for children and provided training for schools and social workers

### Pride and Listening to children and young people

**We have**

- refreshed the Consultation & Engagement Framework
- increased the number of Participation Officers
- built on the MAD group and Youth Ambassadors
- created a young people’s room within our Children Services department



## Next We Will

### Stable Workforce

#### We will

- step up our recruitment activity to reduce the number of Social Worker vacancies
- develop our managers
- develop the wider Children's workforce to better support children and their families
- continue to recruit to our Social Work Academy
- maintain a relentless focus on practice improvement
- create pathways of CPD for the workforce using our SW Academy

### Being a Good Corporate Parent

#### We will

- work with partners to deliver our Children's Improvement Plan
- embed the seven principles for Corporate Parenting and refresh our Corporate Parenting Strategy
- ensure elected members receive additional training and support to ensure that they know how to effectively discharge their duties
- take action to help cared for children and care experienced young people to access opportunities and support

### Tackling Child Poverty

#### We will

- deliver the Child Poverty Action Plan by working with partners, parents and carers
- lobby for further investment in Sefton children and their families

### Good Information & Advice and Early Help

#### We will

- develop our Early Help offer to better meet the needs of children and their families offering support to access the right help at the right time
- support children with special educational needs and disabilities and support parent/carers, and ensure equality of access to our universal services

### Access to good education, employment and training opportunities

#### We aim to

- raise aspiration for all our children and young people
- reduce educational inequalities

#### We will

- deliver our Education Strategy Action Plan and SEND Improvement Plan
- work with early years providers and schools to improve access and attainment
- work with our partners to improve education and training opportunities for young people

### Pride and Listening to children and young people

#### We aim to

- help build tolerant communities that value all children and young people giving them opportunities to positively contribute to their neighbourhood

#### We will

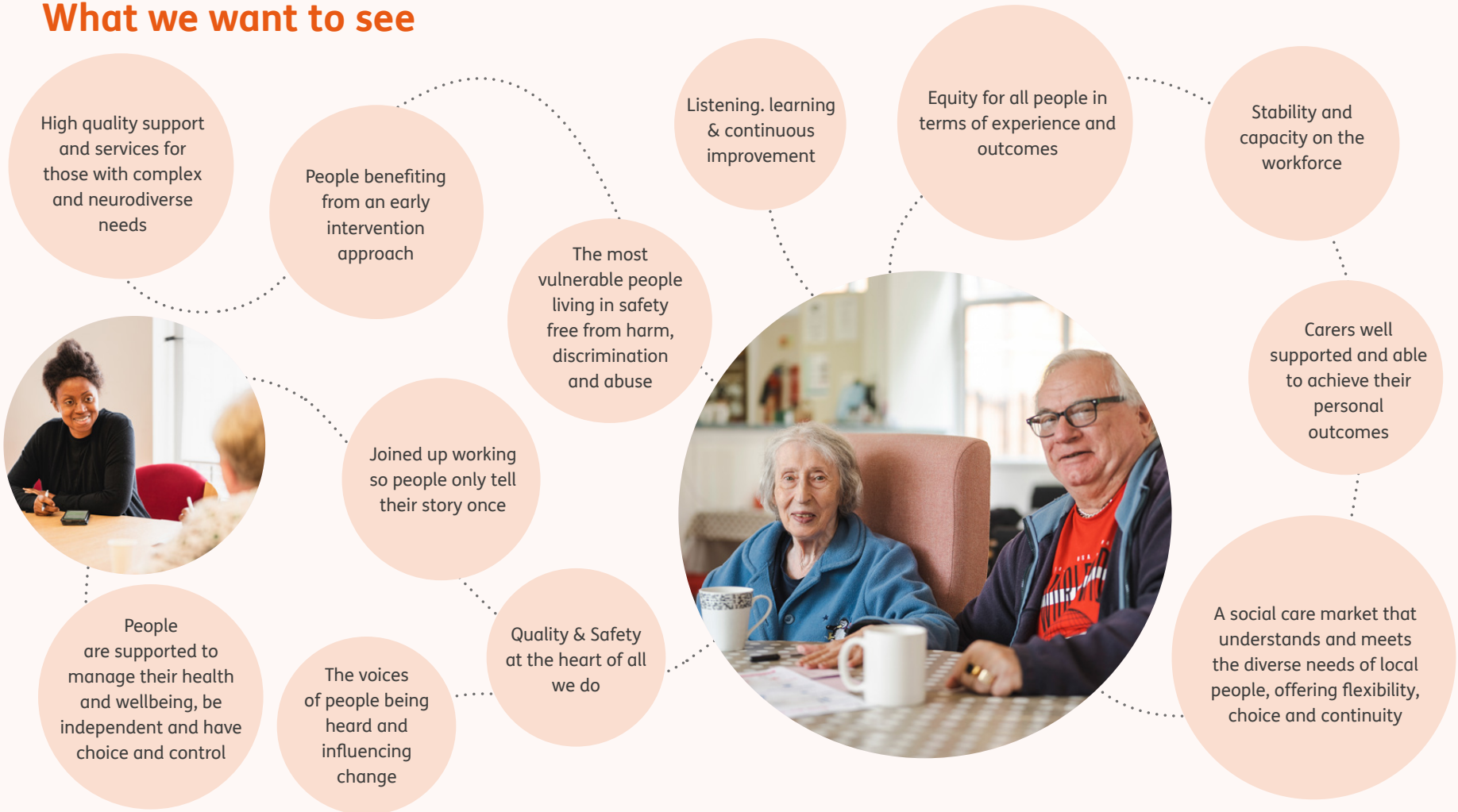
- listen to children and young people by ensuring that barriers to participation and progress are addressed using multiple techniques and methods so we can hear the voice of the child
- work closely with partners and key youth groups to ask questions, clarify understanding and give them the opportunities to be engaged in decision making processes and have as much influence as possible
- refresh the Children & Young People's Plan
- co-produce a Belonging Strategy



# Adult Social Care

Vision for Adult Social Care – we want to offer care and support that empowers people to live an independent life, exercise choice and control, and be fully informed.

## What we want to see









## So Far We Have



### Leadership and workforce

**We have**

- strengthened our leadership capacity
- collaborated with health colleagues to develop a Sefton Leadership Programme
- sought to strengthen front line recruitment including “growing local talent” through apprenticeships
- strengthened our governance and oversight arrangements
- worked with Providers to develop and implement Partnership groups and forums

### Early intervention

**We have**

- developed our digital strategy
- worked collaboratively with our health and care colleagues to strengthen our rapid response offer, intermediate care and home first services
- introduced a Mental Health Recovery Team
- adopted a strength - based approach to supporting people and carers

### Integrated working

**We have**

- worked with partners to create a Sefton Partnership Board
- introduced Integrated Care Teams with our colleagues from Health and Primary Care
- moved to ensure that Health and Social Care commissioners are now co-located

### Social Care Market

**We have**

- refreshed our market position statement and market sustainability plan
- worked with care providers to provide additional support regarding the recruitment and retention of the workforce.

- engaged with local people to review our day opportunities and make plans to transform services
- focused on increasing the availability of domiciliary care and care at home
- supported local providers through our single handed care programme and occupational therapy support
- improved our offer to better support wellbeing and independence at home

### Quality

**We have**

- started to prepare for the new national assurance framework for Adult Social Care
- invited the Local Government Association (LGA) to undertake a Peer Review of our services
- introduced a new quality assurance framework and professional practice forum
- maintained strong links with regional colleagues

### Safeguarding

**We have**

- strengthened our Safeguarding Adults Partnership Board (SSAPB) and appointed an Independent Chair
- developed a Communication Plan and increased the use of social media to promote local, regional and national focus on adult safeguarding
- created detailed Work Plans for SSAPB with focus on communication, quality and process along with wellbeing and learning.
- continued to ensure high quality training is available for all practitioners undertaking adult safeguarding work.
- worked closely with partners and providers to identify learning opportunities through lived experience resulting in the creation of learning materials for use by professionals and communities alike and improved service delivery.

## Next We Will

### Leadership and workforce

#### We will

- develop an integrated workforce strategy with Sefton Place Colleagues.
- support the wider workforce market working with regional partners to develop a Care Academy.
- focus on inclusive leadership to develop greater awareness and planning for Sefton's diverse communities.
- continue to grow our own and develop careers progression opportunities.
- develop our approach across services and our market place, to early help and prevention
- codesign with people and partners our Annual Assessment Quality Assurance Framework

### Early intervention

#### We will

- develop and codesign with people and partners our earlier help and prevention strategy
- introduce more support options through the provision of extra care housing
- improve the accessibility of our information and advice
- Increase the availability of reablement services and enhance our Home First Service

### Integrated working

#### We will

- engage with local people and carers to codesign opportunities
- engage further with people who access and use our services to develop a strength based approach
- review and redesign our support arrangements for people with complex and neuro diverse needs
- better align with Health Commissioning to offer integrated joined up service offers
- focus on integrated teams, including co-location, digital records and renewed vision and priorities.

- codesign with young people and families our approach to children's transitions to adulthood

### Social Care Market

#### We will

- work with Providers to support them to adapt their services
- put in place new arrangements for Care at Home services
- work in partnership across the health and care system in Sefton

### Quality

#### We will

- implement a communication, engagement, codesign and consult programme.
- further develop and deliver an integrated quality framework
- develop a strength - focused charter kite mark with our market place
- strengthen how we learn from adverse events and provider failure
- continue to ensure that our commissioning activity has a key focus on providing high quality services that are focused on meeting peoples desired outcomes
- codesign with people/ partners and communities our inclusion and diversity approach

### Safeguarding

#### We will

- continue to work with people to understand what safe means to them
- review our pathways, processes and ways of working.
- continue to deliver quality learning opportunities.
- further support the work and influence of the Sefton Safeguarding Adults Board

# Health & Wellbeing

## What we want to see



People connected across generations

As people grow older, they can access support, tailored to their needs which respects their dignity and individual preferences.

Sefton is a place where it is easy to be healthy and happy



Our communities and the built environment meeting the needs of people as they get older, through age and disability friendly towns, communities, services, housing and transport

Every child and young person having a successful transition to adulthood

Older people staying active, connected, involved and valued in their communities

Health, care and wellbeing services across the wider system working together to support individuals, carers, families, and communities

Everyone having a fulfilling role which can support their needs, with opportunities to contribute, learn and progress

Every child achieving the best start in their first 1001 days



Education and training enabling every young person to unlock the door to more choices and opportunities





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## So Far We Have

### Start Well

**We have**

- refreshed the Mental Health Toolkit for schools
- developed a renewed 0-19 service
- developed integrated models for key worker, gateway reviews and implemented regional improvements to Mental Health Services

### Live Well

**We have**

- delivered integrated Mental Health reablement offers
- delivered Crisis cafes to deliver community based responses to mental health needs
- delivered community based diagnostic hubs and health on the high street model
- improved our self assessment process and access to adaptations
- delivered increased number of technology enabled care and embedded this in Social Work practice

### Age Well

**We have**

- increased our Domiciliary Care market and redesigned our offer
- delivered a new 2 hour and rapid response service to meet discharge and hospital avoidance demand,
- supported the Care Home Market with training and development offers, market sustainability funding and enhanced care from GP's and Community health teams

### All Age

**We have**

- delivered a new integrated advocacy service
- worked with the Carers centre to plan and deliver a new integrated Cares service

### Integration

**We have**

- delivered a mature Sefton Partnership to bring Health and Care Partners together to take key decisions on the delivery and transformation of Health and Care in Sefton
- established joint accountability through shared leadership, a single Place Director for health and social care, aligned teams and an medium term plan for expanded joint budgets

### Voice

**We have**

- delivered co-produced consultations on Day Opportunities and Supported living
- developed a co-production standard



## Next We Will

### Start Well

#### We will

- promote partnership working including joint commissioning so we can invest in children and young people's futures
- update our Cared For Sufficiency Strategy

### Live Well

#### We will

- develop the Adult Social Care Strategy and Action Plan
- deliver a new offer for Day Opportunities and Supported Living

### Age Well

#### We will

- deliver a new Domiciliary Care offer
- deliver a Market Sustainability plan and work with the Care Market to deliver a fair cost of care and remodelled market for older people
- continue to deliver our Technology Enabled Care Strategy supporting more people to benefit from digital and technology enable care offers.

### All Age

#### We will

- encourage all ages and abilities to get involved with physical activity
- promote tech enabled care
- deliver against our end of life strategy
- remodel our Carer offer

### Integration

#### We will

- deliver a Place Delivery Plan
- further align teams
- develop our Integrated Care Teams including co locating and shared care records

### Voice

#### We will

- ensure the voice of those that use and deliver services can be heard and become a key part of service improvements and development as standard







# Sefton's Health & Wellbeing Across the Lifecourse

Current Population 279,231

52,998 Under 18s      161,467 18-64      64,766 65+



**KEY**

Statistical significance to England:

- Better
- No different
- Worse

Direction of travel:

- ↑↓ Improved since last period
- ↔ Similar to last period
- ↑↓ Worse than last period
- No comparator

Based on a template from Halton Public Health Intelligence Team and work produced by Centre for Public Health, Liverpool John Moores University. Icons made by Flaticon and available here: [www.flaticon.com](http://www.flaticon.com)



# Working for Our Communities Every Day

Our vision for every day services – our work contributes to people feeling happy and safe in their neighbourhood.

## What we want to see









## So Far We Have

### Help & support

**We have**

- continued to support local people experiencing severe hardship, a disaster or emergency.
- worked with our partners to create warm hubs where people feel welcome and safe
- invested in our digital infrastructure and skills to reduce digital exclusion
- ensured our libraries, leisure the Atkinson and family well being centres are the community footprint for help and advice and encourage healthy lifestyles

### Good, affordable housing

**We have**

- agreed a new Housing Strategy
- agreed a new Selective Licensing and Additional (HMO) Licensing Schemes
- launched our own housing company
- developed a Homeless and Rough Sleeping Action Plan

### Safe, Connected Neighbourhoods

**We have**

- secured funding for improvements to highways, public transport and more, the £3.8 million funding from developers will also help boost primary school provision and improved health facilities.
- agreed our partnership Domestic Abuse Strategy & Action Plan
- agreed our partnership Community Safety Strategy
- started preparing for Environment Act implementation

### Climate Change

**We have**

- progressed our Climate Emergency Action Plan
- started to install energy efficient street lighting
- accessed government funding for public building decarbonisation

### Spaces for everyone to enjoy

**We have**

- protected our coast for all to enjoy
- increased the facilities for visitors to our coast
- worked with friends of groups to make our green spaces enjoyable for everyone

### Pride & Voice

**We have**

- refreshed our partnership Consultation & Engagement Framework
- created new diverse staff groups
- celebrated our local heroes and diverse communities
- supported local projects through Sefton Crowd





## Next We Will

### Help & support

**We will**

- work with our partners and local people to minimise the impact of food and fuel poverty
- continue to support the diverse needs of communities through early help

### Good, affordable housing

**We will**

- deliver the Local Plan
- continue our work with partners to reduce homelessness and rough sleeping

### Safe, Connected Neighbourhoods

**We will**

- work with our partners and local people to minimise the impact digital exclusion
- work with partners to deliver the Domestic Abuse Action Plan
- work with the Police and Crime Commissioner to deliver our community safety priorities set out in our plan
- implement the Highways Capital Programme, to maintain and improve transport infrastructure and connectivity

### Climate Change

**We will**

- continue to reduced the Council’s carbon footprint
- continue the installation of energy efficient street lighting
- encourage active travel and improvements in air quality



### Spaces for everyone to enjoy

**We will**

- help build tolerant communities that value all everyone as members and give them positive opportunities to contribute
- deliver everyday services to the best possible standards
- encourage biodiversity, recycling and responsible waste disposable
- deliver the Community Safety Strategy Action Plan

### Pride & Voice

**We aim to**

- help build tolerant communities that value all children and young people giving them opportunities to positively contribute to their neighbourhood

**We will**

- celebrate and champion diversity, local pride, our amazing volunteers and culture
- work with our communities to strengthen community voice
- lobby for a fair funding settlement for Sefton



# Growth

## What we want to see



Regenerated Places



People enjoy visiting Sefton



The voices of local businesses are heard and influence change



Inclusive Growth



People have support to access employment opportunities









## So Far We Have

### Inclusive Growth

**We have**

- refreshed the Sefton Economic Strategy
- agreed the Social Value Policy including the incorporation of our new Caring Business Charter
- embedded key social value objectives and outcomes into procurement activities, lease and other contractual agreements
- secured the second largest Town Deal for a single town in the country for Southport – including for the £73m Marine Lake Events Centre
- delivered affordable quality homes across the borough via Sandway Homes

### Access to Employment

**We have**

- are delivering the Restart contract, engaging with local employers across the borough
- have delivered quality employment and career opportunities via Sefton Hospitality Operations Limited

### Regenerated Places

**We have regenerated**

- Southport Market, a new food and drink offer that has galvanised footfall and investment in that part of the town centre
- Lake House, Waterloo, supporting elevation of our brand proposition for visitors and offering quality employment and career opportunities for local people
- Cambridge Road, enhancing underused assets to deliver positive social outcomes in our communities
- Bootle Canalside, bringing a more diverse range of uses and events to the town centre, driving increased footfall in the Strand and beyond

### Visiting Sefton

**We have**

- proactively marketed Sefton as a visitor destination

- created a programme of high-quality events of regional significant, driving up visitor numbers
- procured ASM the world’s leading venue management company and producer of live experiences as the preferred operating partner for the Marine Lake Events Centre project

### Voice

**We have**

- the Economic Forum to engage with the business community
- the Growth Hub Marketplace where businesses can see what help and support is available across the Liverpool City Region.
- Southport Town Deal board, plus a Shadow Board comprising young people from across the town
- Local Partnership Groups in place in Southport and Bootle
- Shadow Boards in Southport and Bootle to capture youth voice on strategies and projects



## Next We Will

### Inclusive Growth

#### We will

- deliver the repurposing of the Strand shopping centre in Bootle
- support small and medium-sized business growth across the borough
- continue to collaborate with key stakeholders and groups to design and develop projects with inclusivity at front of mind throughout

### Access to Employment

#### We will

- build on SHOL's successful start to deliver business growth and create further quality career opportunities with the company
- promote greater inclusivity in employment across the borough
- widen implementation of the Caring Business Charter, securing employment and work experienced opportunities for young people with care experience across the borough.

### Regenerated Places

#### We will

- progress the regeneration of Bootle Canalside, Southport Pier, Les Transformations de Southport and Crosby village centre and library
- proactively bid for funding from government and from the Combined Authority
- stimulate inward investment via delivery of catalytic projects
- work collaboratively with current and prospective partners to secure new investment across the borough

### Visiting Sefton

#### We will

- continue our work to deliver the Marine Lake Events Centre project
- develop the Bootle Canalside "Salt and Tar" site and events programme, and continue to progress our ambitious vision for the future of Bootle town centre
- progress our works on Southport Pier
- align with the regional visitor proposition and major events elsewhere in the region

### Voice

#### We will

- proactively engage with all stakeholders to ensure we capture breadth and diversity of perspectives
- learn and develop to strengthen the quality and effectiveness of our consultation and engagement activities
- continue to capture the voice of children and young people at strategy and project level across our growth and strategic investment programme





# Key Documents

Health & Wellbeing Strategy

Child Poverty Strategy

Education Excellence Strategy for Sefton 2022-2025

Digital Inclusion Strategy-2022

Accessible-communications-policy-2020.pdf ([sefton.gov.uk](https://sefton.gov.uk))

New Realities 2021 ([sefton.gov.uk](https://sefton.gov.uk))

Economic Strategy Update

Children's Improvement Plan

Children & Young People's Plan

Sefton Domestic and Sexual Abuse Strategy 2023-2028









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Sefton Council 

*'A Confident and Connected Borough'*

# Workforce Plan 2022-2026

Sefton  
2030

Ready for the future





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## Foreword by Dwayne Johnson, Chief Executive



**Dwayne Johnson**  
Chief Executive

In Sefton, we recognise that our people are our greatest asset and understand that we need to engage with employees and support them to promote and maintain stability in the workplace, which in turn benefits the work we do.

We are committed to getting the best out of our employees and know that this is easier if they are happy coming into work; feel valued, supported, and heard. We want all employees in Sefton to have opportunities to develop and to be able to achieve a good work life balance. It is important for me to highlight that diversity and difference will not prevent anyone from achieving great things in Sefton. Everybody deserves opportunities in the workplace.

During recent years, the way we work has changed significantly with increased use of technology; the need for new skills and continuous learning to keep abreast of change. Agile working has increased, and we have become more focused on our health and wellbeing ensuring we strike the right work life balance and provide safe working conditions for our people whether they be working directly with our residents or children and young people or most vulnerable, working from home or in our office bases or interfacing with the business community and local people.

Moving forward more efficiencies and savings are required and income generation opportunities need to be maximised. Despite the challenges, we are heading into exciting times, this workforce plan will provide a platform to extend our transformation journey, whilst prioritising key actions we will need to focus on as an organisation.

This Workforce Strategy will be supported by a programme that ensures all plans and actions are prioritised, coordinated, and embedded in all areas of the Council. Our commitment to Sefton's 2030 vision and our Core Purpose will continue to be our priority.

## Foreword by Councillor Paulette Lappin



**Councillor Paulette Lappin**  
Cabinet Member for Regulatory,  
Compliance and Corporate  
Services

I have been the Cabinet Member for Regulatory, Compliance and Corporate Services since May 2015 and it has given me great satisfaction to see the improvements we continue to make in the Council. The aim of the Workforce Strategy is to enable the Council to achieve real and lasting change and to plan for the challenges ahead. I will ensure, where we can, that we work collectively to achieve the maximum benefits and efficiencies for Sefton, our partners, and communities.

My intention is that this Workforce Strategy becomes a “living” document and is widely owned in the Council, both by my Elected Member colleagues and employees at all levels of the organisation.

As the portfolio member for Regulatory, Compliance and Corporate Services, I will take an active role in the implementation of the strategy and will report to Cabinet the key achievements that result from the action plan.

The Council has embraced the challenge of implementing a workforce plan that will take us on a journey to continue improving the organisation and I am proud to have responsibility for this work as part of my portfolio.

Welcome to the Council's Workforce Plan. This plan provides an essential framework to help us to efficiently and effectively utilise our workforce to help us deliver Sefton's 2030 vision.

## Workforce Plan 2022–2026

Our Workforce Plan outlines the vision for the Council, our values and behaviours, and the priorities we will focus on to achieve our vision. These priorities are then further developed in directorates and services to set the focus for each area within the council. These strategies help us understand and plan for the opportunities and challenges ahead.

Our Core Purpose outlines the Council's priorities and the actions we will focus on to achieve our partnership Vision 2030. Our Core Purpose describes how we intend to achieve our aims and objectives based on the feedback from partners who took part in the Imagine Sefton 2030 consultation process.

When read together with the Core Purpose, our Workforce Plan describes how we will develop our workforce. Together they describe the priorities the Council will pursue, the resources available to achieve these, and the shape, culture, and processes which the Council's workforce will adopt to meet the challenges of the future.

We recognise that we are on an improvement journey with our Children Services and because of our circumstances we will provide more focus within the service, and we have already published our [Children's Social Care People Strategy](#) to demonstrate our commitment to children services.

## Our Vision for Sefton:

“To be a confident and connected borough”

We are proud of our exciting vision for the future of Sefton, which we developed and agreed with our communities and partners in November 2016 – it underpins everything we do. Our Imagine 2030 consultation engaged thousands of people, local businesses, visitors and potential investors to create a vision that collectively promotes shared prosperity, coordinated public investment, and a healthy environment and population.

## Core Purpose

The Council's Core Purpose document summarises how we intend to achieve the aims and objectives based on the feedback from everyone that took part in the Imagine Sefton 2030 consultation. These include the following:

- **Protect the most vulnerable:** i.e., those children and adults who have complex care needs with no capacity to care for themselves and no other networks to support them. For those who are the most vulnerable we will have a helping role to play, we will challenge others to ensure we all protect the most vulnerable children and adults and where we need to we will intervene to help improve lives.
  - **Facilitate confident and resilient communities:** the Council will be less about doing things to and for residents and communities and more about creating the capacity and motivation for people to get involved, do it for themselves and help one another. We will create an environment in which residents are less reliant
  - **Commission, broker and provide core services:** the Council will directly deliver fewer services but will act as a broker and commissioner of services which meet the defined needs of communities, are person-centred and localised where possible.
  - **Place-leadership and influencer:** making sure what we and what others do are in the best interests of Sefton and its residents and has a contributing role to the 2030 vision of the borough. The Council will use data and feedback from our communities, children and young people in shaping plans. The Council will demonstrate strong leadership and influence partner organisations to:
    - work towards common goals
    - deliver the best opportunities and outcomes for the children in young people in and leaving our care by being good Corporate Parents
  - deliver the best opportunities and outcomes for residents and every child in Sefton
  - ensure Sefton is a child, older person and disability friendly place
  - and build pride in the borough.
  - **Drivers of change and reform:** the Council will play a key role in leading change and reform to improve outcomes for Sefton residents, every child's future and continuously improve the borough.
  - **Facilitate sustainable economic prosperity:** that is, people having the level of money they need to take care of themselves and their family; creating the conditions where relatively low unemployment and high income prevail, leading to high purchasing power; opportunities for future generations and having enough money to invest in infrastructure.
  - **Generate income for social reinvestment:** the Council will develop a commercial nature and look to what it can do either by itself or with others to generate income and profit that can be reinvested into delivering social purpose and preparing for the future.
- Cleaner and Greener: the Council will work with others to act as guardians and protect and maintain Sefton's natural beauty and ensure that its many assets can be enjoyed by everyone and future generations and provide a contribution to Sefton's economy, peoples wellbeing and the achievement of the 2030 Vision.



## Our 'One Council' Values

Our One Council Values are important because they guide our beliefs, attitudes, and behaviours in the workplace. One Council values include:

- Put people at the heart of what we do
- Listen, value and respect each other's views
- Develop a culture of challenge, ownership, innovation, and improvement
- Be ambassadors for Sefton
- Be responsive and efficient
- Be clear about what we can and cannot do.





# Our Behaviours

Our behaviours are the practical application of our values - translating them into day-to-day actions. Behaviours describe in more detail what we expect our people to do. Behaviours which live the One Council values need to be reinforced whilst those that contradict them need to be challenged.

**Our behaviours include:**

<p><b>I do...</b></p> <ul style="list-style-type: none"> <li>■ Approach my work with passion and try to be the best I can be</li> <li>■ Believe in the borough and be an ambassador for the Council</li> <li>■ Treat people in the way I would like to be treated</li> <li>■ I do act in an honest, reliable and trustworthy manner</li> <li>■ Take responsibility for my own engagement and development</li> <li>■ Recognise the things I do well and other people's achievements.</li> </ul>	<p style="text-align: center;"><b>Be Confident</b></p> <div style="border: 2px solid red; padding: 10px; text-align: center;"> <p><b>...and proud about what you do.</b></p> </div>	<p><b>I don't...</b></p> <ul style="list-style-type: none"> <li>■ Limit my opportunities to develop, grow and thrive</li> <li>■ Respond badly to constructive feedback and criticism</li> <li>■ Speak negatively about the borough</li> <li>■ Encourage or join in with negative thinking</li> <li>■ Lack energy and determination in helping the organisation achieve its objectives</li> <li>■ Give up, even in challenging times.</li> </ul>
<p><b>I do...</b></p> <ul style="list-style-type: none"> <li>■ Take ownership and responsibility for what I do</li> <li>■ My best to consistently deliver a quality service that puts customers at the heart of what we do</li> <li>■ Work collaboratively with others using a One Council approach to seek out opportunities for innovation and improvement</li> <li>■ Take the initiative to find out information for myself</li> <li>■ Ask for help and support from others when I need it</li> <li>■ Think about how my behaviours and actions affect others.</li> </ul>	<p style="text-align: center;"><b>Be Responsible</b></p> <div style="border: 2px solid green; padding: 10px; text-align: center;"> <p><b>...for making a difference.</b></p> </div>	<p><b>I don't...</b></p> <ul style="list-style-type: none"> <li>■ Seek to apportion blame on others</li> <li>■ Over promise and under deliver</li> <li>■ Ignore how my behaviours impact on others</li> <li>■ Forgot how important clearly and timely communication is</li> <li>■ Forget to say thank you to others for their contribution</li> <li>■ Work in silo's and reject the contribution of colleagues and partners.</li> </ul>
<p><b>I do...</b></p> <ul style="list-style-type: none"> <li>■ Challenge the status quo and I am prepared to have a different conversation</li> <li>■ Ensure I am clear about what I can and cannot do</li> <li>■ Listen, value and respect each other's views and their contributions</li> <li>■ Aspire to be the best and go that extra mile to find the right solutions</li> <li>■ Learn from success and mistakes</li> <li>■ Embrace positive thinking.</li> </ul>	<p style="text-align: center;"><b>Be Brave</b></p> <div style="border: 2px solid blue; padding: 10px; text-align: center;"> <p><b>...and don't be afraid to try new things.</b></p> </div>	<p><b>I don't...</b></p> <ul style="list-style-type: none"> <li>■ Ignore new ways of working</li> <li>■ Make assumptions about people</li> <li>■ Forget to listen to the opinion of others</li> <li>■ Automatically reject innovative ideas and solutions</li> <li>■ Dismiss the contribution of colleagues and partners</li> <li>■ Like change and new ways of working.</li> </ul>



# Agenda Item 9















## The Role of Sefton Council

We are responsible for many of the key services that are important to local communities such as – Adult and Children’s Services, waste disposal and recycling, maintenance of roads and pavements, parks and greenspaces, libraries and consumer protection, ensuring we deliver financial sustainability and supporting growth in the economy.

We will reshape the Council and change the way we operate to meet the needs of the people of Sefton. By way of illustration the Council:

 <p>Arranges home care support for over <b>2,750</b> older people and Care Home placements for received for over <b>1,880</b> older people</p>	 <p>We are the Corporate Parent for cared for children and care experienced young people</p>	 <p>Works with <b>103</b> schools to support over <b>40,300</b> children</p>	 <p>Provides <b>13</b> Family Wellbeing Centres</p>	 <p>Provides access to almost <b>189,000</b> library books, publications and public access computers</p>
 <p>Maintains approximately <b>587</b> miles (944km) of road, and <b>32,223</b> street streetlights</p>	 <p>Registers over <b>2,800</b> births per year</p>	 <p>Collects and processes over <b>107 Tonnes</b> of household waste</p>	 <p>Commissions all school nurses and health visitors.</p>	 <p>Manages a gross budget of <b>£561.5 million pounds</b> per year. The figure includes maintained schools.</p>

## Where are we now?

### Our People

Sefton is not a borough of demographics and statistics! Sefton is a confident, connected borough because of its people. People enjoy living in Sefton, with 80% of residents saying that they are either very or fairly satisfied with their local area as a place to live. We have been identified as one of the happiest places to live in the UK.

Sefton is diverse, residents have a wide range of income, needs and expectations. The Council must balance the limited resources available to meet the complex range of requirements that exist now and in the future. To do this the Council has to be flexible and able to innovate, providing services that work best for each area whilst maximising economies of scale.

Our customers include a wide range of people and organisations including: residents, service users, families, children, young people, parents, carers, colleagues, members, schools, the voluntary, community and faith sector, health, the police and other statutory agencies.

### Our Place

Sefton is named after the village and parish of Sefton, near Maghull, which had formerly served as the seat of the Molyneux family; and the watermill located there was the inspiration for Sefton Council’s distinctive crest.

Made up of five townships, Southport, Maghull, Formby, Crosby and Bootle, we have everything from beautiful coast and countryside to pretty villages, industrial areas and the docks.

The distinctiveness of Sefton's towns and villages is integral to our uniqueness; however, it is the people that create the distinct and diverse communities that make it a vibrant place to live, work, visit and invest in.

## Leadership of place

Leadership of place requires the Council to make sure that what we and others do is in the best interests of Sefton and our residents through true collaboration, mutual trust and rigorous prioritisation. This requires strong and effective leadership and influencing skills that enable us to bring together partner organisations to raise aspiration, work towards common goals and build a sense of pride and belonging in the borough. It also means that we must carefully assess and balance the benefits and opportunities of economic growth with the impact some of the associated changes may have on our communities.

## Our Delivery

We deliver a wide range of statutory, regulatory and discretionary services for our customers. These include libraries, highways, transport, social care and waste management. These services are provided in many ways, some by the Council and some commissioned services. We communicate with our residents using a variety of methods including online, through social media, by phone and face to face.

Overall, our ability to deliver on our ambitions is strong, with a good mix of influential leadership, a committed workforce, collaborative partnerships and closer working with communities to build capacity further. The significant reduction in senior management

over recent years has impacted on our strategic capacity, however we have introduced several changes to strengthen it.

Our Executive and Assistant Director roles ensure we have flexible strategic capacity, supported by the management structures within the Council, to take forward our key priorities and achieve the required changes and outcomes needed through clear, strategic leadership.

Sickness absence can at times be a risk to our capacity to deliver. We ensure employees are well supported and balance this with robust procedures to deal effectively with the monitoring and management of sickness absence. Our Personnel Team, including the Health Unit, work closely with managers, providing advice and appropriate levels of support, advising on informal processes and assisting with the more formal levels of sickness absence management.

## Our commitment to Equality, Diversity, and Inclusion (EDI)

The Council has developed an EDI Strategy that seeks to outline the Council's prioritisation of EDI and its approach to making Sefton a borough of opportunity for all. The EDI strategy, along with this workforce plan are fully aligned to the Council's vision, values, and behaviours, which is to build a more inclusive organisation which serves our people and our communities with honesty, integrity, and objectivity. This includes a zero tolerance to discrimination and a commitment to the nine protected characteristics within the Equality Act 2010, ensuring everyone is always treated fairly, with respect and are free from all forms of discrimination. The nine protected characteristics include age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.



The EDI strategy includes a robust strategy, delivery plan, and sets out 7 key objectives which have been developed in partnership with our various staff networks and alongside our other strategies, to ensure it speaks honestly to the needs of the Council, is realistic and fit for purpose. The strategy has also been mapped out against the EDI drivers (Workforce Race Equality Standard, Workforce Disability Equality Standard, Gender Pay Gap).

**The 7 key objectives include:**

- **Objective 1:** Increased awareness and engagement across the whole organisation - Creating an active awareness surrounding the issues facing Equality, Diversity, and Inclusion across Sefton and the wider community allows staff to understand the various needs of our service users and better target resources.
- **Objective 2:** Increased engagement with our partners and communities – Being influencers and leaders in our community, promoting the strengths and positive nature of diversity, equality, and inclusivity, whilst further encouraging others to recognise the issues individuals and communities face in Sefton and indeed nationwide.
- **Objective 3:** Consistent and targeted training and development - To continue working collaboratively with our staff to shape the future of work in our borough, requiring increased awareness of EDI issues and better training to address changing landscapes.
- **Objective 4:** Strengthened support for staff – This includes support from line managers and facilitating both the personal

development of staff and the development of the organisation.

- **Objective 5:** Maximise effectiveness and inclusivity in HR processes and procedures - Ensuring that our HR processes and procedures promote equality, diversity, and inclusivity, making sure all candidates have the same opportunities and that we develop a transparent process.
- **Objective 6:** Improved monitoring and measurement of progress – To consistently review our success against the EDI strategy, measured against several expectations. This includes reviewing ourselves against internal expectations and other employers.
- **Objective 7:** Establish and strengthen monitoring and governance structures - Improving internal processes and adapt to changing landscapes, establishing, and strengthening monitoring and governance structures allows us to review our progress and strive for better.

A key theme throughout the EDI strategy is a commitment to continuous improvement. The actions within the EDI strategy remain flexible and can be refreshed, with a plan to review them annually and to implement any new learning.

[A copy of Sefton's EDI Strategy is available here.](#)

## How will the future look?

The Council needs to continually develop and evolve to meet the needs of residents, communities, businesses and indeed its workforce. That pace of change has been in place for many years now and was further impacted during the pandemic when what the Council delivered and how, changed fundamentally. This once again demonstrated the value, skills and flexibility of our workforce.

The next few years will present a different set of challenges and opportunities for Sefton and its workforce, and the Council is ready to respond.

### The Challenges

- Economic challenges that will affect local people and businesses, this includes the cost of living and the impact of the UK economy.
- Financial sustainability of the Council
- Demand for our services
- Delivering the Children's Services Improvement Plan
- Adult Social Care reform
- Workforce challenges including a smaller external pool of talent to draw from and the current age demographic of our current workforce.
- Environmental assets management e.g., parks, spaces, infrastructure.

### The Opportunities

- A clear understanding of the needs to residents, communities and businesses that can shape service delivery
- A Growth programme, including the Town Deal funding
- Integration with Health
- Partnership working e.g., Liverpool City

Region Combined Authority and our voluntary sector

- Delivery of the Council's Climate emergency plan.

### Our Workforce

- The overall size of our workforce has decreased within the last two years from: **3,708** employees on 1st April 2020 to **3,666** employees on 1st April 2022. **As of 1st April 2022:**
- **44.44%** of our employees work part time.
- **65.90%** are female; **34.10%** are male.
- **37.40%** of our workforce are over 55 years and **6.41%** of our workforce are under 25 years.
- Many of our key frontline services operate **24 hours a day, 365 days a year** and there is a drive to ensure all services are delivered when people wish to access them. We have a wide variety of jobs at the council ranging from frontline care workers to solicitors.

### Our Workforce Vision

We will develop a healthy and committed workforce that is flexible, agile and suitably skilled, working as one team to meet the future needs of the local communities we serve.

### Our Workforce Priorities

We will aspire to develop to change the way we operate as a Council and become more efficient. We will:

- **Support** the Council's workforce to ensure it has the right skills to drive and implement the Council's Transformation Programme Agenda.
- Develop a learning **culture** that

demonstrates and encourages individual and organisational learning, where gaining and sharing knowledge is valued by all.

- Simplify our **policies**, systems and processes.
- **Work even closer** with our partners, communities, and businesses to deliver high quality services
- Use **technology** to enable people to work more flexibly, supporting the concept of a more **agile** workforce.
- Work **flexibly** and effectively across the borough from fit-for-purpose buildings.
- Offer a wide range of Apprenticeship Standards to support **succession planning** and **talent management**.
- **Valuing the benefits** that our staff who are out working in our communities bring to the borough, including their feedback on potential improvements to our services.

**To make this change happen we will:**

- **Develop our workforce** skills and competencies to build the workforce of the future.
- **Develop people** through our Corporate Apprenticeship Programme.
- Utilise and **develop the skills and talents** of all elected members.
- **Celebrate** our successes.
- Put **staff health and wellbeing** at the heart of our workforce planning.
- Be more **Innovative and Creative**; balancing risks and opportunities.

**Our workforce plan sets out how we will make this happen.....**









## The Themes

This Workforce Plan reflects and supports the Council plan by setting out six themes which are explored in more detail over the following pages.

Many actions are now underway to help us achieve these aims. These include:

### Leadership and Management

“We will develop the skills of our leaders and managers to face the challenges ahead”.

The modern workplace is dynamic and challenging. For any organisation to be truly successful, it requires managers who can plan, organise and coordinate its staff, and leaders who can motivate and inspire them to achieve the best possible outcome. Developing the skills of our workforce to respond to a rapidly changing environment is essential to our success.

We use public money to fund our services and we are accountable for every penny we spend. This is very important to us, and we want to improve our ability to respond to the changing needs of the residents and communities we serve.

To do this we will develop our business awareness and knowledge, so we make the best use of our resources and funding. We will strengthen leadership capability through partnership working and joint funding opportunities with the recently established Liverpool City Region (LCR) OD Network. This approach will ensure our leaders and managers have the skills to develop and motivate high performing teams and individuals.

We will support our current and future leaders and managers to develop the necessary skills,

attributes, and values by accessing a range of leadership, management and coaching apprenticeship programmes from levels 3 – 7, including the Level 7 Senior Leaders Degree Apprenticeship.

We will develop our workforce to engage and communicate more effectively with their teams and colleagues, working collaboratively to identify innovative solutions to the challenges we face.

### We have already:

- Developed an eLearning Management Development Programme for aspiring and frontline managers.
- Between 2018 – September 2022, we have progressed 46 managers through the following apprenticeship programmes:
  - Level 3 Team Leader Apprenticeship
  - Level 5 Operational Manager Apprenticeship
  - Level 7 Senior Leader Apprenticeship
- Developed Senior Leadership Board work programme sessions which included focused analysis on the important issues facing the Council, and to encourage cross pollination of learning and skills to address current and future challenges.
- Worked with Liverpool John Moores University and the Senior Leadership Board to set up a mentoring support programme for managers enrolled on the Senior Leadership Apprenticeship Degree (MBA).





- Worked with the Directors of Adult Social Services Network to set up a bespoke mentoring support programme for those managers working across Adult Social Care enrolled on the Senior Leadership Apprenticeship Degree (MBA). Managers were buddied up with a mentor who had expertise in their area(s) across the system.
- Developed the My Sefton My Space Performance Development Review Process to support managers to have a more in-depth and enhanced conversation with staff about the previous 12 months, future aspirations, performance and development requirements for the following year. This includes the development of a behaviour framework to ensure we are living the One Council values.
- Maximised and ensured knowledge transfer of learning and training opportunities, delivered by external consultants/contractors.
- Developed an external training application process to enable leaders and managers to access leadership and management development opportunities to support succession planning and talent management.
- Implemented a quarterly Senior Management Conference to ensure key messages regarding the council’s key priorities and challenges are communicated and shared with our teams.
- Implemented an aspiring manager’s programme and action learning sets for the Children’s Social Care workforce.
- Worked in partnership with the Place-Based Partnership (PBP) as part of the integration agenda to identify leadership and management development opportunities for the Adult Social care workforce.
- Engaged in the LGA Peer review, demonstrating real ambition for Sefton including a strong track record of partnership working and place leadership.

## What we will do:

- Continue to embed and strengthen the PDR process, our One Council values and the behaviour framework.
- Develop coaching and mentoring skills within our leaders and managers by offering the Level 5 Coaching and Mentoring Apprenticeship across the organisation.
- Develop a network of coaches and mentors to support the wider workforce in conjunction with the LCR OD network.
- Continue offering Levels 3 and 5 Leadership and Management apprenticeships.
- To work with the LCR OD Network on the following priorities: quarterly network events for strategic leaders, development of an LCR leadership programme, development of a series of masterclasses and exploring the opportunity to implement an LCR coaching and mentoring network.
- Commission a leadership and management programme called 'Insights Leadership' for the Children's Services workforce.
- Identify learning and development opportunities for our Senior Leadership and Executive Leadership Team.
- Ensure the Adult and Children's services workforce are included in any leadership and management opportunities offered by the Place Based Partnership.

## Engagement

**"We will create an environment which increases employee involvement and encourages employees to develop to their full potential and be able to respond to the needs of the local communities".**

We recognise that when employees are engaged and motivated in the work they do, productivity, together with the experience and outcomes for Sefton residents improves.

Through improved employee engagement and a focus upon workforce development we will ensure that we better understand their needs and help them to feel valued at work.

We will encourage a culture where employees understand and feel able to deliver the priorities set by the Council. We will continue to create an environment where employees are motivated to connect their work and feel proud to work for the Council.

We will work to make employees feel valued. We will listen to the views of our employees and trade unions and build upon our commitment to our priorities by communicating in a clear and consistent way.

## We have already:

- Increased the number of channels to provide information to staff. This includes regular One Council Briefing Newsletters and monthly Yammer hour online virtual sessions with the Chief Executive, to keep the workforce informed on important headlines and the key issues that matter most.
- All service areas have dedicated Communications support.

- Encouraged cross organisational working via the One Council and ICT Champions Networks to share knowledge and expertise within different services across the Council.
- Developed a One Council 'Z card' to describe how the role of the One Council Champion proactively supports the Core Purpose and 2030 vision, acting as ambassadors for Sefton Council.
- We have a positive relationship with the Joint Trade Unions recognising their critical role in supporting the workforce.
- Launched the Innovation, Change and Improvement (ICI) initiative to give staff the opportunity to suggest ideas about how we could do things better for our customers and residents.
- Launched Corporate Induction eLearning to engage new starters with the landscape and people of Sefton, the Council and its services and access to information to support wellbeing.
- Engaged senior leaders and senior managers to understand what our current workplace culture looks and feels like, to produce a baseline of where we are now.
- Engaged the Children's Services workforce to adopt the Leeds Family Valued Model, which will give us new ways of Working with Children, Young People and Families in Sefton.
- Co-located Children's Services Senior Leaders with frontline staff so their ideas about service improvement can be shared by those who directly influence decisions about service delivery.
- Co-located the Place Based Partnership (the former CCG), in Magdalen House, Bootle which includes Adult Services frontline staff, to encourage and promote shared learning and best practice.

## What we will do:

- Relaunch the STAR Awards to ensure we continue recognising and celebrating individuals and teams who have lived up to the vision and values of the Council.
- Encourage more innovation: balancing risks and opportunities.
- Foster an environment which promotes a culture of trust and creative thinking through effective line management.
- Continue cascading the workplace culture sessions to include frontline managers and frontline staff.
- Engage with staff and managers at all levels to reflect the new operating model of flexible and agile working.
- Ensure service areas/teams are having regular team meetings and individual supervisions/one to ones to discuss operational and any other issues that are impacting on their day to day work.
- Continue to support managers and staff to engage in the PDR process and to identify learning and development opportunities to support growth and development.
- Develop a staff survey with the aim of further improving and developing Sefton Council as a fantastic place to work.
- Develop an approach that utilises existing communications channels e.g., Dwayne's hour that enables our people to provide regular feedback to leadership.
- Continue to roll out the Leeds Family Valued training programme to reach all children's services frontline workers and leaders.
- Increase our range of workforce communications to ensure that we reach all of our staff (eg toolbox talks )



## Health and Wellbeing

“We will promote workforce health and wellbeing, recognising that a healthy, committed workforce is also a productive workforce”.

We recognise that healthy and committed employees are also productive employees who deliver great services and therefore we will make the promotion of health and wellbeing a key objective.

We will ensure that employees are treated fairly and with respect both through Council policy and procedures, and through management structures.

We will develop and equip our managers with the information and skills to recognise the issues

facing the workforce and understand how to address them in an effective and timely way.

We will constantly review our workforce systems and environment to ensure we provide a safe and healthy place to work and ensure we have support in place to keep employees healthy and improve their wellbeing.

We will put workforce health and wellbeing at the heart of our Workforce Plan, not just through promotion campaigns but within the way we design jobs and recruit, support and manage employees.





## We have already:

- Developed a health and wellbeing Toolkit, providing practical suggestions for working in the office, in the community and at home, and looking after your health and wellbeing.
- Developed 5 Staff Networks which provide confidential and safe environments to support, respect and encourage members to share experiences and discuss issues that affect them. Networks include:
  - Sefton Council Christian Workplace Group
  - Sefton's Black and Ethnically Diverse Staff Group
  - Sefton LGBT+ Staff Network
  - Sefton Disability Staff Network
  - Sefton Women's Network
- A supportive Occupational Health Provision – this includes access to Counselling, Health Promotion, Physiotherapy and Psychotherapy.
- Launched a two day fully accredited Level 3 Award in Mental Health First Aid (MHFA) in the Workplace. The aim of the course is to develop the knowledge, skills and confidence to actively promote positive mental health in the workplace.
- Complied with Health and Safety Legislation to support flexible working arrangements and protect staff from health risks.
- Continued to work with the Liverpool City Region Combined Authority and the constituent Local Authorities to listen and take onboard any learning that supports agile working and the health and wellbeing of staff.
- Developed a range of policies on wellbeing issues, flexible working, alcohol and substance abuse, assaults upon employees, sickness absence and managing stress at work.

- Launched a stress survey for staff to help identify and reduce the impact of workplace stress on employee wellbeing.
- An Active Workforce programme that supports staff with their Health and Wellbeing. This includes classes, activities, events, and courses to help staff be active and healthy with the aim of reducing absence through sickness and poor health.
- Continued to evolve and to stay relevant, innovative, and competitive during difficult and challenging times.
- Developed a Menopause workplace policy setting out the organisation's approach to members of staff experiencing menopausal symptoms. And what support those employees can expect to receive during this time.

## What we will do:

- Implement the workplace wellbeing charter to ensure we have a healthier and happier workforce.
- Promote healthy lifestyles and other opportunities to improve health and wellbeing through our Communications team.
- Undertake culture-based sessions to begin to drive forward changes
- Ensure staff receive regular supervision/ one to ones which includes a focus on staff wellbeing and keeping in touch.
- Review how we manage change within the organisation and how the health and wellbeing of staff is supported through this process.
- Take a proactive approach to health and wellbeing strategies and practices to support staff. This includes proactive conversations with staff to support them in the workplace.

## Flexible and Agile workforce

“We will develop and support our staff to work agile and flexibly across the borough working effectively with communities and the voluntary, community and faith sector”.

Serving a population with such a variety of needs requires a workforce that is flexible and adaptable to change and can be scaled and shaped to meet local requirements.

We will develop our employees’ skills and knowledge to meet service requirements, enhance their performance and increase organisational mobility.

There are opportunities for the Council to work more closely with other public and third sector organisations, so that people receive a seamless service.

We are committed to providing the best possible services for the people of Sefton within our available resources and believe that by working together with others we can strengthen our resilience and increase productivity, helping to create local services for the future.

### We have already:

- Developed a range of Family friendly policies and practices to encourage flexible working arrangements, and which cover maternity and paternity leave, parental and shared parental leave, adoption leave and the option to take a career break.
- Changed the working model of our workforce through the comprehensive review of the ICT strategy and the roll out of ICT kit to staff.
- Changed the shape and layout out of our offices and buildings to ensure they are fit for an agile workforce.

- Shared OneNote YouTube videos on Yammer to provide staff with a basic introduction to OneNote and how to share your OneNote content with others.
- Women’s Network has been established to reflect the 70% of females working across the organisation
- Adapted our ways of working to support staff to work in a way that works mutually for them and the organisation.
- Empowered staff to work with their manager to support individual and business need.
- Established a Social Work Academy to support the development of key social worker skills within Children’s Services.

### What we will do:

- Develop detailed departmental training plans.
- Develop and further embed cultural changes to reinforce positive trusting relationships
- Continually horizon scan to explore and utilise best practice from other organisations and systems
- Increase the current pace of change to ensure consistency across the workforce
- Adapt to aspirations, needs and expectations of future generations who will have different expectations of the workplace
- Develop a training programme to support the roll out of SharePoint, OneDrive and MS Teams.

## Recruitment and Retention

“We will build an engaging workforce who connect and contribute to building thriving communities and an inclusive economy”.

Employees understand how they contribute to the delivery of the council’s core purpose, are supported in their role and recognised and rewarded for their contribution. Staff wellbeing is seen as a priority.

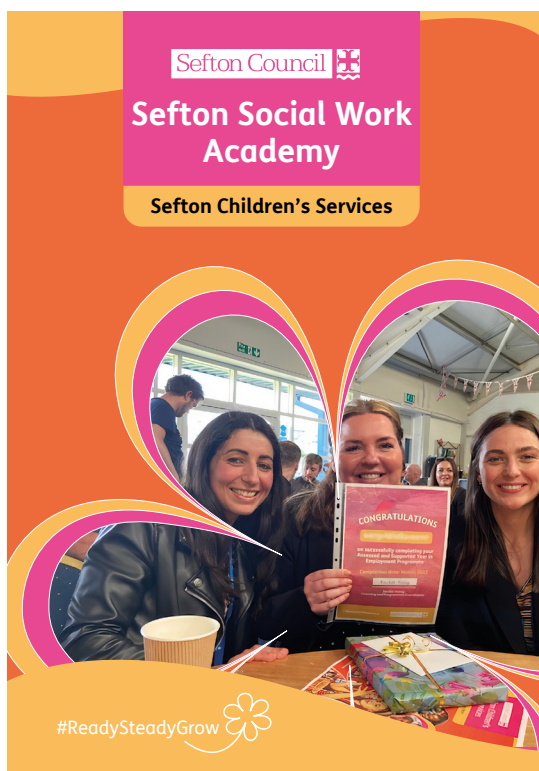
The Council embraces modern and agile working practices, is clear about its ambitions and attracts its staff from a wide and diverse pool of candidates with best practice recruitment techniques and onboarding practices. We will review and enhance our recruitment processes, to broaden the diversity of who we need to attract and build supply of the skills we need.

### We have already:

- Recognised that staff are the Council’s most valuable asset.

Between the period 2018-2022:

- Established a high-class apprenticeship programme that has supported 152 newly recruited apprentices gain employment.
- Supported 292 existing employees to gain an apprenticeship qualification.
- Launched recruitment and selection training as part of our Corporate Mandatory Training Programme for new starters.
- Recruited high calibre candidates into key strategic and operational roles from across the country.
- Developed a Performance Development Review (PDR) eLearning programme to support staff and managers to have a more in-depth and enhanced conversation about the previous 12 months, future aspirations and performance and development requirements.
- Conducted a review of the culture of the Council that was led by staff, the findings of which have been reviewed and acted upon



- Established a Children's Social Worker Academy
- Continually benchmarked salaries for jobs to ensure salaries are competitive
- Adopted a flexible and agile approach to working to support work life balance
- Implemented a range of wellbeing support programmes for staff
- Implemented its ICT strategy to move the Council to upper quartile in order to support staff at all levels in performing their job to the highest standard
- A proud and loyal workforce
- Undertaken a succession management programme that has led to a number of staff completing various leadership and management training programmes, including a first cohort who have completed an MBA.
- Collaborated with other LCR authorities to work together to both recruit high quality new employees and retain our best staff

## What we will do:

- We will continue to invest in leadership and management training and development to equip are managers of the present time and the future to ensure that a motivated workforce is in place.
- We will continue to develop flexible working policies and practices that provide the basis for meeting the needs of residents and communities through a skilled and motivated workforce.
- There will be a focus on ensuring that an appropriate work life balance for staff is maintained through effective leadership, management and supervision
- The wellbeing of our staff will remain a priority – this will cover both physical and mental wellbeing and will be supported through the implementation of the appropriate policies and effective leadership and management.
- We recognise that attracting the right skilled and experienced staff is difficult in the current labour market, in addition to 'growing our own' we will identify workforce opportunities, capacity and expertise from outside the traditional catchment process.
- A critical part of our recruitment and retention approach will be to pay attention to feedback provided by our workforce and act upon it. We will continually communicate with our workforce both formally and informally in order to gain an understanding of how the Council is operating and continually seek to improve the experience of staff in Sefton.
- With the Council continually investing in training and development of all staff, it will set out pathways and opportunities to support talent management and give the best chance for staff to successfully develop their career in Sefton via internal promotions
- The Council will develop a formal coaching programme to support staff in reaching their full potential – This will be identified via the PDR process and support may be provided internally and external to the Council e.g., for example the LCR OD Network.
- The Council will continually review its terms and conditions, within the context of the Green Book and in consultation with the Trade Unions, to ensure that they support staff in meeting the objectives of their role and staff retention
- Care experienced young people - The Council through its charter will work closely with its services, council owned companies, commissioned services and local businesses to identify a work experience and mentoring opportunities for every care experienced young person



- The Council recognises the current challenges that exist in recruiting social care staff- as a result it will continually focus on how to recruit these staff and how the process can be as streamlined as possible with the right onboarding and induction processes being in place.

## Empowering and Proactive Organisation

“We will empower our people to be proactive and to make decisions that lead to a positive impact on Sefton’s communities and the local economy”.

We are an ambitious council that strives to provide excellent services to its residents and communities. We face significant change over the coming years, we will continually improve the way that we deliver these services so that they are more accessible and efficient to the people of Sefton.

We will continue to provide services to residents that reflect our 2030 vision and the Council’s Core Purpose. This also includes short, medium and long term workforce planning across the council in order to support the delivery of the corporate plan within the resources available to the Council.

Being proactive at work is at the heart of this theme and involves improving or enhancing organisational and operational effectiveness.

### We have already:

- Through the Council’s Core Purpose, have clarity on the objectives of the Council that will support the delivery of the 2030 vision.
- Proven that the Council can continually refine its operating model to meet the needs of residents, businesses and support stakeholders and partners through its framework for change programme.

- Identified technology as a key enabler for staff.
- Approved a digital inclusion strategy that will support residents and businesses
- have a robust process for workforce planning, talent management and succession planning.
- Ensured that it sets robust and sustainable annual budgets and delivers annual underspends.
- Proven that we will be ambitious in our plans for our communities
- Proven that we will deliver new ways of working that support career development and progression of staff
- Embraced the new Integrated Care programme that will lead to a transformation approach to health care in the borough.
- Developed the One Council Network which is a network of enthusiastic and approachable Champions that proactively support our Core Purpose and 2030 Vision and act as ambassadors for the Council.
- Developed and launched 5 employee led staff networks to influence and shape local policies, procedures and future ways of working.
- Achieved the Navajo Merseyside & Cheshire LGBTIQ+ Equality Charter Mark following a reassessment in July 2022.
- Developed an ambitious growth programme that will stimulate and enable economic growth across the borough

### What we will do:

- The Council will continue to provide services to residents that reflect the Sefton 2030 Vision and the Council’s Core Purpose.

- Following development, public consultation and approval by members, the Council’s Corporate Plan will be introduced, and this will set out the Council’s strategic approach to service delivery, the action that will be required and how these will be performance managed and evaluated.
- The Council will prioritise and deliver its services, ensuring that financial sustainability is maintained, and that this reflects best practice within the sector.
- The Council will listen to its workforce and seek out best practice from across the sector in order that a cycle of service improvement exists and can be demonstrated in order to continually improve services provided and support recruitment and retention of staff
- As part of service improvement, the Council will continually seek to improve and simplify its systems and processes and will enable and embed New Ways of Working, with a focus on digital development and maximising ICT.
- The Council will continue to develop its approach to manager self-service in order to improve the efficiency of management processes and to support the effectiveness of decision making across the Council.
- Short, medium and long term workforce planning will take place across the council in order to support the delivery of the corporate plan within the resources available to the Council.
- The Council will embed across all staff the behaviours that are set out in the PDR process.
- The Council will work in partnership with all external stakeholders for sefton residents with a view to delivering the best possible services and maximising the resources that are available within the Borough.
- How are Council employees perceived by local residents? Something about how we engage with residents for the very first time and making a good impression.

**The how comes in the action plan!**









# Equalities, Diversity and Inclusion Strategy 2023-2027

## A Borough for Everyone









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## Foreword – Cllr Trish Hardy, Cabinet Member for Communities and Housing



I am delighted to have the opportunity to introduce Sefton Council's new strategy for Equalities, Diversity and Inclusion. As the Cabinet Member responsible for this area, I know that colleagues across the Cabinet and Council share my passion for ensuring inclusivity, supporting diversity, and ensuring that we address the challenges and opportunities that our organisation and our borough face in this respect.

In Sefton, we believe that our local communities will be stronger and prosper if individuals and groups are treated fairly, with respect and given support to access the services they need. The Sefton 2030 Vision sets out our commitment to see all our communities thrive in the future.

Our aim is to provide opportunities to Sefton residents, businesses and organisations to fully engage in the community and we know that for this to be achieved

everyone must understand and support equality and diversity. We will ensure that people and partners are involved in making our activities, information and services more accessible and the Council will be guided by a number of core principles to promote equality and diversity.

There is real strength in our diverse local communities where people are proud to say they live, work and take part in community life together. By placing fairness at the centre of what we do, by promoting equality of opportunity and by celebrating diversity and community cohesion, we can help to build a fairer future for all.

This document sets out the Council's approach and commitment to the need to eliminate discrimination, advance equality of opportunity and foster good relations in line with the Equality Act 2010, and details how we have performed against our Public Sector Equality Duty objectives.

The Council's commitment to equality, diversity and inclusion is further reinforced by our recent recognition of care experience as a protected characteristic as well.

This strategy comes at a hugely important time, as we continue to see inequalities and discrimination exist in different parts of the world, different parts of the UK, and on occasions in our borough as well. The evidence that underpins this strategy demonstrates that society has much to do in this respect, and this strategy is integral to ensuring that Sefton Council does everything it can to be a safe, diverse and inclusive place to live in, work in, and visit.

Sefton is a borough for everyone, and our vision and core values permeate through this entire strategy, and our focus on equality, diversity and inclusion will remain embedded within our vision and core values.

## Our 2030 Vision and Core Purpose

The Sefton 2030 Vision, which was co-produced following consultation with over 3500 people, sets out the following themes

- Together a stronger community.
- A borough for everyone.
- Living, working and having fun.
- A clean, green, beautiful borough.
- Visit, explore and enjoy.
- On the move.
- Open for business.
- Ready for the future.

Sefton Council's Core Purpose provides an outline of how the Council will contribute to achieving the ambitions set out in the Vision 2030:

- Protect the most vulnerable.
- Facilitate confident and resilient communities.
- Commission, broker and provide core services.
- Place-leadership and influencer.
- Drivers of change and reform.
- Facilitate sustainable economic prosperity.
- Generate income for social reinvestment.
- Cleaner and Greener.

The Council will work within its Core Purpose to build better partnerships and help others to make a difference in Sefton.

This strategy is bold and ambitious, as Sefton Council always is, and it includes a wide range of challenging action areas. However, the delivery of these actions is not enough. The principle underpinning this version, and future iterations, of the strategy is one of continuous improvement. We will share our good practice and lessons learned in this area and capture it from elsewhere as widely and frequently as we can, through external benchmarking, consultation and engagement and collaborative partnership working. This work will never be "finished" – our commitment to continuous improvement in this respect will be ongoing, year on year and day by day.

I would like to thank all Council officers and stakeholders who have been involved in the development of the strategy, and consultation

on this important subject area. Notwithstanding the breadth of engagement on this strategy in advance of its publication, we believe this is an ongoing conversation and would welcome the opportunity for ongoing engagement with stakeholders and communities across the borough as we work together to make this an ever-fairer, more diverse and more inclusive place to be.



**Cllr Trish Hardy**  
Cabinet Member for Communities and Housing, Sefton Council



## Foreword – Dwayne Johnson, Chief Executive, Sefton Council



This is a hugely important strategy for our organisation and our borough. Not only does Sefton Council have an important role to play as a place leader in the area of equality, diversity and inclusion, but also as both an employer and as a commissioner of goods and services. In addition, as Corporate parents for our children in the Borough we need to ensure that we recognise their equality rights and where appropriate take account of their diversity.

While this strategy includes focus on borough-wide challenges and opportunities, and on objectives and outcomes that relate to the whole of Sefton and all of our communities, it does include an important commitment to ensuring that we meet our own high standards and expectations as an inclusive employer with a diverse workforce, that supports all employees and ensures the attraction, development and retention of a diverse and talented team that exemplifies everything to which we aspire, as articulated within this strategy.

This strategy relates to all areas of our organisation, and to everything we do. This includes, for example, adult social care, which is critical in supporting vulnerable people and also providing much-needed support to carers.

Moreover, through the procurement of goods and services across the organisation, we will engage with partner organisations on the subject of equality, diversity and inclusion – not only to reinforce the importance of these subjects, but to share best practice where we can, and of course to learn from others wherever there is opportunity to do so.

I am proud of the work and progress our organisation has made in this respect, and of the culture of inclusivity and collaboration that exists across the Council. However, we unquestionably have opportunities to get better, and I share the Cabinet Member's passionate commitment to ongoing and continuous improvement in this respect.

A handwritten signature in blue ink, appearing to read 'Dwayne Johnson', with a long horizontal line extending to the right.

**Dwayne Johnson**  
Chief Executive, Sefton Council

### Executive Summary

This strategy is intended to demonstrate that Sefton Council as an organisation, and Sefton as a place in which to live, work and visit, continues to make good progress in respect of equalities, diversity and inclusion, in accordance with the Council’s vision and core purpose and in alignment with other strategies and policies. However, there remains much area of opportunity for improvement, not least in the context of wider economic, social and cultural issues that are affecting the whole country and the whole world. Regardless, this strategy and action plan will form part of an ongoing journey of continuous improvement that will constantly be refreshed and updated – as is evident in many organisations and similar strategies across many and varied sectors, it is not expected that this work will ever be “finished”.

Sefton Council’s Equalities, Diversity and Inclusion Strategy 2023-2027 is intended to reinforce the importance of these challenges and opportunities as already demonstrated by the Council, including through such approved Council motions as the Race Equality Declaration of Intent in April 2022, and the recognition of care experience as a

protected characteristic in January 2023, but also through the ongoing operations and wide range of strategy and policy areas across the organisation. It aims to build on this determination for continuous improvement, and to outline areas of opportunity and action in this respect.

This strategy focuses on each of the Council’s roles:

- As an employer
- As a provider of services
- As a commissioner of goods and services
- As a place leader

In accordance with feedback from employees across Sefton Council, via the Corporate Equalities Group, this strategy includes particular focus on the Council’s role as an employer. While the strategy and action plans include deliverables against the other three roles identified above, the intent is to ensure that the Council is demonstrating continuous improvement in all areas as a priority.



# Agenda Item 9

## Equalities, Diversity and Inclusion Strategy 2023-2027

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The strategy is structured around seven key objective areas, identified through widespread consultation and engagement across the organisation:

**Objective 1:** Increased awareness and engagement across the whole organisation - Creating an active awareness surrounding the issues facing Equality, Diversity, and Inclusion across Sefton and the wider community allows staff to understand the various needs of our service users and better target resources.

**Objective 2:** Increased engagement with our partners and communities – Being influencers and leaders in our community, promoting the strengths and positive nature of diversity, equality, and inclusivity, whilst further encouraging others to recognise the issues individuals and communities face in Sefton and indeed nationwide.

**Objective 3:** Consistent and targeted training and development - To continue working collaboratively with our staff to shape the future of work in our borough, requiring increased awareness of EDI issues and better training to address changing landscapes.

**Objective 4:** Strengthened support for staff – This includes support from line managers and facilitating both the personal development of staff and the development of the organisation.

**Objective 5:** Maximise effectiveness and inclusivity in HR processes and procedures - Ensuring that our HR processes and procedures promote equality, diversity, and inclusivity, making sure all candidates have the same opportunities and that we develop a transparent process.

**Objective 6:** Improved monitoring and measurement of progress – To consistently review our success against the EDI strategy, measured against several expectations. This includes reviewing ourselves against internal expectations and other employers.

**Objective 7:** Establish and strengthen monitoring and governance structures - Improving internal processes and adapt to changing landscapes, establishing, and strengthening monitoring and governance structures allows us to review our progress and strive for better.



## Equalities, Diversity and Inclusion Strategy 2023-2027

This is intended to be an action-oriented strategy, with action plans included in each objective area, and internal mechanisms being sustained and strengthened to support monitoring, review, measurement of success and continuous improvement.

Notwithstanding the primacy of the Council's role as an employer in this strategy, there is also intended focus on external partnerships, particularly ensuring the capture and sharing of good practice and lessons learned from other organisations and sectors, and from accreditation bodies where available and applicable.

This includes particular partnership working with the Liverpool City Region Combined Authority, and collaborative focus on a range of areas, including but not limited to the Socioeconomic Duty.

Measurement of success will in some areas be quantifiable, but the strategy proposes focus on both outputs and outcomes - also ensuring measurement of delivery of the action areas identified herein, as the Council continues to work towards the shared objective of Sefton being a borough for everyone.





### Introduction

As part of the Liverpool City Region, Sefton has a diverse population. There are significant inconsistencies and variances in terms of socioeconomic status, health and education outcomes across the places within the borough, and while all areas of the Council continue to make progress against the 2030 Vision, there remains much to do.

In 2016 Sefton Council worked closely alongside its residents, partners, businesses, private sector organisations, the voluntary, community, and faith sector to shape the future of the Borough over the next 15 years. The result of this commission was the Vision for Sefton 2030, a set of guidelines mapping out the Council’s culture and goals for the future. Since the introduction of this ‘Vision’, we have made great strides to protect the most vulnerable. We have become a place leader and influencer, driving change and reform. So far in Sefton, we have:



- Been awarded the Navajo Charter Mark for displaying good practice and commitment towards its LGBTQIA+ staff and community. Sefton became the first local authority to receive the charter mark in 2018 (with renewals including most recently in 2022), marking its commitment to LGBTQIA+ people across the Borough.
- Committed ourselves as Disability-Confident employers, and have signed up to the Disability Impact Pledge.
- Set up a range of active forums (both formal and informal) to give people the opportunity to have their voices heard.
- Via our Consultation and Engagement Panel, ensure that decisions are taken based on sufficient information..
- Continued to increase the number of staff and volunteers across Sefton who have undertaken Equality and Diversity training and Hate Crime Awareness training.
- Developed a Sefton Hate Crime Joint Agency Group (JAG). JAG is a multi-agency group which aims to take a strategic approach to tackling hate crime in Sefton, deal with referrals from partner agencies, and build cooperation between different agencies across Sefton and Merseyside.
- Created an Improving Information Group and Accessible Information Advocate programme to make sure that the information we put out is understandable to all.

Yet global and national challenges – austerity, recession and the Cost-of-Living crisis, Brexit and the COVID-19 pandemic- have exacerbated poverty and inequality across our borough. Many are accessing council resources for the first time, as services continue to be stretched and budgets are cut. With this, the most vulnerable are put at risk.

The recent increase in poverty in the borough is only one part of the inequalities that residents face daily. As the Black Lives Matter Campaign has shown, society is still based on systems and structures that have historically discriminated against others. Recent reports published by the Home Office have shown that hate crime reporting is up by 26% in England and Wales, most notably race-based crimes and crimes against the LGBTQIA+ community. Health inequalities and other injustices that relate to higher levels of poverty have also become clear after the COVID-19 pandemic. The structures we rely on require reshaping, remodelling and creative new solutions to address the gap between the “haves” and “have nots”.

We are determined to confront these issues head-on. This strategy therefore seeks to outline the Council’s prioritisation of Equality, Diversity and Inclusion and its approach to making Sefton a borough of opportunity for all. The Council hopes to continue to work with residents and partners to shape the borough into a model for others. This document sets out the approach we will take, in many cases prioritising internal actions within the organisation: **as an employer, as a place leader, as a provider of services, and as a commissioner of goods and services, our aim is to be best in class in this respect – and that includes ensuring our organisation is consistently meeting its own high standards, and working to do so on an ongoing basis.**





## Our Legal Duty

Sefton Council also has a legal duty to protect its residents. The Equality Act 2010 is the legal framework that was put in place to protect individuals' rights and advance equality of opportunity. This Act provides the prime legislative basis under which this strategy operates.

The Equality Act 2010 introduced the term "protected characteristics" to refer to groups that are protected under the Act. Protected characteristics are legally defined as:

- Age
- Race
- Sex
- Sexual Orientation
- Marriage/Civil Partnership
- Disability
- Gender Reassignment
- Religion or Belief
- Maternity & Paternity.

The Public Sector Equality Duty (created under the Equality Act 2010) is also important and came into force on the 5th of April 2011. It requires those carrying out public functions to adopt the duty to eliminate discrimination, advance equality of opportunities and promote good relations between different communities. Compliance with the equality duty allows us to provide services to meet the diverse needs of our users and improve how we carry out our core business.

In addition to the above, Sefton Council passed a motion in January 2023 to recognise care experience as a protected characteristic as well.



## Challenges and Impacts

The impact of the challenges we face because of structural inequalities can already be seen across the borough. Political and economic uncertainty, strengthened by underlying structures of inequality have intensified anxieties across the borough.

### Our Borough at a glance:

- 1 in 5 Sefton residents live in the most deprived 10% of England Lower Super Output Areas (approximately 54,500 residents)
- According to an ONS study on local income deprivation, **out of 316 local authorities, Sefton has the 2nd most clustered distribution of wealth and poverty in England.**
- 1 in 10 (or 3 in every classroom) will need support or treatment for a diagnosable mental health problem.
- 26% of Sefton children are living in poverty after housing costs.
- Sefton's most deprived populations spend, on average, 18 years less in good health than those in the most affluent areas.
- Life expectancy is 11 years lower for men and 9 years lower for women in the most deprived ward of Sefton than in the least deprived ward.
- Between January and December 2021 there were approximately 14,900 workless households, which equates to 18% of all households within Sefton, higher than Liverpool City Region, the Northwest and England.
- When looking at the average full-time employment gross weekly pay in 2022, males in Sefton were paid 15% more than females (£651.40 compared to £553.50).
- The average hourly pay for males in 2022 was £15.41, with females receiving on average £14.67.
- 3.7% (6,190) of Sefton residents aged between 16 and 64 were claiming out-of-work benefits in January 2023, the same as seen in England and lower than Liverpool City Region and the North West.
- There were 8,124 households claiming Housing Benefits as of November 2022, 6% of all Sefton rateable households.
- In 2020/21, 9,501 of the Local Authority's children are living in relative low-income families making up 16% of those aged 0 to 19. A 12% increase when comparing counts in Sefton from 2020/21 to 2014/15.
- In August 2022, there were 700 young people with Education, Health, Care plans – Young people with a Special educational needs and disabilities (SEND)- aged between 16 and 24. Of these 15% are Not in Education Employment or Training (NEET) this is 105 young people. Sefton has the lowest NEET & Not Known at 15% which is the best in the LCR and significantly better than North West at 38.9% and the England rate of 48.3%.
- Our NEET rate for 16 and 17 year olds has maintained at less than 4% throughout 2022 of those who are NEET 39% are in a vulnerable group.
- In February 2023, we had 92 young people between 16 and 18 who were cared for or care experienced. Of these 40% are NEET ie 37 young people.
- We have 251 young people aged between 19 and 21 who have care experience, of whom 50% or 127 are classed as NEET. Some of those (34%) who are NEET have illness or disability or are teenage parents and are not immediately available to return to study or work.
- On 31st March 2019, Sefton had a higher rate than that seen regionally and



nationally for those aged 19 to 21 who were NEET after leaving care. Rates in the Borough between 2019 and 2016 have seen fluctuations ranging from 44% to 55%.

- In a recent survey, 57% of LGBTQ+ Sefton respondents stated that they “know some LGBT+ people that live, work or study in Sefton but don’t feel that there is a community there”
- 87% of LGBTQ+ respondents disagree that there are lots of places in Sefton where they can socialise and meet people like themselves (i.e. other LGBT+ people).

### Our Workplace at a glance:

As of December 2022:

- Sefton has an ageing workforce, with 56.43% of employees over 50 (53.43% in 19/20) and 20.57% aged between 40-49 (23.07% in 19/20). In contrast, only 9.24% of employees are less than 30 (9.28% in 19/20), of which only 0.66% are under 20.
- 66.56% of Sefton staff are female.
- In respect of ethnicity, the monitoring shows that the overall percentage of employees declaring that they are from minority ethnic communities is 2.42% (2.40% in 2020/21). A lot of staff did not respond to this question.
- The percentage of employees declaring they are disabled (using the definition of disability stated in the Equality Act 2010) is 3.22% (3.28% in 19/20). 20.48% of employees have declared they are not disabled. Most staff did not respond to this question.
- 1.02% of the workforce identifies as non-heterosexual (gay, lesbian and bisexual) (53.3% did not answer the question and 3.79% of participants preferred not to say).

Reflecting inward has shown that there is not a wide awareness of the make-up of the population or staff group, particularly when it comes to Black,

Asian and Minority Ethnic individuals. Though recent data was collected from staff through surveys, large numbers of staff did not answer and did not engage with the questions (or did so selectively). Demographic understanding is vital when trying to provide services to best serve our residents and to foster a workplace culture of inclusivity. What the above has proven is that we require more focused research and clarity to understand the best actions to take.

One of the challenges we face is therefore not only making up for a lack of workforce data through research but needing to educate our staff on issues of equality, diversity and inclusion. This is to make sure they are better equipped to provide quality services. This includes on issues of injustice and adjusting to changing landscapes as more data is collected in newer research areas, including individuals with neuro-diversities.

## Financial Challenges

We face multiple challenges that have influenced our objectives for this strategy. The pandemic has intensified the financial challenges of reduced government funding. We are seeing increasing inflation, rising hardship and financial inequality, a greater focus on racial inequality and its impact on life outcomes and changes in inward and outward migration.

The financial outlook for all local government is challenging, in the context of a tough economic climate. As a result of the Government’s austerity program, the Council’s core grant funding was reduced every year over a ten-year period between 2010/2011 and 2019/20. By 2019/2020 core Government grant funding had reduced by more than 50%. We now also face the impacts of the pandemic on the local economy and Sefton Metropolitan Borough Council itself, which continue to be extremely challenging.

## The Pandemic

The effects of the pandemic have not been felt equally across all population groups. The latest government reporting shows that those



## Equalities, Diversity and Inclusion Strategy 2023-2027

of Black and Asian heritage, and those from poorer backgrounds, suffered significant health inequalities and higher mortality rates. Research from the Institute of Fiscal Studies in 2021 showed that the pandemic had also caused more income inequality and more inequalities in education and skills.

Our strategy aims to ask, and start to answer, the following questions:

- How can we maintain focus on making Sefton a borough of opportunity for all?
- What actions are we going to take in the future to learn from our communities and adapt to current hardships and challenges?
- What framework will guide us when creating future policy to ensure the impact of change is fully understood when it comes to the welfare of residents?
- How can we improve structures within the organisation to become a better employer?





## Guiding Policy

### Purpose

Sefton Metropolitan Borough Council's Equality, Diversity and Inclusion Strategy 2023-2027 is ambitious and aims to develop a Sefton we can take pride in. A Sefton that is transparent, celebrates its diversities, understands the value of equal opportunities and empowers inclusivity. We will continue to build a more inclusive organisation to deliver for all of our people. Maintaining a focus on actions rather than words and striving to be proactive rather than reactive will help the successful delivery of our corporate objectives.

This strategy is essential to deliver on our ambition of becoming a leading modern council where our values are to serve our communities with integrity and objectivity. Whilst seeking to be innovative and ambitious, we prioritise protecting the most vulnerable and welcoming those from all backgrounds, facilitating confident and resilient communities and driving reform to ensure that Sefton is equipped for the future.

### We seek to create a Sefton Council that:

- Is transparent.
- Understands and recognises the communities it serves, drawing from lived-experience.
- Welcomes talent from all backgrounds.
- Is accessible and engages with staff, partners and residents.
- Is supportive, advocating for inclusion, diversity and innovation.



## Our Approach

To realise our ambitions, we will take an evidence-led and delivery-focused approach. This strategy frames an approach where equality, diversity and inclusion are not only just ends in themselves, but integral means of delivering better outcomes for and enhancing our organisation.

We have therefore identified some fundamental principles that will shape our approach and strategic priorities: We seek to create a Sefton Council that:

- We embrace and encourage the diversity of teams
- We endeavour to create an inclusive working environment, where differences are recognised and valued.
- We stand up to and challenge inequality
- We make sure no one is left behind. Everyone in Sefton must play a role in challenging the status quo and calling out discrimination and injustice, however uncomfortable it may feel.
- We embrace change and innovation
- We embrace the opportunities that the increased use of digital and flexible working has brought us. We collaborate, test new ideas and take risks, both as an organisation and as individuals.
- We invest in our staff
- We provide accessible and universal training courses to encourage staff personal development and learning.
- We tackle bullying, harassment and discrimination
- We will continue to set up accessible reporting processes, with specific actions for departments to take in continuing to address bullying, harassment and discrimination
- We test our policies and refine them on the basis of our learning
- We will remain adaptable, maintaining evidenced-based approaches and consistent reviewing and monitoring processes.

As we prioritise getting our own house in order, we are prioritising our role as an employer, but with focus on our wider role as well:

Sefton Council as an Employer	Sefton Council as a provider of services	Sefton Council as a Commissioner	Sefton Council as a Place Leader
Leading by example as an employer of choice, attracting and retaining a diverse and talented workforce that delivers positive outcomes for all across the borough	Engagement and collaboration with service users, increasing awareness and improving dialogue, supporting enhanced outcomes for customers and maximising support for our staff providing these services	Strengthening dialogue and relationships on the subject of equalities, diversity and inclusion with partners, incorporating actions and outcomes into commissioning and procurement processes where practicable	Proactive engagement and collaboration with partners, stakeholders and communities to increase awareness, improve dialogue, and support enhanced outcomes for all communities in our borough for everyone



# Agenda Item 9

Equalities, Diversity and Inclusion Strategy 2023-2027

Sefton Council as an Employer	Sefton Council as a provider of services	Sefton Council as a Commissioner	Sefton Council as a Place Leader
<b>Example Projects</b>			
A proactive training and development programme focused on all staff, increasing awareness and engagement at all levels across all areas	Partnership working with external groups to maximise input into place-based project development and delivery from an inclusivity perspective	Collaborative working with the Liverpool City Region Combined Authority on the £2.2m Race Equality Hub, focusing on training, employment support and business assistance	Broadening Sefton’s events calendar for 2023 and beyond, to support widening and strengthening of awareness and engagement across Sefton with all communities and stakeholders

## Strategy

To deliver our policy, we need a strong strategy and delivery plan. Our seven objective areas have been developed in partnership with our various staff networks and alongside our other strategies to ensure it speaks honestly to the needs of the Council, is fit for purpose, and is realistic.

Staff networks that were consulted include the Council’s Corporate Equalities Group and range of sub-groups, as well as management across the organisation. Our actions remain flexible and can be refreshed, with a plan to review them annually.

Our seven objective areas comprise:

**Objective 1:** Increased awareness and engagement

**Objective 2:** Increased engagement with our partners and communities

**Objective 3:** Consistent and targeted training and development

**Objective 4:** Strengthened support for staff

**Objective 5:** Maximise effectiveness and inclusivity in HR processes and procedures

**Objective 6:** Improved monitoring and measurement of progress

**Objective 7:** Establish and strengthen monitoring and governance structures

## Objective 1:

### Increased awareness and engagement across the whole organisation

Creating an active awareness surrounding the issues facing Equality, Diversity and Inclusion across Sefton and the wider community allows staff to understand the various needs of our service users and better target resources. We want to consistently foster an organisational culture in which all staff and residents feel welcome background and feel represented and heard across all levels of the Council. Feedback from others and the establishment of open dialogue are essential as we navigate changing landscapes.

#### What we will do:

- Ensure our internal and external communications are reflective and supportive of the prioritisation of this strategy in terms of quality and frequency.
- Ensure all staff are able to dedicate the necessary time to participation and engagement in the Corporate Equalities Group, training and development, and other activities emerging from this strategy and action plan.
- Further strengthen the breadth and depth of training and learning opportunities on these subjects.
- Ensure our culture and HR-oriented processes are supportive for all staff with protected characteristics, and reflect the policy of zero tolerance of abuse or discrimination against our employees.
- Strengthen our understanding of, and focus on, micro-aggressions and unconscious bias across the organisation.
- Maximise engagement and collaboration internally in delivery of this strategy and action plan, ensuring application in all areas of strategy, policy and projects.

#### Actions

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| <p>1.1 Develop and implement a calendar of monthly themes and focus areas, incorporating specific actions where applicable. This will be used to support internal and external communications plans and training programmes, alongside other necessary areas.</p> | <p>1.3 Encourage others to join CEG and fill any gaps in the organisation's representation, creating positive role models and not relying on those in protected characteristics as 'educators'.</p> |
| <p>1.2 Reaffirm the importance to all management of engagement in the subject and the prioritisation of time for Corporate Equalities Group (CEG) using internal communications, using both email streams and staff social network 'Yammer'.</p>                  | <p>1.4 Sustain a programme of Organisation-Wide Inclusivity Events, ensuring continued input and engagement, with challenge and perspectives from partner organisations and guest speakers.</p>     |

- 1.5 Curate a “Book Club”/collation of useful resources (literature and videos) for staff to access free of charge. This will include a Shared Reading programme.
- 1.6 Use more inclusive language and change our terminologies to facilitate a culture change. We will respect and be guided by the views of individuals and groups when it comes to terminology.
- 1.7 Organise regular community engagement events on the subject.
- 1.8 Facilitate anonymous reporting and signposting in the organisation, making it clear where staff can find resources.
- 1.9 Develop internal webpages (the intranet) to promote EDI support, training and activities.
- 1.10 Undertake a full communications audit on the subject, identifying opportunities for improvement in our internal and external communications and engagement activity.

### Case Study: Sefton Corporate Equalities Group (CEG)

Sefton has a Corporate Equalities Group made up of representatives from across the organisation. The Group, which is chaired by a member of our Senior Leadership team, supports the Council in making sure equality and diversity is at the top of our agenda, internally and externally.

Feeding back into Sefton’s Corporate Equalities Group, members offer solutions and recommendations about the issues that affect them and the organisation. This includes improving employee progression and empowerment through training and development opportunities, as well as consulting in new or existing policies, practices, procedures and strategies in areas such as Employment and Human Resources. The group continues to grow to best represent the organisation.

### Key Opportunity: Book Club

Sharing resources and learning are two of the most important things when it comes to making culture changes within wider organisations. As inspired by structures in the Liverpool Women’s Hospital, an opportunity for the future is the creation of a book club specifically on the topic of equality, diversity and inclusion. Resources shared will be screened to make sure that they are accessible for all and will include a mix of written communication and video education. This will be available for all staff wanting to learn more.

## Objective 2:

### Increased engagement with our partners and communities

Delivering our ambitions to continue to improve life in Sefton requires more than organisational reform. We need to also raise the profile of these issues with our partners and communities to drive change. We want to be influencers and leaders in our community, promoting the strengths and positive nature of diversity, equality and inclusivity, whilst further encouraging others to recognise the issues individuals and communities face in Sefton and indeed nationwide. Whilst setting strategic priorities, as per the Equalities Act (2010), we will therefore consider how our decisions will help to reduce inequalities associated with socio-economic disadvantage. Our priority is to serve our people.

#### What we will do:

- Increase proactivity, consistency and frequency of our communications and engagement work regarding Equalities, Diversity and Inclusion.
- Formalise partnerships with external organisations to share and capture good practice and lessons learned from elsewhere.
- Establish a Race Equality Monitoring Group, focused on ensuring oversight and effective consultation and engagement.
- Build on the positive start made with the Caring Business Charter, helping provide employment and skills opportunities for young people with care experience.
- Using the Charter as a platform to widen business and other external engagement on the subject of other protected characteristics, via existing forums and on a relationship-by-relationship basis as well.
- Explore and implement external learning and engagement opportunities.

#### Actions

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| <p>2.1 Revitalise the website to ensure our inclusivity in related areas is explicit, for example, our Navajo feedback.</p> <p>2.2 Continue with our commitment to the Equalities Act (2010) and review further areas such as the Socioeconomic Duty (SED) to deliver better outcomes for those who experience disadvantage.</p> <p>2.3 Establish an external communications programme, linked to the monthly themes stipulated in objective area 1.</p> <p>2.4 Ensure continued full engagement in Liverpool City Region working groups.</p> | <p>2.5 Incorporate related discussions into informal partner engagement, building on Caring Business Charter. This includes establishing what we can share and what we can learn.</p> <p>2.6 Work with partners to improve employment rates, number of people recruited from our most deprived areas, quality of employment, and tackle insecure employment on a postcode basis via Sefton@Work.</p> <p>2.7 To provide high quality community learning opportunities for second chance learners over aged 19 through Sefton Community Learning Service.</p> |
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- 2.8 Make supporting businesses led by minorities a priority for InvestSefton.
- 2.9 Engage with partners and their EDI strategies to ensure that they align with Sefton’s values and are creating a fair and equal environment for their staff.
- 2.10 Work with partners to improve employment rates, number of people recruited from our most deprived areas, quality of employment, and tackle insecure employment on a postcode basis.
- 2.11 Develop more support groups to serve the community, including baby loss groups and supporting Children’s Services.
- 2.12 Promote the use of flexi-hours to have an impact on service delivery.
- 2.13 Continue to prioritise accessibility when considering ‘Place’ and future developments in Sefton.
- 2.14 Work with stakeholders to improve the prospects of people with offending backgrounds who experience barriers and discrimination in seeking skills, work or housing.
- 2.15 Reach out to veterans groups to ensure that ex-service people are able to thrive in all aspects of civilian life such as employment and training

### Case Study: Regeneration

The Sefton 2030 Vision outlines that Sefton is “accessible for everyone”, including those with disabilities. Sefton Council are committed to making Sefton a safe and accessible place for everyone. This includes, for example, working with blind and partially sighted people to make the built environment, streets and public spaces safer and more inclusive. We continue to work to make all Council buildings accessible to all.

Sefton Council worked with independent groups for people with disabilities and charities such as Thomas Pocklington Trust to deliver visual impairment awareness sessions for Council staff and elected members. This training raised awareness of the barriers faced by blind and partially sighted people, and what actions are needed to improve access and safety.

### Key Opportunity: Procurement

Through the commissioning and procurement of goods and services across all areas of the Council, there is opportunity to strengthen and widen engagement with partner organisations. This is regarding the borough’s and the organisation’s challenges and opportunities in respect of equalities. This may include the incorporation of measured deliverables from providers as part of procurement processes, to provide a platform for collaboration with partners who share the vision and values of the organisation. This is already underway with the incorporation of the Caring Business Charter into our Social Value Policy (with its signature a requirement for bidding organisations who wish to work with Sefton Council), and can be widened further.

## Objective 3:

### Consistent and targeted training and development

To succeed in all of our priority areas and achieve our ambition of a fairer future for everyone in the face of such massive challenges, we must pull together and work as a solid team across every service area and at every level in the Council. We will continue to work collaboratively with our staff to shape the future of work in our borough, requiring increased awareness of EDI issues and better training to address changing landscapes.

#### What we will do:

- Undertake an audit of all EDI training to ensure it is fully accessible, and delivering against all objective and action areas within this strategy.
- Increase the breadth and depth of training and education on EDI and the subject areas therein.
- Widen discussion on the subjects via a Shared Reading programme – including internal sessions and via an external programme.
- Explore related mentoring opportunities for managers and leaders on EDI.
- Maximise the shared learning opportunity from external partner organisations.

#### Actions

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| <p>3.1 Continue to promote mandatory online training. This includes scrutinising current operations and systems to drive the completion rate and sustain it.</p> <p>3.2 Deliver the same training via other means. This includes reviewing options for those not working online, including formal and informal training methods and small classes.</p> <p>3.3 Finalise and implement a training module, with a specific focus on middle management, facilitated by Equaliteach.</p> <p>3.4 Offer and encourage EIA (Equality Impact Assessment) training to all Cabinet Report authors.</p> | <p>3.5 “The next level” – agree on focus and approach to further training, linked to strategy, Council motions, and key themes identified above.</p> <p>3.6 Include elected members in training.</p> <p>3.7 Open training up to community groups.</p> <p>3.8 Offer bespoke learning offers including:</p> <ul style="list-style-type: none"> <li>• Bystander culture (Being an active bystander means being aware of when someone’s behaviour is inappropriate or threatening and choosing to challenge it).</li> <li>• Allyship (An ally is someone who is not a member of a marginalised group but wants to support and take action to help others in that group).</li> </ul> |
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- Psychological safety (Psychological safety is the ability to share one's thoughts and feelings without risk of damaging one's reputation or standing).
- 3.9 Return to face-to-face training where possible, encouraging and allowing for debate, challenge, and questioning.
- 3.10 Develop and implement a Shared Reading programme available to all staff members, particularly managers and leaders.
- 3.11 Undertake an audit of all training offers to ensure accessibility, consistency and effectiveness.
- 3.12 Develop and implement a reciprocal mentoring programme between our organisation's leaders and managers, and people with one or more protected characteristics, ensuring the development and maintenance of mutually-beneficial learning relationships.
- 3.13 Facilitate Restorative Supervision meetings to support enhanced dialogue between managers and staff.

### Case Study: Equality and Diversity Awareness

All Sefton Council employees are required to complete mandatory Equality and Diversity Awareness eLearning. The course is core to the Council's Mandatory Training programme.

Compliance at the beginning of January 2022 was less than 10% across all service areas, this had increased to 67% by the end December 2022. This represents a significant increase in the number of staff completing their mandatory Equality and Diversity Awareness eLearning and we expect this trend to continue. Managers are also required to complete Equality and Diversity for Managers mandatory eLearning and we are also seeing an upward trend for this course.

### Key Opportunity: EqualITeach Training

Representatives from the Corporate Equalities Group (CEG) have been working with neighbouring authorities since late Autumn 2021 to commission a training provider called EqualITeach, and to work with local stakeholders to develop a high-quality bespoke race equality training product, with the aim of building a collective level of racial literacy and inclusivity.

Two, 3-hour, face-to-face pilot sessions took place during October to help shape the content and this included representation and attendance from our Senior Leadership Board. Both pilots were very well received and the feedback will inform the on-going design, development and delivery of the programme.

## Objective 4:

### Strengthened support for staff

Creating a fairer, more equal and inclusive borough starts with doing work within. Strengthening support staff and making Sefton Council a better place to work not only helps us with recruitment and retention but facilitates both the personal development of staff and the development of the organisation. Making people feel empowered when working is a priority.

#### What we will do:

- Establish a targeted mentoring programme for staff members with protected characteristics.
- Embed process relating to reasonable adjustment passports.
- Undertake a process review across HR to identify areas of opportunity for improvement and increased inclusivity (with particular focus on recruitment, and such opportunities as diverse interview panels, blind applications, an approach of “we want to hear from you anyway” to job advertisements that ensures openness to all).

#### Actions

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| <p>4.1 Draft and establish a policy of zero tolerance on staff abuse. This policy is to be displayed at all public-facing locations.</p> <p>4.2 Review and strengthen processes in case of incidents.</p> <p>4.3 Review and strengthen incident reporting mechanisms.</p> <p>4.4 Create and encourage new staff groups, including a neurodiversity group and a menopause support group.</p> <p>4.5 Make clear to staff that EDI policy is not just a tick-box exercise, but endeavour to celebrate inclusion from the top down.</p> | <p>4.6 Develop a programme of nominated support staff to approach for a ‘safe discussion’, a ‘Guardians of Support’ group.</p> <p>4.7 Undertake a HR process review to ensure capture and implementation of best practice as an inclusive recruiter and employer.</p> <p>4.8 Develop and implement a targeted mentoring programme for staff members with protected characteristics.</p> <p>4.9 Supportive employment - aspiring to be a good employer with flexible arrangements for support for people with caring responsibilities including childcare and eldercare</p> |
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### Case Study: Staff Groups

Sefton Council is committed to supporting the diverse needs of all employees and the communities we serve. In line with our One Council values of listening, valuing and respecting each other's views, as well as developing a culture of challenge, ownership, innovation and improvement, the Council has established a number of staff networks for colleagues to join.

These staff networks seek to provide confidential and safe environments to support, respect and encourage members to share experiences and discuss issues that affect them.

The current staff networks are:

- Sefton Council Christian Workplace Group.
- Sefton's Black and Ethnically Diverse Staff Group.
- Sefton LGBT+ Staff Network (set up in 2022).
- Sefton Disability Staff Network (set up in 2022).
- Sefton Women's Network.

### Key Opportunity: Zero Tolerance Policy

To become an employer of choice, and to attract a diverse workforce, we will strengthen our processes and culture to ensure absolute support of the highest standards for all of our employees. We will establish and embed a policy of zero tolerance of discrimination or abuse by any service user to any member of our staff. This is through pursuing police and legal action, and also ensuring provision of support for those affected. On top of this we will ensure training and development for all managers to facilitate the ability to provide this support. This action reflects staff feedback on the subject and identifies an area where greater consistency and continuous improvement will be beneficial.

### Objective 5:

### Maximise effectiveness and inclusivity in HR processes and procedures

We want to be proactive rather than reactive in ensuring that our HR processes and procedures promote equality, diversity and inclusivity, making sure all candidates have the same opportunities and that we develop a transparent process.

#### What we will do:

- Capture good practice and lessons learned from elsewhere, to ensure we are an employer of choice for current and potential employees (as per the action areas identified under objective 4).

### Actions

- 5.1 Ensure explicit inclusivity and avoidance of unconscious bias to improve quality and consistency in recruitment advertising.
- 5.2 Ensure we use blind applications and interview panels - finalise process points as previously identified.
- 5.3 Enhance induction processes, with input from the CEG.
- 5.4 Continue to commit ourselves as a disability-confident employer.
- 5.5 Increase accessibility for interviews with the option of face-to-face or online meetings.
- 5.6 Simplify language in job adverts and take away complicated recruitment processes.
- 5.7 Work with Sefton@work to provide accessible employment routeways where this can encourage a more diverse workforce.
- 5.8 Clarify our policy on how we utilise DBS clearances, which roles these apply to and our decision making processes
- 5.9 Implement necessary changes to recruitment equalities monitoring to reflect Care Experience as a protected characteristic and identify mechanism for monitoring this

### Case Study: Changing Recruitment Processes

The Council is a Disability Confident Employer which means that it is committed to removing barriers for disabled people and those with long term health conditions in employment. As part of this scheme candidates are able to apply for all non-schools vacancies under a guaranteed interview scheme. The logo is displayed on all job adverts.

So far, Sefton has been awarded Level 2 as a Disability Confident Employer and are encouraging suppliers to also become Disability Confident Employers, demonstrating leadership.

### Key Opportunity: Implementing Good Practice to Increase Inclusivity

We are evaluating the use of workplace adjustment passports. A workplace adjustment passport is a live record of agreed adjustments between an employee and their manager to support the employee at work due to a health condition, impairment or disability. This is something that the LCR Combined Authority use and have used successfully. They are recommending them to other LCR authorities. This was also suggested by our disability staff group and various unions as a step in the right direction to increase inclusivity.

Blind applications are also something the council wants to progress. A procurement exercise will be conducted prior to this to seek a supplier, ensuring unconscious bias plays no role in job application processes.

### Objective 6:

### Improved monitoring and measurement of progress

To evaluate the effectiveness of our strategies and the actions we intend to take, we need to consistently review their success, measured against several expectations. We need to review ourselves against internal expectations and other employers. We want to be known as an inclusive company and are flexible to make necessary changes as landscapes change.

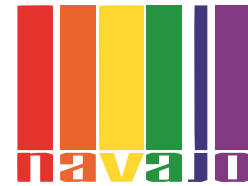
#### What we will do:

- Maximise our engagement with, and learning from, external bodies such as (but not limited to) Inclusive Companies.
- Establish peer review processes to capture perspective, challenge and learning in all areas of the organisation.
- Strengthen reporting mechanisms on EDI to enable evidencing of progress against this strategy and these objectives.
- Ensure focus on both outputs and outcomes (leading indicators and lagging indicators).
- Update our approach to Equality Impact Assessments, ensuring completion and review for all strategies, policies and projects, to a standard that is recognised as best in class.

#### Actions

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| 6.1 | Review Navajo assessment feedback and develop an appropriate action plan.   | 6.5 | Support staff to have the skills to produce Council information in accessible formats, to meet the needs of the diversity of the workforce and communities and use the outcomes in the Accessible Communications Policy. |
| 6.2 | Build on 'Inclusive Companies' membership and review other potential schemes to support challenges and improvement.                     | 6.6 | Measure impact on workforce and communities.   |
| 6.3 | Develop detailed action plan from this strategy, and review potential strategy updates and future reviews.                              | 6.7 | Produce a breakdown of statistics regarding the workforce. This would aid in identifying areas of support requirements.  |
| 6.4 | Continue reporting at SLB, and beyond – review opportunities to widen and strengthen visibility of progress and measurement of success. | 6.8 | Gather feedback regularly from network/support groups.   |

## Case Study: The Navajo Chartermark



The Navajo Merseyside & Cheshire LGBTIQA+ Charter Mark is an equality mark sponsored by In-Trust Merseyside and supported by the LGBTIQA+ Community networks across Merseyside- a signifier of good practice, commitment and knowledge of the specific needs, issues and barriers facing LGBTIQA+ people in Merseyside.

In 2018, Sefton became the first local authority to receive the charter mark recognising its commitment to LGBT+ people across the Borough.

Sefton Council was again awarded the Navajo Charter Mark for displaying good practice and commitment towards its LGBT+ staff and community at the annual Navajo Awards Ceremony, held at The City of Liverpool College on Thursday 6th October 2022.

### Inclusive Companies

Inclusive Companies exists to challenge the lack of diverse representation within UK based organisations. It seeks to assist employers in fostering a truly inclusive environment where they recognise and value the differences of each employee.

Members benefit from accessing a host of outstanding resources which allow you to connect, share best practice and ultimately improve organisational performance. As Sefton continues to improve and review its processes, membership of Inclusive Companies is an advantage, learning from others and bettering out processes.

## Objective 7:

### Establish and strengthen monitoring and governance structures

Improving internal processes as we continue to develop as a council is a priority. As EDI becomes more important and we adapt to changing landscapes, establishing and strengthening monitoring and governance structures allows us to review our progress and strive for better.

#### What we will do:

- Update our Equality Impact Assessments approach, including with training and review mechanisms, ensuring that these considerations are part of the earliest stages of strategy, policy and project development, and that progress against the issues identified in each EIA are measured.
- Finalise approach to the Socioeconomic Duty, with partners across the Liverpool City Region, and embedding required actions and opportunities into this strategic action planning process.
- Establish a Race Equality Monitoring Group to support strengthened governance and monitoring.



### Actions

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| <p>7.1 Establish Race Equality Monitoring Group (REMG), as per recommendations of the Council's <a href="#">Race Equality Declaration of Intent Motion 2022</a>.</p> <p>7.2 Review and update (where required) CEG Terms of Reference in the context of REMG and other groups.</p> <p>7.3 Launch LGBTQIA+ group and Disability group as part of Staff Networks.</p> | <p>7.4 EIAs – establish monitoring processes to ensure in place for all Cabinet decisions.</p> <p>7.5 Leadership to emphasise the responsibility of all staff to recognise inequalities and act in the right way, using the support available.</p> <p>7.6 Continue review of Socioeconomic Duty with partners across the LCR, and (subject to progress and deliverability) request Cabinet approval for signing up to the Duty.</p> |
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### Case Study: Equality Impact Assessments (EIAs)

The purpose of an Equality Impact Assessment is to ensure that services, functions, policies and products that are affected by the decision do not directly, indirectly, intentionally or unintentionally discriminate against our stakeholders or employees. Where any adverse impact is found we develop objectives that tackle the impact through the development and implementation of equality action plans.

The Equality Act 2010 superseded the previous legislation and does not require EIAs. However, the Public Sector Equality Duty under the Act still requires organisations such as Sefton Council to assess the impact of policies and decisions. Evidence that this has been done has been required by case law. Sefton Council have decided to continue to use EIAs as they are an effective tool for achieving this.

### Key Opportunity: Race Equality Monitoring Group

Sefton Council is working with the Combined Authority and the other Liverpool City Region (LCR) Councils to develop and deliver a Race Equality Programme that seeks to meet the shared vision of “tackling systemic injustice and inequality and driving forward positive change for our DEBs (Diverse and Ethnic Background) employees and residents - influencing the partners we work with to do the same”. Sefton Council is committed to achieve the Sefton Council Strategy vision of A Confident and Connected Borough.

The recommendation is therefore to set up a Race Equality Monitoring Group. The group will develop a Borough-wide strategy in line with the Liverpool City Regions targets of 2025/2026. It will also recommend ways we can maximise the voice of the DEBs staff group, improve retention, and promote progression into Senior leadership roles.

# The Future of Sefton

This strategy has aimed to demonstrate that equality, diversity and inclusion are priorities for Sefton Metropolitan Borough Council. However, it is important to recognise that this is not where our efforts stop. This strategy is a guide for future steps we will take to make Sefton a better place, as we continue to learn from our communities. Striving for better is a journey and is one we are committed to taking.

We will remain committed to standing with our communities across the borough, guaranteeing that all residents, regardless of their background, have a good quality of life. We will continue to work collaboratively with our partners and the wider city region towards common goals, sharing good practice and learning from one another's research. We are committed to speaking and working with our residents to understand lived experience and will adapt and innovate accordingly.

There has been significant economic and social improvement over the past 15 years across the region, yet approximately 88,000 Sefton residents live in the most deprived 10% of England. The Combined Authority has taken the decision that socio-economic status is considered alongside protected characteristics following stakeholder consultation and on the recommendation of the Social Mobility Commission. In voluntarily adopting the socio-economic duty, prioritising the well-being of our residents is essential and we will make strides to mitigate socio-economic disadvantage.





# Agenda Item 9

## Equalities, Diversity and Inclusion Strategy 2023-2027

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Education and skills are critical for people to make the most of economic opportunities, but children from low-income backgrounds achieve worse results at every stage of their education compared to those from better off homes. This deprives the region and employers of talent. It also reduces people's earning potential, reduces the tax take and increases the risk that poverty will be passed from one generation to the next. We will therefore explore strengthening and expanding work in the Liverpool City Region, undertaking activities specifically designed to tackle socio-economic disadvantage, acting in the spirit of the duty.

This includes working with partners to:

- improve employment rates.
- number of people recruited from our most deprived areas.
- quality of employment.
- tackle insecure employment on a postcode basis.



## Equalities, Diversity and Inclusion Strategy 2023-2027

Measuring Sefton’s socio-economic background is therefore a future priority, in which recommendations from the EDG will be considered. As per the action plans herein, Sefton Council will also collaborate with the Liverpool City Region Combined Authority and agencies across the region, working towards agreement to sign up to the Socioeconomic Duty.

The Council will also support delivery against the approved motion to recognise care experience as a protected characteristic. This includes building on the early success of the Caring Business Charter, through which more than 50 organisations (at February 2023) have signed up to the commitment to provide employment, training, apprenticeship, work experience or mentoring opportunities to care-experienced young people in Sefton. This exemplifies and evidences the importance of, and opportunity for, partnership working in the achievement of the objectives identified herein. The Council will also consider actions and opportunities to support informal carers.

### Caring Business Charter

**The Sovini Group** | **Sefton Council**

## Caring Business Charter

This Charter reflects the shared commitment of the business and Sefton Council to helping care experienced and other vulnerable young people prepare for and access the world of work, and reflects the shared commitment to supporting the communities in which we live and work.

**Sovini will:**

- Offer at least one targeted opportunity per year for a care experienced or other vulnerable young person in Sefton. This could comprise:
  - Apprenticeship
  - Part-time or full-time employment
  - Structured work experience
  - Mentorship and Coaching
- Guarantee interviews for care experienced people, providing the candidate meets the minimum criteria for the vacancy in question.

**Sefton Council will:**

- Help develop the above opportunities to align to the needs of the employer and its sector.
- Connect the business with suitable candidates.
- Support the ongoing development of the relationship between the employer and the young person.
- Ensure recognition of the contribution this Caring Business is making to its community.

Name: **Stephen Watson**  
 Title: **Executive Director of Place**  
 Business: **Sefton Council**  
 Signed: *[Signature]*

The approach outlined in our strategy will lead us in our work over the next few years. It will be subject to an annual review as we continue to learn more about the issues our residents face and how we can best drive reform to improve quality of life. We will assess progress regularly as the landscape evolves in the borough and we come up against new challenges.

### We will use this document to:

- Serve as the first port of call for more detailed plans in the future, which we will continue to visit and reshape with our partners and communities.
- Inform clear communications and engagement opportunities with local people and communities to bring people on board with our vision and approach so we can work together to achieve common goals.
- Inform colleagues of expectations when working for the Council, highlighting our goal to shape good practice.

Measurement of success will be through not only quantifiable changes and improvements, but also outputs as well as outcomes, with the review mechanisms identified and strengthened within this strategy ensuring that the Council maintains focus on these important areas of challenge and opportunity.





# Agenda Item 9



# Agenda Item 10

<b>Report to:</b>	Cabinet Council	<b>Date of Meeting:</b>	6 April 2023 20 April 2023
<b>Subject:</b>	Supplementary Revenue Report Domestic Abuse New Burdens Funding		
<b>Report of:</b>	Assistant Director of People (Communities)	<b>Wards Affected:</b>	(All Wards);
<b>Portfolio:</b>	Cabinet Member - Communities and Housing		
<b>Is this a Key Decision:</b>	Yes	<b>Included in Forward Plan:</b>	Yes
<b>Exempt / Confidential Report:</b>	No		

## Summary:

This report sets out the supplementary revenue grant funding received by the Council from the Department of Levelling Up, Housing and Communities (DLUHC) in respect of Domestic Abuse New Burdens funding for the period of 2021/22, 2022/23 and 2023/24 to 31 March 2024.

## Recommendation(s):

Cabinet recommendation to Council:

- 1) To approve a supplementary revenue estimate of £1.832m which is fully funded by Domestic Abuse New Burdens funding; and
- 2) The Assistant Director of People (Communities) in consultation with the Cabinet Member for Communities and Housing be granted delegated authority for the future acceptance of the same grant funding and the allocation of the funding in line with the grant conditions.

## Reasons for the Recommendation(s):

To approve updates to the 2023/24 Revenue programme so that the funding can be used by the Council to discharge its duty under part 4 of the Domestic Abuse Act 2021.

## Alternative Options Considered and Rejected: (including any Risk Implications)

There are no alternative options to consider.

## What will it cost and how will it be financed?

### (A) Revenue Costs

# Agenda Item 10

New Burdens funding of £619,418 has been allocated to Sefton for 2023/24. This brings the total allocation of new burdens funding to £1,832,284 since the additional duties were introduced.

## **(B) Capital Costs**

None

### **Implications of the Proposals:**

#### **Resource Implications (Financial, IT, Staffing and Assets):**

The Domestic Abuse Act places additional duties on the Council which have resource implications, however the funding is partially intended for this purpose and will adequately cover those costs. The rest of the funding will be used to commission new Domestic Abuse services to further meet the Council's duty.

#### **Legal Implications:**

#### **Equality Implications:**

The equality implications have been identified and mitigated.

#### **Climate Emergency Implications:**

The recommendations within this report will

Have a positive impact	No
Have a neutral impact	Yes
Have a negative impact	No
The Author has undertaken the Climate Emergency training for report authors	Yes

The proposals will not have either a positive or negative impact on climate.

### **Contribution to the Council's Core Purpose:**

Protect the most vulnerable:

The purpose of the New Burdens funding is to provide specialist Domestic Abuse support to victims/survivors living in safe accommodation in Sefton.

Facilitate confident and resilient communities:

Commission, broker and provide core services:

New Burdens funding will be used to commission new specialist Domestic Abuse support services to victims/survivors living in safe accommodation in Sefton.

Place – leadership and influencer:

Drivers of change and reform:
Facilitate sustainable economic prosperity:
Greater income for social investment:
Cleaner Greener

**What consultations have taken place on the proposals and when?**

**(A) Internal Consultations**

The Executive Director of Corporate Resources and Customer Services (FD.7122/23) and the Chief Legal and Democratic Officer (LD.5322/23) have been consulted and any comments have been incorporated into the report.

**(B) External Consultations**

N/A

<b>Contact Officer:</b>	Steve Martlew
Telephone Number:	07973 988996
Email Address:	steven.martlew@sefton.gov.uk

**Appendices:**

There are no appendices to this report

**Background Papers:**

There are no background papers available for inspection.

**1. Introduction/Background**

1.1 The Domestic Abuse (DA) Act came into force in April 2021 and is the biggest piece of DA legislation ever. It introduced numerous new measures that can be broadly broken down into 3 categories:

- Governance;
- Support for victims/survivors, their children, and families; and
- Strengthen measures to tackle perpetrators.

1.2 The statutory responsibility placed on the LA by the Act are:

- Formation of Local Domestic Abuse Partnership Board (LDAPB). Sefton’s LDAPB was formed in March 2021 with Cabinet Member for Communities and Housing as chair.



# Agenda Item 10

- Conduct a Needs Assessment. An external consultant was appointed to complete this work and this was completed and signed off in September 2022.
- Develop & Publish a Strategy. Sefton has a published strategy and has done for several years. Cabinet recently received the refreshed DA Strategy for adoption.
- Give effect to the Strategy. Once adopted the New Burdens funding will be used to commission services to address the gaps in service provision for DA victims, their children, and their families.
- Monitor Strategy effectiveness. Sefton is developing a data dashboard to support the work of the board.
- Report back to government via the Domestic Abuse Commissioners Office. Local Authorities are required to submit an annual report to the Commissioner and engage with their regional office.

## **2. Part 4 Responsibilities**

- 2.1 Part 4 of the Act places a duty on Local Authorities to provide DA support services to victims/survivors, their children and their families living in safe accommodation in their area. To support LAs to discharge their duty DLUHC have provided additional “New Burdens” funding.
- 2.2 New Burdens funding of £619,418 has been allocated to Sefton for 2023/24. This brings the total allocation of new burdens funding to £1,832,284 since the additional duties were introduced.
- 2.3 Confirmation has also been received that the Local Authority will receive further New Burdens Funding from DLUHC for 2024/25 of £631,105.
- 2.3 Following Councils approval of the Domestic Abuse Strategy 2023-28 a programme of commissioning to address the gaps in service provision will be undertaken. All commissioning will be reported to the Local Domestic Abuse Partnership Board.

## **3. Summary**

- 3.1 The Council has been allocated additional revenue funding to the value of £1.83m up to 2023/24. The funding provided by DLUHC is to support LAs to discharge their duty under Part 4 of the Domestic Abuse Act 2021.

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<b>Report to:</b>	Cabinet	<b>Date of Meeting:</b>	6 April 2023
	Council		20 April 2023
<b>Subject:</b>	Climate Emergency Phase 2 Update		
<b>Report of:</b>	Executive Director of Corporate Resources and Customer Services	<b>Wards Affected:</b>	(All Wards);
<b>Portfolio:</b>	Cabinet Member - Regulatory, Compliance and Corporate Resources		
<b>Is this a Key Decision:</b>	Yes	<b>Included in Forward Plan:</b>	Yes
<b>Exempt / Confidential Report:</b>	No		

## Summary:

Sefton Council declared a climate emergency in 2019. The Council has a target to achieve net zero carbon by 2030 for Council operations and has set out a strategy to achieve this goal.

The Council are coming to the end of phase 1 delivery (2020 –2023) of the Climate Change Emergency strategy / action plan. As Phase 2 begins this document highlights the challenges and opportunities associated with the next stage of implementing this challenging commitment.

The Liverpool City Region climate emergency target, to reach net zero by 2040 for all sectors, requires input and collaboration on housing, energy, transport, land use and climate resilience.

Members are asked to note the scale of the challenge associated with meeting both the Sefton Council operational target and the Liverpool City Region multi sector target.

## Recommendation(s):

### Cabinet:

Recommend to Council the approval of the Phase 2 implementation and note the interim targets and the work required to meet the committed net zero targets over the next three years (phase 2).

### Council:

Approve the Phase 2 implementation and note the interim targets and the work required to meet the committed net zero targets over the next three years (phase 2).

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## Reasons for the Recommendation(s):

To meet the Council's net zero carbon commitment by 2030, significant action will be required. It is important that elected members are fully aware of the challenges of meeting that target. Supplementary reports will be brought to elected members for each of the specific actions, as well as annual reports on progress.

## Alternative Options Considered and Rejected: (including any Risk Implications)

Not to take action on the climate emergency and net zero carbon targets, would be contrary to government policy direction and increase exposure and vulnerability to climate change impacts.

## What will it cost and how will it be financed?

Many elements of the action plan will involve a cost to the Council and not all activities will generate a financial payback. Four key activities associated with achieving the phase two carbon reduction are:

1. The purchase of 100% green electricity – the cost of which will be met from existing budgets and reviewed annually.
2. The decarbonisation of council buildings. The cost of this is substantial and an estimate for work to decarbonise heat from 18 buildings is £19M (2022 prices). External funding from sources such as the government "Public Sector Decarbonisation Fund" will be required, which necessitates a match funding contribution. There will also be a need for additional staff to deliver the building retrofits.
3. Reduce emissions from business travel / commuting e.g. investment in electric vehicle charging facilities. Estimated cost £1M (2022 prices). External funding would also be required from sources such as the governments "Workplace Charging Scheme" which provides 75% of the costs.
4. Energy efficiency measures – information and behaviour change to encourage a reduction in fuel use. Any reduction will have a positive impact on Council finances.

## Implications of the Proposals:

<b>Resource Implications (Financial, IT, Staffing and Assets):</b>	
N/a	
<b>Legal Implications:</b>	
N/a	
<b>Equality Implications:</b>	
There are no equality implications.	
<b>Climate Emergency Implications:</b>	
The recommendations within this report will	
Have a positive impact	Yes

Have a neutral impact	No
Have a negative impact	No
The Author has undertaken the Climate Emergency training for report authors	Yes

Delivery of the Council's Climate emergency strategy would have a direct and positive impact.

**Contribution to the Council's Core Purpose:**

Protect the most vulnerable: By enabling greater resilience to future climate events.
Facilitate confident and resilient communities: By enabling greater resilience to future climate events and encouraging energy security measures
Commission, broker and provide core services: By training staff to consider climate impacts as part of service delivery
Place – leadership and influencer: By Sefton taking decisive action on its energy/carbon emissions
Drivers of change and reform: By Sefton taking decisive action on its energy/carbon emissions
Facilitate sustainable economic prosperity: By enabling greater resilience to future climate events.
Greater income for social investment: By Sefton taking decisive action on its energy/carbon emissions
Cleaner Greener By Sefton taking decisive action on its energy/carbon emissions

**What consultations have taken place on the proposals and when?**

**(A) Internal Consultations**

The Executive Director of Corporate Resources and Customer Services (FD7144/23) and the Chief Legal and Democratic Officer (LD5344/23) have been consulted and any comments have been incorporated into the report.

**(B) External Consultations**

n/a



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## Implementation Date for the Decision

Following the Council meeting.

<b>Contact Officer:</b>	Stephanie Jukes Stephanie Jukes
Telephone Number:	Tel: 0151 934 4552
Email Address:	stephanie.jukes@sefton.gov.uk

## Appendices:

“Sefton’s Climate Change Emergency Implementation Plan Phase 2 : 2023-2026”

## Background Papers:

There are no background papers available for inspection.

### 1. Introduction/Background

- 1.1 Sefton Council declared a climate emergency in July 2019. Following that declaration work has progressed within the council on the agreed actions that were contained and approved by Members. The climate emergency strategy and associated action plan was approved by Cabinet (28 May 2020) and Council (17 September 2020).
- 1.2 The strategy and delivery via the action plan is based on the following approach;
  - Approval of a strategy for the period to 2030
  - Establishing and refining a baseline position on council carbon emissions (carbon footprint)
  - The development of 3-year implementation plans
- 1.3 Both the strategy and action plan have seven key principles to guide work in this area – guided by the acronym C.L.I.M.A.T.E
  - Carbon Reduction
  - Leadership
  - Innovation
  - Mobilisation
  - Adaptation
  - Transformation
  - Engagement

### 2. Phase 1 Actions to date

- 2.1 Significant work has been undertaken in the first phase of action on the Climate Emergency. Staff have mapped out the route to net zero in 2030 and established the work required and costs involved. A full governance structure has been established and found to be effective when reviewed by Sefton’s internal audit team (2022). How the wider community can be involved has been an important

issue with a programme of work around Climate in 2021 COP26, in particular with young people, followed by a full community engagement survey in 2022, with a dedicated engagement action plan being delivered in 2023. This will improve communication channels and offer a route for greater involvement with Sefton residents, businesses and visitors.

- 2.2 An agreed strategy and implementation plan has provided the focus for dedicated activity which is regularly reported to members via a dedicated Member reference group and Cabinet/Council reports. Work to deliver the implantation plans included the roll out of an LED street lighting replacement programme, improving insulation and glazing at Southport and Bootle Town halls, encouraging the continuation of agile working leading to a reduction in the Council's Carbon footprint of 13% (end of 2021/22; the 22/23 figures being finalised).
- 2.3 In summary, Sefton Council is on track to be net zero carbon by 2030 with a 13% reduction in total emissions from the baseline, rising to 28% once projects started in phase 1 are complete.

### 3. Phase 2 Action Plan (2023-2026)

- 3.1 Phase 1 delivery has established an excellent foundation and phase 2 will build upon this. The attached implementation report outlines the challenges and opportunities associated with the next stage of implementing this challenging commitment.
- 3.2 The report outlines some of the key actions needed over the next three years as well as an estimate of potential cost to deliver, which include;
- Switch to green 100% renewable electricity which incurs an annual cost determined at market rates, estimated cost £200K (2022 prices) the cost of which will be met from existing budgets and reviewed annually.
  - decarbonisation of heat (through switching away from gas for space and water heating) with an estimated cost of £19M (2022 prices). External funding from sources such as the government "Public Sector Decarbonisation Fund" will be required, which necessitates a match funding contribution. There will also be a need for additional staff to undertake the building retrofits.
  - Action to reduce emissions from business travel / commuting – costs in phase 2 could include investment in electric vehicle charging facilities. Estimated cost £1M (2022 prices). External funding would also be required from sources such as the governments "Workplace Charging Scheme" which provides 75% of the costs.
- 3.3 The largest element of the Council's Carbon footprint is electricity. Electricity accounts for around a third of the Councils carbon footprint, and so switching to zero carbon electricity (100% renewable) will have a significant impact. Together with work from phase 1 (Agile working, Town Hall retrofit and LED Street lighting replacement), this action will reduce the Council's footprint by ~55%.
- 3.4 The other actions mentioned above will contribute +10% of the Council's carbon reduction target during phase 2 but will cost in excess of £20m - this is funding not in the MTFP or being provided at present as a direct grant from government,

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therefore, the council will need to work to identify and secure funding options and present to members for consideration / decision.

- 3.5 Work on community engagement will ramp up during phase 2, as a result of the Community engagement survey completed in late 2022. There will be increased provision of information and opportunities for the community to be more involved in the ongoing climate emergency work.
- 3.6 Council officers will continue to develop the Council's approach based on best practice and will work in partnership with the Liverpool City Region, NW net zero hub and other specific expert groups.
- 3.7 Previous work on carbon reduction has focused on energy reduction alone, which has an associated direct financial saving. Whilst this work, to reduce consumption, will continue through communications, reducing carbon emissions to zero will require investment that will not necessarily achieve a financial saving but will save carbon.
- 3.8 Additionally work will continue to engage with staff across all departments, train staff, assess operational risks and secure external funding. As well as the usual monitoring and reporting. This phase is very significant in laying the foundations for the final phase 3 activity.

## 4. **The Liverpool City Region (LCR) Net Zero Target 2040**

- 4.1 Initial work to support the delivery of the Liverpool City Region Strategy 'Pathway to net zero' strategy is referenced in the attached report. The strategy sets out an ambitious plan to reduce carbon emissions across the entire LCR to net zero by 2040.
- 4.2 Sefton officers are working with other LCR members to realise these aims. Actions will be needed across all sectors including business & industry, domestic properties, transport. Some of the key actions include:
  - Retrofit of housing stock (domestic emissions account for a third of LCR emissions)
  - Delivery of the Mersey tidal electricity generation project
  - Delivery of the Hynet hydrogen and carbon capture network
- 4.3 It is estimated that Liverpool City Region needs around £45bn investment over the next 20 years to deliver the carbon reductions needed, which will bring economic benefits (e.g. green jobs).
- 4.4 To reach the net zero carbon 2040 goal, the area needs to halve the amount of energy that is used from any source. All remaining energy will be from, renewable energy sources that don't produce any carbon emissions at all. This will require considerable early action across all sectors.

## **Sefton's Climate Change Emergency Implementation Plan**

### **Phase 2 : 2023-2026**

Sefton Council are coming to the end of phase 1 delivery (2020 –2023) of the Climate Change Emergency Plan. A huge amount of work has been undertaken during this phase to create the foundations for success in future stages and undertake initial work which has already resulted in significant carbon savings.

As Phase 2 is due to begin, this document highlights the challenges and opportunities associated with the next stage of work to ultimately reach net zero by 2030.

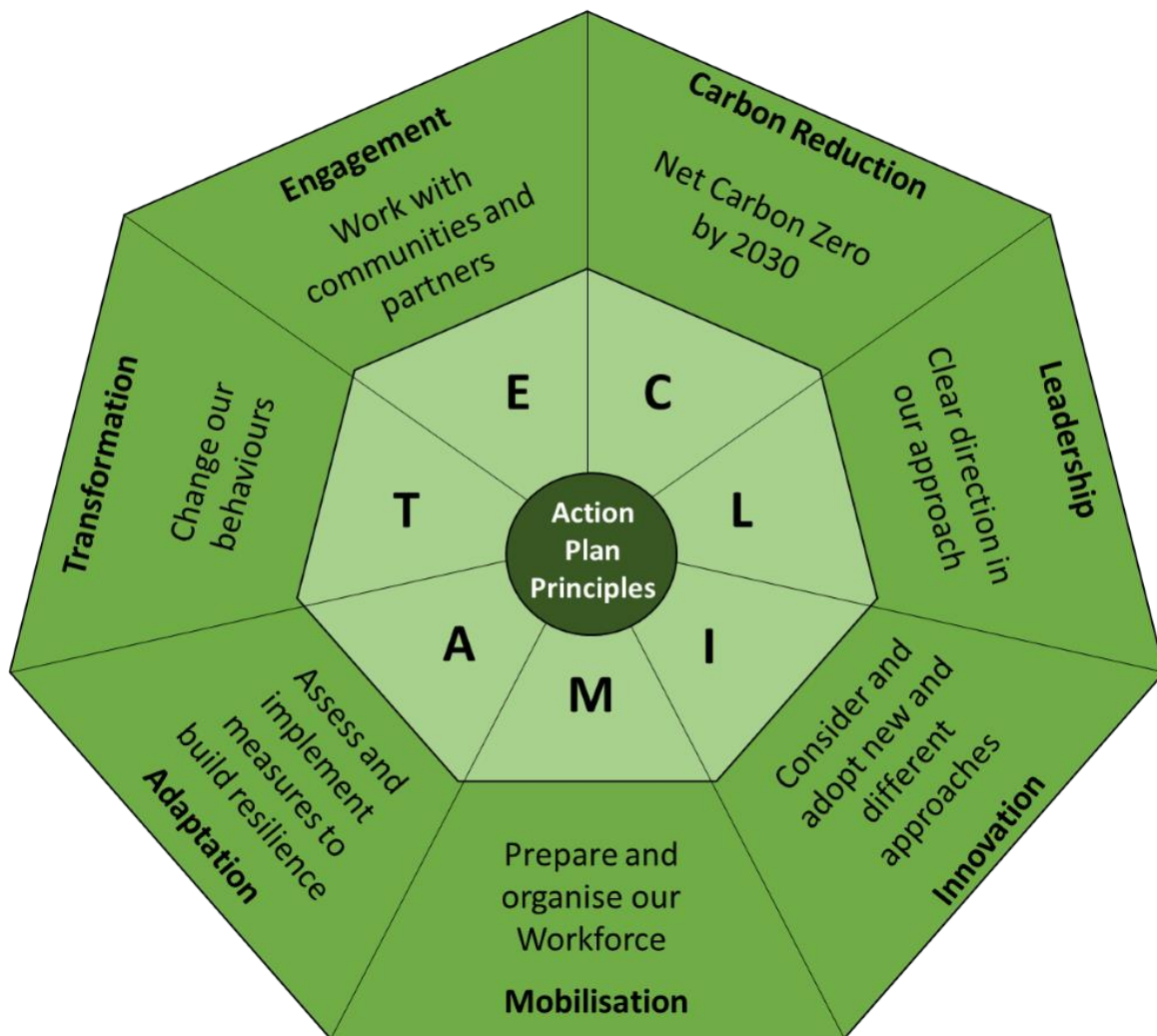
There is increasing commitment through government policy, law and voluntary commitment across the UK to a net zero carbon target. Sefton Council have an operational target of meeting net zero by 2030. However, as part of the Liverpool City Region, we have a target for the whole borough to be net zero by 2040, ten years ahead of the national target.

The work undertaken by the Council will be aligned to the delivery of the Sefton 2030 Vision and the Council's Core Purpose with the aim of making Sefton a great place to be.

We will achieve this by following the below principles as set out in our climate strategy:



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The Council's action plan includes both mitigation and adaptation measures. This recognises that some impacts of a changing climate cannot be changed in the short/medium term. Some impacts, such as future sea level rises and an increase in summer temperatures will pose risks and opportunities to how we live and work, so we must alter our approach via adaptation measures. Offsetting is included within mitigation and is the practice of increasing carbon capture to compensate for carbon release that cannot be avoided.

We have defined our organisation as, Council depots, leisure centers, libraries, fleet vehicles and office spaces. We have defined our emissions according to the Greenhouse Gas Protocol. This will include the most direct emissions Scope 1 and Scope 2, with some additional emissions captured within Scope 3, namely business travel and commuting.

## Phase 1 Summary

Phase 1 work included much of the groundwork for management, governance and monitoring of the Council's commitment. This included measuring carbon emissions, training staff, introducing climate assessments in decision making, reporting to a cross party elected Member Reference Group and engaging the community.

In this period the Council's carbon footprint has fallen 13% since 2019/20, based on the last review in 2021/2 with an additional fall expected for 2022/23 which is positive.

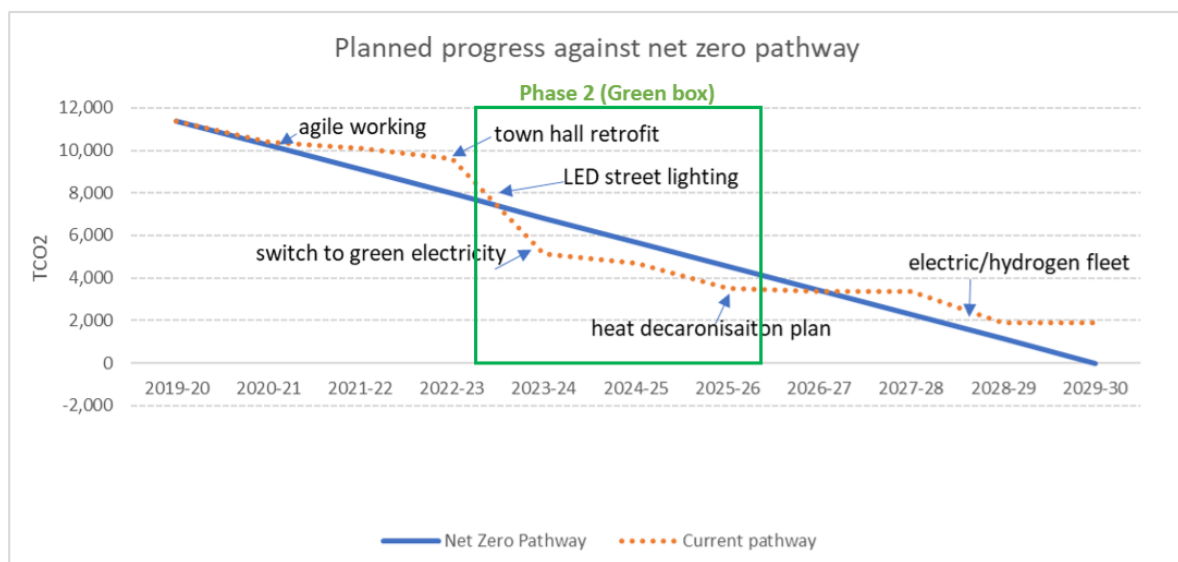
The reduction in emissions during this period was driven by

- the Council continuing with an agile working policy
- the continued roll out of energy efficient street lighting across the Borough
- improvements to the national energy mix (greener electricity coming through the grid).
- Upgrade of Bootle and Southport Town Halls (insulation and windows)

There has been significant work assessing and responding to a changing climate including adoption of a Flood Risk Strategy, updated surface water flood model maps and a coastline future prediction report has been produced and the potential impacts assessed.

There have been many significant challenges during this time including the Covid 19 pandemic and the recent extreme energy price rises which has made the need to reduce energy use more urgent but at the same time made funding the interventions more challenging.

## Phase 2



The chart above shows the Council's planned progress to reach net zero in 2030. Phase 2 is highlighted as a period, by the green box. Sefton Council start this period on track with

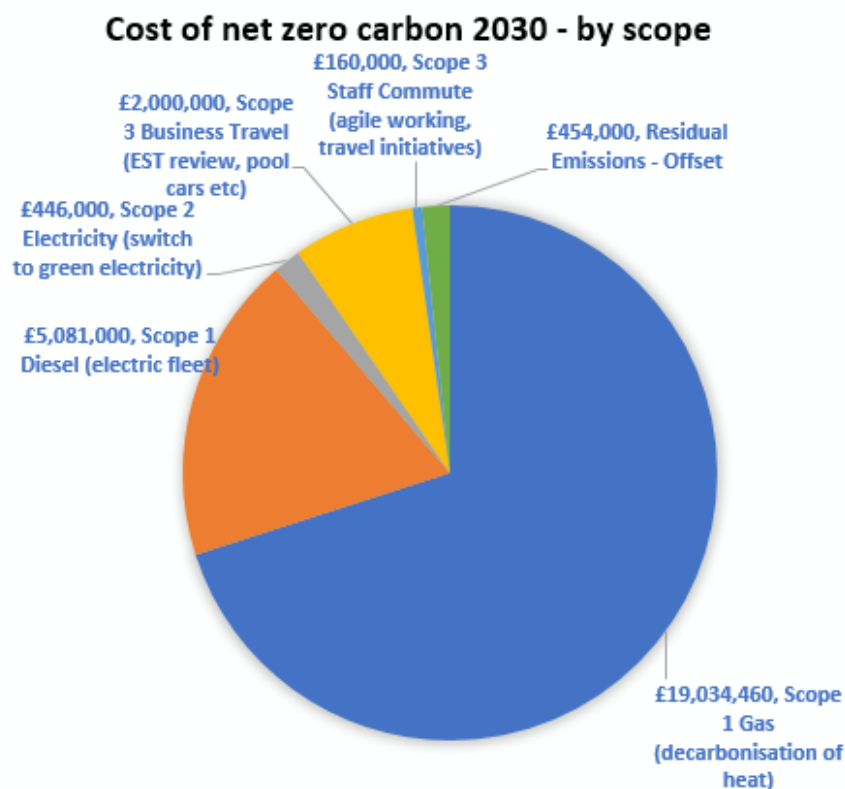
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above 13% reduction expected for 22/23, and an expected reduction in emissions of ~60% by the end of phase 2.

The chart overleaf demonstrates some of the key actions needed over the next three years which include;

- The switch to 'green' electricity (100% renewable or zero carbon electricity). Electricity accounts for around a third of the Councils carbon footprint, and so switching to zero carbon electricity will have a significant impact. As you can see from the chart below, the cost of this significant reduction represents value for money.
- The heat decarbonisation of buildings (reducing gas use). Gas usage is the second most significant element of Council emissions. If electricity emissions are removed, then this rises to around 40% of remaining emissions. However, there is no easy low carbon alternative to gas usage and a full change to building fabric and heating system will be required. Hence below the significant cost to reduce gas emissions.
- Ongoing reduction of transport commuting and home working costs. As Scope 3 emissions, the Council has less control of this area, however, travel accounts for around 10% of the carbon footprint.

This phase of activity will require significant investment which is shown in the chart below (using 2022 data).



During Phase 2 specifically includes action on

- decarbonisation of heat (through switching away from gas for space and water heating) with an estimated cost of £19M (2022 prices). The cost of this is substantial and an estimate for work to decarbonise heat from 18 buildings is £19M (2022 prices). External funding from sources such as the government “Public Sector Decarbonisation Fund” will be required, which necessitates a match funding contribution. It will also require additional staff to deliver the building retrofit works.
- Switch to green 100% renewable electricity which incurs an annual cost determined at market rates, estimated cost £200K (2022 prices) the cost of which will be met from existing budgets and reviewed annually.
- Action to reduce emissions from business travel / commuting – costs in phase 2 could include investment in electric vehicle charging facilities. Estimated cost £1M (2022 prices). External funding would also be required from sources such as the governments “Workplace Charging Scheme” which provides 75% of the costs.
- Energy efficiency measures – information and behaviour change to encourage a reduction in fuel use. Any reduction will have a positive impact on Council finances and costs can be met from within existing budgets.

Previous work on carbon reduction has focused on energy reduction alone, which has an associated direct financial saving. Whilst this work, to reduce consumption, will continue through communications, reducing carbon emissions to zero will require investment that will not necessarily achieve a financial saving but will save carbon.

Additionally work will continue to engage the public, train staff, assess operational risks and secure external funding. As well as the usual monitoring and reporting.

In order to achieve success during this phase, the Council will require support to be available from external funding sources such as the Public Sector decarbonisation fund and expertise to be made available through programmes such as the NW net Zero hub and LCR collaborative groups. If funding and other support is not available, the risk of not meeting net zero targets increases. Officers will continue to provide information to senior officers and elected members, MPs on opportunities and potential barriers to ensure external organisations such as central government are aware of the importance of this support.

## **The 2040 Liverpool City Region Target**

The Liverpool City Region Strategy ‘Pathway to net zero’ sets out an ambitious plan to reduce carbon emissions across the entire LCR to net zero by 2040. Sefton officers are working with other LCR members to realise these aims.

Actions will be needed across all sectors including business & industry, domestic properties, transport. Some of the key actions include;

- Retrofit of housing stock (domestic emissions account for a third of LCR emissions)
- Delivery of the Mersey tidal electricity generation project
- Delivery of the Hynet hydrogen and carbon capture network



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It is estimated that Liverpool City Region needs around £45bn investment over the next 20 years to deliver the carbon reductions needed, which will bring economic benefits (e.g. green jobs).

To reach the net zero carbon 2040 goal, the area needs to halve the amount of energy that is used from any source. All remaining energy will be from, renewable energy sources that don't produce any carbon emissions at all. This will require considerable early action across all sectors.

Following our Climate Strategy principles C.L.I.M.A.T.E., our action plan outlines the key areas of work we will undertake over the next 3 phases of our journey to 2030. This is revised and updated each year in order to capture achievements, opportunities, technological developments and additional challenges, with quarterly reporting to senior officers and elected members.

Phase 2 activities are shaded below (Yellow highlight = new activity)

Local Commitment “We will..”	Local Action “by..”	Impact H/M/L	Phase
<b>Carbon Reduction</b>			
work towards becoming net carbon zero by 2030.	Maintain (and refine) the carbon baseline for Council emissions	High	Phase 1-3
	Identify all current/planned projects and evaluate their contribution/risk to the climate emergency agenda	High	Phase 1
	Explore options to improve thermal efficiency at council sites through retrofit.	High	Phase 1
	Reduce electricity and gas usage : no/low cost energy saving and reduction schemes e.g. Education and awareness campaigns	Low	Phase 1
	Reduce energy (and water) consumption: development of a utilities reduction strategy	Medium	Phase 2 -3
	Reduce electricity and gas usage : medium / high cost energy saving and reduction schemes e.g. Street lighting LED upgrade	High	Phase 1 & 2
	Explore the opportunities and feasibility for expanding sustainable transport networks and facilities such as cycle routes.	Medium	Phase 1 - 3
	Reduce fuel consumption through promoting ecodriving, and reduced travel via agile working etc.	Medium	Phase 1
	Move to low carbon fleet vehicles	Medium	Phase 3

achieve 100% clean energy by 2030	Investigate self-supply of Biogas (generation) - e.g. through use of municipal waste streams and agricultural waste stock.	High	Phase 2 -3
	Develop renewable energy (electricity) generation across Sefton – solar, on shore wind.	Medium	Phase 1 -2
	Supply of Biogas via Gas purchase agreement / renewable electricity - purchase REA & REGO certificates with a direct agreement between company generating and Sefton.	High	Phase 2 (elec.) Phase 3 (gas)
	Investigate Carbon offsetting options – local then global	Low	Phase 3
<b>Leadership</b>			
Provide clear direction in our approach	Lobby central government for increased funding for climate related projects	High	Phase 1 -3
	Review new policies and strategies, forthcoming budget proposals, Treasury Management Strategy and all cabinet and council decisions to ensure they have considered climate change adaptation and mitigation issues.	Medium	Phase 1
	Sharing expertise and advice with our community, providing details of the Council’s commitments and encouraging behaviour change in local homes, businesses and schools.	High	Phase 1 - 3
	Work with local partners across the LCR to a co-ordinated approach and to identify areas for collaboration and resource.	High	Phase 1 - 3
	Use our role as a large organisation to encourage change in the borough, by requiring large suppliers to report on climate impact of activities carried out on our behalf.	High	Phase 1 - 3
	Assess the impacts of local events and activities via the Southport Master Plan and seek to mitigate where necessary	High	Phase 1

	Use our role as a local authority to develop Community Energy and build upon the emerging wind turbine development (Southport Dunes/Ecocentre Feasibility Study)		
<b>Innovation</b>			
consider and adopt new & different approached	Explore options for investment in low carbon energy & innovative technology and seek innovative low carbon options for any new developments.	High	Phase 1 - 3
	Approach the climate emergency with a long term mindset, exploring 'spend to save' methods of climate action.	High	Phase 1 - 3
	Explore options for local offset via climate adaptation programmes and local landscape enhancement	Medium	Phase 1 - 3
	Identify and channel the existing enthusiasm for climate action in the workforce	High	Phase 1
	Continue to invest in Sustainable IT systems to allow for flexibility for agile and home working	Medium	Phase 1
	Develop a Green Sefton membership scheme for our communities to inspire them to take action and buy into the approach being taken by the Council	Medium	Phase 1
<b>Mobilisation</b>			
prepare and organize our workforce to support climate change action	Develop and deliver training & awareness raising for staff at all levels, to encourage low carbon and adaptation measures and informed decision making, among our workforce.	High	Phase 1
	Support departments to assign responsibility and actively contribute to the officers/members working group(s)	High	Phase 1
	Provide timely reporting to members (Cabinet and Overview & Scrutiny Committees) and staff on progress and other	High	Phase 1 - 3



	developments		
	Improve knowledge and understanding of how the Council is affected by extreme weather events in terms of providing its services and financial impacts.	High	Phase 1 - 3
<b>Adaptation</b>			
Access and implement measures to build resilience	Complete a full risk assessment of Climate Change impacts, identifying threats and how they can be managed as well as realising the opportunities (such as offsetting emissions and assessing carbon capture).	High	Phase 1 - 2
	Develop a place based strategy/framework for Sefton's landscape portfolio for the delivery of any carbon offsetting, adaptation and mitigation measures whilst working with natural processes.	Medium	Phase 1
	Identify and quantify opportunities for carbon offsetting, urban greening and improved site sustainability; through local landscape management	Medium	Phase 1
	Review impacts of measures on air quality outcomes.	Medium	Phase 1
	Work with the Planning Authority on developing guidance for development, that includes climate benefits, for the built and natural environment.	Medium	Phase 1
<b>Transformation</b>			
Change our behaviour	Align our climate work with the 2030 vision and other transforming principles.	High	Phase 1 - 3
	Utilise existing groups and tools internally to engage staff and raise awareness of low carbon & adaptation activities and encourage action.	Medium	Phase 1
	Reducing commuting and business travel impacts through the implementation of a council travel plan and associated policies.	High	Phase 1

	Embed responsibility for delivery this agenda at all levels. Support those people to fully understand the expectations of their position in relation to the climate emergency.	High	Phase 1
<b>Engagement</b>			
work with communities and partners	Ensure all information on our climate emergency is available in an easy read format and is accessible to all our residents	High	Phase 1
	Establish and engage with an expert panel and a diverse citizens panel (including youth)	High	Phase 1 -2
	Work with partners (Schools, New Directions, Businesses etc) to adopt low carbon & adaptation measures	High	Phase 1 - 3
	Engage our communities to raise awareness of the Council's commitments and encourage appropriate behaviour change	High	Phase 1 - 3

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# Agenda Item 12

<b>Report to:</b>	Audit and Governance Committee	<b>Date of Meeting:</b>	Wednesday 15 March 2023
	Council		Thursday 20 April 2023
<b>Subject:</b>	ICT Acceptable Usage Policy		
<b>Report of:</b>	Executive Director of Corporate Resources and Customer Services	<b>Wards Affected:</b>	(All Wards);
<b>Portfolio:</b>	Cabinet Member - Regulatory, Compliance and Corporate Services		
<b>Is this a Key Decision:</b>	No	<b>Included in Forward Plan:</b>	No
<b>Exempt / Confidential Report:</b>	No		

## Summary:

The purpose of this report is to obtain approval for revised security policy documentation relating to the Authority's ICT estate. The Policy Document is a yearly review of the ICT Acceptable Usage Policy reviewed and approved by the Audit & Governance Committee on 16<sup>th</sup> March 2022 and by Council on the 21<sup>st</sup> of April 2022.

Changes to the ICT Acceptable Usage Policy are highlighted in yellow and provide explicit guidance for SharePoint data owners as well as what ICT Monitoring capabilities we have.

The Audit and Governance Committee held on the 15 March 2023 considered the report and requested that reconsideration be given to the statement contained in - 'How you should use your email (key principles) at page 77 Bullet No. 3 of the report':

- **'Users should not make any statements on their own behalf or on behalf of the Sefton Council that do or may defame, libel, or damage the reputation of Sefton Council or any person'.**

The Audit and Governance Committee requested that clarification and possible rewording be requested on the application of this policy in relation to Councillors and accordingly the Audit and Governance Committee resolved that:

- (1) The Senior Manager ICT and Digital be requested to reword the policy in relation to Use of email (key principles) - bullet point 3 to read:
  - **'Officers** should not make any statements on their own behalf or on behalf of the Sefton Council that do or may defame, libel, or



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damage the reputation of Sefton Council or any person’.

**\*Elected Members should refer to the Members Code of Conduct for further guidance’;**

- (2) subject to (1) above, Council be requested to approve:
- (i) the revised security policy documentation relating to the authority’s ICT estate; and
  - (ii) the internal publication of the Acceptable Use Policy.

The requested reword to the policy document has been completed and can be found within the attached ICT Acceptable Usage Policy.

## **Recommendations:**

Council is requested to approve:

- (1) The revised ICT Acceptable Usage policy documentation relating to the authority’s ICT estate; and
- (2) the internal publication of the Acceptable Use Policy.

## **Reasons for the Recommendation(s):**

To ensure that Sefton’s ICT users are operating in line with industry standards for ICT Security Management.

## **Alternative Options Considered and Rejected:** (including any Risk Implications)

Not to make any changes to existing documentation – rejected, as this would not be consistent with the requirements of the ICT Contract and Sefton would not be operating in line with leading industry practice, which could expose the organisation to increased risk of Cybercrime/Cyber Security or Information Breach.

## **What will it cost and how will it be financed?**

### **(A) Revenue Costs**

Not applicable

### **(B) Capital Costs**

Not applicable

**Implications of the Proposals:**

<p><b>Resource Implications (Financial, IT, Staffing and Assets):</b></p> <p>Revised policy documentation for review by all authorised users of Sefton ICT services</p> <p>IT changes and security infrastructure changes to be addressed within the ICT Contract Management</p>								
<p><b>Legal Implications:</b></p> <p>There are no legal implications</p>								
<p><b>Equality Implications:</b></p> <p>There are no equality implications</p>								
<p><b>Climate Emergency Implications:</b></p> <p>The recommendations within this report will</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <tr> <td style="padding: 2px;">Have a positive impact</td> <td style="padding: 2px; text-align: center;">No</td> </tr> <tr> <td style="padding: 2px;">Have a neutral impact</td> <td style="padding: 2px; text-align: center;">Yes</td> </tr> <tr> <td style="padding: 2px;">Have a negative impact</td> <td style="padding: 2px; text-align: center;">No</td> </tr> <tr> <td style="padding: 2px;">The Author has undertaken the Climate Emergency training for report authors</td> <td style="padding: 2px; text-align: center;">Yes</td> </tr> </table> <p>Approval of the ICT Acceptable Usage Policy will have no direct impact on the Council's Climate Emergency Implications.</p>	Have a positive impact	No	Have a neutral impact	Yes	Have a negative impact	No	The Author has undertaken the Climate Emergency training for report authors	Yes
Have a positive impact	No							
Have a neutral impact	Yes							
Have a negative impact	No							
The Author has undertaken the Climate Emergency training for report authors	Yes							

**Contribution to the Council's Core Purpose:**

Protect the most vulnerable: Not Applicable
Facilitate confident and resilient communities: Yes, the provision of a secure network will provide the foundation for any further developments of digital services for residents
Commission, broker and provide core services: Yes, provision of a secure ICT Environment
Place – leadership and influencer: Not Applicable
Drivers of change and reform: Yes, ICT is a key enabling programme to deliver the Framework for Change
Facilitate sustainable economic prosperity: Not Applicable
Greater income for social investment: Not Applicable
Cleaner Greener: Not Applicable

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## What consultations have taken place on the proposals and when?

### (A) Internal Consultations

Members of the Executive Information Management Group have been consulted on the policy documents and feedback incorporated as required. Membership includes:

- Senior Manager for ICT & Digital
- ICT Service Delivery Lead
- Chief Legal and Democratic Officer
- Performance and Intelligence Manager
- Information Management and Governance Lead
- Workforce Learning and Development Manager

The Executive Director of Corporate Resources and Customer Services (FD.7193/23) and the Chief Legal and Democratic Officer (LD.5393/23) have been consulted and any comments have been incorporated into the report.

### (B) External Consultations

None.

### Implementation Date:

Immediately following the Council meeting.

<b>Contact Officer:</b>	Jamal Aslam
Telephone Number:	07702026983
Email Address:	jamal.aslam@sefton.gov.uk

### Appendices:

ICT Acceptable Usage Policy

#### 1. Background:

1.1 In 2017 the authority embarked on a radical programme of ICT Transformation, to improve the Council's ICT provision to support both the Framework for Change Programme and to create a state of readiness for a new external ICT Provider. In addition this enabled a step change in service delivery to support the delivery of interdependent PSR workstreams namely the Asset and Accommodation Strategy (PSR8) and Locality Teams (PSR2). The three key deliverables were:-

1. Services and staff – to improve the end user experience and support the introduction of new ways of working;
2. ICT Service – to deliver a new ICT Support service and associated services to improve reliability and functionality of ICT as well as supporting continual improvements/service transformation; and

3. ICT Infrastructure – to enable agile working, reduce the complexity of system delivery as well as providing the platform for Sefton to take full advantage of advances in technology moving forwards.

1.2 Alongside the delivery of a new technical and support infrastructure it is essential to align associated policies that govern both ICT Security operations and Acceptable Use of ICT to ensure the provision of a robust and secure network. These documents are as follows: -

1. Information Security Management System Policy, which governs the provision of contracted technology and telecommunications services to Sefton in line with the International code of Practice for Information Security Management ISO27001:2013;
2. The Initial Security Management Plan which describes how the external ICT Services provider (Agilisys) manages Information Security according to leading industry practice and specifies any additional or different application of controls to ensure a secure network; and
3. ICT Acceptable Usage Policy, which aims to provide clear guidance on the acceptable use of ICT for authorised users, to protect the security of the network and reduce the risk of a data breach.

## 2. **Proposals for Approval**

2.1 Given the fundamental changes in ways of working, the ICT Acceptable Usage policy has been reviewed and updated to ensure all personnel are taking the precautionary steps to protect the Council's ICT environment whilst working from remote locations as well as general changes in line with the National Cyber Security Centre guidance.

## 3. **Conclusion**

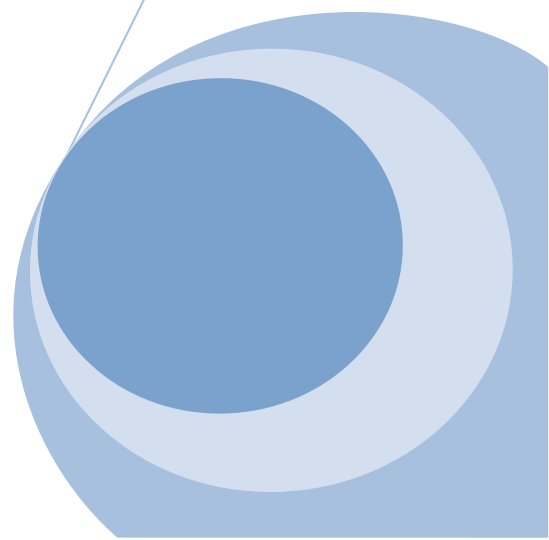
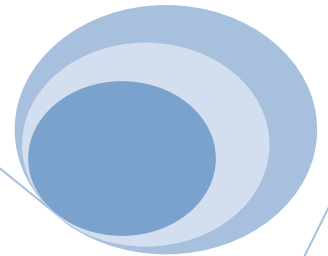
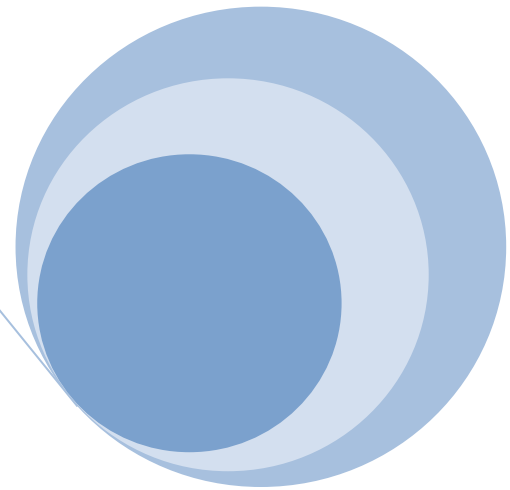
3.1 This report provides a single core policy document, to streamline the current guidance documentation available for all authorised users of Sefton's ICT environment, as well as ensuring the Sefton is operating in line with Industry Standards for ICT Security Management.



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# ICT Acceptable Use Policy

2023



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## Summary Sheet

### Document Information

<b>Protective marking</b> (Unclassified / Restricted Circulation / Confidential)	Unclassified
<b>Ref</b>	Acceptable Use ICT
<b>Document Purpose</b>	To ensure all users of Sefton's ICT are aware of guidance around acceptable use
<b>Document status</b> (Draft / Active)	Final
<b>Partners</b> (If applicable)	N/A
<b>Date document came into force</b>	TBC
<b>Date of next review</b>	March 2024
<b>Owner</b> (Service Area)	Sefton Council – ICT Client Team
<b>Location of original</b> (Owner job title / contact details)	Helen Spreadbury
<b>Authorised by</b> (Committee/Cabinet)	Audit and Governance Committee

### Document History

<b>Version</b>	<b>Date</b>	<b>Author</b>	<b>Notes on revisions</b>
0.1	27/09/2018	H Spreadbury	Draft
0.2	11/10/2018	H Spreadbury	Amendments made following consultation with IMG
0.3	15/10/2018	H Spreadbury	Further amendments made following consultation with HR and Agilisys
1	06/11/2018	H Spreadbury	Final draft following feedback from IMG
2	23/04/2019	H Spreadbury	Finalised for release
2.1	05/02/2020	J Aslam	Yearly review – minor changes and inclusion of SML and Password Policies
2.2	17/01/2022	J Aslam	Yearly review – addition of conditional access policies
2.3	26/01/2023	J Aslam	Yearly review – addition of SharePoint responsibilities and ICT monitoring

*Further documentation and supporting material can be found via the following page*

<http://intranet.smbc.loc/our-council/data-protection-information-handling/policies.aspx>

## Introduction

The purpose of this document is to ensure that all Users of Sefton Council's ICT (Information Communications Technology) Services feel confident in the use of ICT to complete their work. The aim of this policy document is to describe in plain English what is acceptable activity to ensure the security of Sefton's ICT network, to protect the disclosure of information and ensure we can prevent, as far as possible, cyber-attack or cybercrime.

The increasing use of Information and Communication Technology and the development of information strategies to support the process of providing effective services make it necessary to take appropriate action to ensure that these systems are developed, operated and maintained in a safe and secure manner.

Whilst the aim is to provide facilities for employees to use freely in pursuit of their job there are, however, management and legal issues, which should be borne in mind to ensure the effective and appropriate use of information technology.

## Scope

This document applies to all authorised users of Sefton's ICT systems; including council employees, members, contractors, consultants, commissioned service providers and organisations that connect to or support any part of the IT Infrastructure

## Individual Responsibilities

- All Elected Members must accept responsibility for maintaining ICT standards within the organisation.
- All Managers must accept responsibility for initiating, implementing and maintaining ICT standards including those outlined in the Starters, Movers and Leavers policy within the organisation.
- All non-managerial employees must accept responsibility for maintaining standards by conforming to those controls, which are applicable to them.
- The ICT Client Team, supported by Agilisys, is responsible for implementation of technical security solutions to protect the network.



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## How to use this document

This document outlines what Sefton deems to be acceptable and unacceptable use of ICT, all colleagues as defined within the scope of this document must comply with this policy failure to do so may lead to disciplinary action.

If you do not understand the definitions and guidance in this document please do not hesitate to seek advice from either your manager, The ICT Client Team, or the IT Helpdesk.

## User Accounts and Passwords

Access to Sefton Council's ICT systems and Information must be adequately protected. Whilst different business applications have varying security requirements, these individual requirements must be identified through risk assessments that will 'control the access' to the ICT systems and filing cabinets where the information is held in paper form.

## Management Responsibilities

- Managers must ensure that all staff within their team have access rights to systems and IT services that are commensurate with the tasks they are expected to perform.
- All staff must have a unique login that is not shared with or disclosed to any other users along with an associated unique password that is requested at each new login.
- Employees must not make copies of computer software owned by the Council for private use.
- User's access rights must be reviewed at regular intervals by their manager to ensure that the appropriate rights are still allocated. System administration accounts must only be provided to users that are required to perform system administration tasks.
- Managers must ensure that all computer software and hardware is purchased via the ICT Client team, under no circumstances should any free of charge evaluation software be installed without prior approval from the ICT client team.
- All authorised users are required to comply with the Starters, Movers and Leavers Policy document found in Appendix A.

- Managers must ensure that all new employees must complete the Information Management and Governance and ICT Acceptable Usage Policy training on MeLearning within 7 days of their start date. Failure to complete the MeLearning courses will result in limitations being placed on the ICT account.

## 1. IT Device Management

As a principle, and to ensure value for money, there will be no more than one workstation asset allocated per user (desktop/laptop) In exceptional cases staff requiring multiple assets must provide a business case (signed by Head of Service) to the ICT Client team before an additional device will be purchased.

### How you should use your device (key principles)

- All devices directly connected to the Sefton MBC Network (wired, wireless or access via VPN) must be approved, deployed and supported by the ICT Managed Service Provider
- The installation of any software and any required local configuration is managed and supported by the ICT Managed Service Provider, users should not install any software themselves
- All devices are owned by Sefton MBC
- All mobile end user devices must be assigned a named individual within a team
- If a person moves role within the organisation the device remains with the leavers team for reallocation to the new postholder, in cases where there is no new postholder it must be returned to the ICT Managed Service Provider
- All fixed desktops must be assigned to the departmental manager for that area
- When a device is no longer in use then the device must be returned to the ICT Managed Service provider
- All devices must be listed within the team's equipment inventory

### Things you must not do

- Connect any personal devices to the corporate network – Bring your Own Device (BYOD) is not permitted
- Do not take your council devices outside of the United Kingdom without prior approval from the ICT Client Team
- Do not move or install devices without the support of ICT, all requests for installation, moves or changes to any device must be logged through the ICT Service Desk
- Do not dispose or reallocate any device without logging a call with the ICT Service Desk, any disposals must comply with WEEE Regulations 2017

## 2. User network and Applications Accounts

- Always use your own personal Sefton Council account to carry out your work

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- Only use your administration account to carry daily specific system administrator duties assigned to you by your manager (if relevant)
- All Sefton Council IT Accounts not accessed for longer than 30 days will be disabled
- **Always use CTRL ALT DEL/Windows Key + L to lock your machine when unattended**
- Follow the password policy in Appendix B, a summary of what you shouldn't do is described below

## Things you must not do

- Never write passwords down
- Never send a password through email
- Never save passwords in your browser/s
- Never include a password in a non-encrypted stored document
- Never tell anyone your password or hint at the format of your password
- Never use your network password on an account over the internet which does not have a secure login, Secure web pages have addresses that start with https://
- Don't use common acronyms as part of your password
- Don't use spaces, common words or reverse spelling of words in part of your password
- Don't use names of people or places as part of your password
- Don't use parts of your login name in your password
- Don't use parts of numbers easily remembered such as phone numbers, NI numbers or street address
- Never let someone see you type your password

## 3. OneDrive and SharePoint

Access to OneDrive for Business is from a managed Sefton Council **Windows 10** device or a managed mobile device only.

OneDrive for Business is your personal area on the cloud, confidential to you, previously known as your H: Drive. OneDrive for Business requires an Office 365 license, once employment ends this data will be accessible to the user's manager and will then be archived in line with the data retention policy, please refer to Appendix C

SharePoint is a web-based collaborative platform that integrates with MS Office, used for sharing documents, this is where you will find all the documents migrated from your old G: Drive or team drive or Microsoft Shares.

## How you should use OneDrive for Business and SharePoint

- All data stored in OneDrive for Business should be relevant to the user's role

- All data that needs to be shared across teams/groups must be stored in SharePoint
- Data should be stored in line with the retention schedule and deleted when no longer required
- Managers are listed as SharePoint site owners, and they are responsible for providing and revoking access to staff when required in line with the Starters, Movers and Leavers policy in Appendix A.
- Employees can also be delegated Owner permissions to a SharePoint site if a manager has granted that permission. Any owner of a SharePoint site is responsible for the administration of permissions to that sites data.
- The sharing of files to trusted third parties is permitted however this should only be done for valid business purposes, the basic configuration of this is supported by the ICT Service Desk however the Site Owner is responsible for providing and revoking access to the data within the site.

## Things you must not do

- Personally identifiable data must not be kept in OneDrive
- Personal/Copyright Pictures must not be stored in OneDrive or SharePoint
- Personal/Copyright Videos must not be stored in OneDrive or SharePoint
- Any pictures, music or videos that are stored will be deemed to be property of Sefton Council
- Do not save any documents/files which hold sensitive/personally identifiable data on your desktop.
- Your OneDrive must only be accessed your own user account and users must not attempt to access another user's OneDrive without their prior expressed permission. Exemptions to this are;
  - Where a colleague or manager requires access to the OneDrive folder of a user who has left the organization or is on Long Term Absence
- If a manager requires access to another user's OneDrive folder as part of an investigation, then approval is required by HR in the first instance

## 4. Internet Acceptable Use Policy

The Council recognises that it is not practical to define precise rules that cover the full range of Internet activities available and in general, it is adherence to the spirit and essence of the policy that will allow the Council as a whole, and employees in person, to productively benefit from access to this powerful technology.

All personal usage must be in accordance with this policy. Your computer and any data held on it are the property of Sefton Council and may be accessed at any time by the Council to ensure compliance with all its statutory, regulatory and internal policy requirements.

## What you should use your Council Internet account for



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Your Council Internet account should be used in accordance with this policy to access anything in pursuance of your work including:

- Access to and/or provision of information.
- Research
- Electronic commerce (e.g. purchasing equipment for the Council)
- Supported council applications which are hosted externally by the supplier
- Personal use in your own time (i.e.: during your lunchbreak), any personal use must not include any activity listed in the section below

The Council is not however responsible for any personal transactions you enter, for example in respect of the quality, delivery or loss of items ordered. You must accept responsibility for, and keep the Council protected against, any claims, damages, losses or the like which might arise from your transaction for example in relation to payment for the items or any personal injury or damage to property they might cause.

The Council is not responsible for any losses or issues relating to personal use of the Council's internet facility.

If you are in any doubt about how you may make personal use of the system you are advised not to do so.

## **Things you must not do**

- Browse non-work sites during working hours
- Leave open live internet feeds to collect news, sports updates or to download images, video or audio streams for none work purposes
- Download any copyrighted material without the owner's permission
- Create, download, upload, display or access knowingly, sites that contain pornography or other "unsuitable" material that might be deemed illegal, obscene or offensive.
- Subscribe to, enter or use peer-to-peer networks or install software that allows sharing of music, video or image files.
- Subscribe to, enter or utilise real time chat facilities such as chat rooms, text /image messenger or pager programs.
- Subscribe to, enter or use online gaming or betting sites.
- Subscribe to or enter "money making" sites or enter or use "money making" programs.
- Subscribe to, enter or use Free PDF Conversion websites.
- Run a private business.
- Download any software used for hacking or cracking passwords.
- Make repeated attempts to access any sites automatically blocked by the Council's filtering software.

The above list gives examples of "unsuitable" usage but is neither exclusive nor exhaustive.

## 5. Email Acceptable Use Policy

The email system is provided to allow electronic communication in pursuance of Council business between Elected Members, Council employees, individual Council service users and external organisations. All email sent and received via Sefton Council is owned by the council and should not be deemed personal. The Council will monitor your email account usage and may access your email content. Be aware that Sefton MBC may be required to disclose your emails or responses to them, to third parties for legal reasons, which may include requests made under the UK GDPR, Freedom of Information Act or Environmental Information Regulations.

### How you should use your email (key principles)

- Communication in connection with Sefton Council's business
- Users must exercise due care when writing an email to ensure that their message maintains the standards of professionalism the Sefton Council expects of their position
- Council Officers should not make statements on their own behalf or on behalf of the Sefton Council that do or may defame, libel or damage the reputation of Sefton Council or any person \*Elected Members should refer to the Members Code of Conduct for further guidance.
- Limited personal use of email is allowed provided it is kept to a reasonable level, does not interfere with a user's performance in carrying out their duties, does not have a negative impact on Sefton Council in any way, is lawful and adheres to the principles contained within this email Policy.
- Sefton Council email / public folders and shared mailboxes not accessed (e.g. opened content) for longer than 30 days will be disabled
- Sefton Council email / public folders and shared mailboxes not accessed for longer than 90 days will be archived except where otherwise directed by the relevant manager i.e.: for long term sickness, maternity or direct instruction from HR, see Appendix A
- All Sefton Council email / public folders and shared mailboxes must have an owner and if an owner leaves it must be reassigned or the mailbox will also be removed in accordance with policies above.
- The Sefton Council ICT Division will hold archived leavers data for 7 years, this data will only be accessed upon a formal request approved by a manager or HR.
- Sefton Council reserves the right to monitor and/or record individual email use for lawful business purposes. Users should therefore have no expectation of privacy whilst using Sefton Council equipment for the purposes of communicating via email
- The contents of all email attachments, inbound and outbound, are scanned electronically to help implement this Mandatory Policy against the acceptable use policy and to prevent malware
- Individual users are responsible for the day-to-day house-keeping of their account and must minimise their mailbox space.

### Things you must not do

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- Use the Council's email system to facilitate or operate any business/ commercial activity, other than that of the Council.
- Send business related email to large distribution groups without the permission of the ICT Client Team (over 250 recipients)
- **Email confidential, sensitive or personally identifiable information to other people (either internal or external) without ensuring that the data is secured and that the authority has the legal power or explicit consent to do so**
- Provide your work email address as contact details to sites you have accessed for non-work purposes
- Use personal web-based email from your work equipment i.e.: Google mail
- Send files with non-business-related attachments (i.e. compressed files, video streams, executable code, video or audio streams or graphical images)
- Email must only be accessed via the user's personal user account and users must not attempt to access another user's mailbox without their prior expressed permission. Exemptions to this are;
  - Where a colleague or manager requires access to the mailbox of a user who has left the organization or is on Long Term Absence
- If a manager requires access to another user's mailbox as part of an investigation then approval is required by HR in the first instance
- Except where it is strictly and necessarily required for your work (for example, corporate advertising, IT audit activity or other investigation), you must not create, download, access, display, transmit or engage in the following:
  - full videos or clips
  - photographic or cartoon images
  - chain letters
  - jokes or 'joke' chains
  - conversational email
  - harassing or bullying content
  - entertainment software
  - other non-work related software
  - advertisements
  - global emails (see paragraph 13 below)
  - game
  - gambling
- Again, except where it is strictly necessary and required for your work (as defined above) you must not create, download, access, display, transmit or engage in the following
  - material that is obscene, offensive, sexually explicit, pornographic, racist, sexist, ageist, defamatory, hateful, or homophobic in nature, incites or depicts violence, or describes techniques for criminal or terrorist acts
  - derogatory remarks or express derogatory opinions regarding the Council, its Officers or Members or communicate extreme views that could be to the detriment of the Council or its reputation or bring the Council into disrepute

If you receive an unsolicited "unsuitable" email please inform your manager and notify the ICT Service Desk.

## 6. Telephones

For the purpose of this policy the term 'Phones' refers to Council 8x8 Cloud Telephony System landlines and mobile telephony devices, including pool phones. Users are expected to exercise due care when making telephone calls and using mobile messaging, to ensure that they maintain the standards of professionalism the Council expects of their position. Managers have the responsibility to inform the ICT Service Desk when a mobile phone is no longer required, e.g. a member of staff has left, and the phone is not being passed on, so that the contract can be cancelled.

Sefton reserves the right to monitor and record/log individuals' use of the mobile device systems for its lawful business purposes. Sefton's employees, secondees and workers must not expect privacy whilst using Council equipment for the purposes of communicating. Sefton MBC may be required to disclose voice recordings to third parties for legal reasons, which may include requests made under the UK GDPR or Freedom of Information Act.

### How you should use your Telephone (key principles)

- In connection with normal business
- Use of personal mobile phones in work for short conversations/messages provided it is kept to a reasonable level, does not interfere with a user's performance in carrying out their duties, does not have a negative impact on Sefton Council in any way, is lawful and adheres to the principles contained within this Policy

### Things you must not do

- Allow the use of Council Phones by unauthorised person(s)
- Use a Council phone for personal calls (this includes the use of SMS text messages/internet use) except in an emergency
- Use your Council's mobile data package (mobile phone or MiFi device) for non-work purposes.
- Incur international roaming costs unless pre-authorized by your manager (or Democratic Services Manager, for members)
- Use phones in a manner that could bring Sefton Council into disrepute
- Send SMS or MMS messages that could contain discriminatory, abusive, racist, pornographic, obscene, illegal, offensive, potentially libellous or defamatory content
- Send personal and/or sensitive data using SMS or MMS messages without verifying that the Council has the legal powers or explicit consent to do so.
- Use a Sefton Council number to promote any external private business
- Use a Sefton phone to contact premium rate numbers
- Remove the Council SIM card for any purpose (unless explicitly told to do so by a member of the ICT Service Desk as part of fault diagnosis/repair)



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- Transfer the SIM Card to any other device

If you receive any harassment via telephone, do not attempt to contact a person who has left you an unpleasant, suspicious, or threatening message. Do not engage in conversation with a person making an unwanted call. Remain calm and try not to show emotion.

Put the handset to one side for a few minutes then replace it. Record the date and time of the call as well as the details even if they were unanswered or silent calls. Write down and save any text messages and the time they were received. In the first instance users should inform their line manager and contact HR for further advice.

## 7. Security

All computer equipment should be placed in suitable physical locations that

- Reduce risk from environmental hazards, for example, heat, fire, smoke, water, dust and vibration
- Reduce the risk of theft
- Facilitates workstations handling personal data being positioned so that the screen cannot be seen by unauthorised personnel
- All items of equipment must be maintained on a departmental inventory
- When working in an agile way, users are responsible for the security of device(s), some key general guidance notes are provided below
  - Ensure the device is logged out of the network when not in use and correctly shutdown
  - Devices must not be left unattended in a public location
  - Conceal when transporting on leaving i.e.: in the boot of a vehicle instead of the back seat
  - Do not leave devices in parked cars overnight, even if they are concealed
  - Place in a safe place if the device is to be stored at home/away from the office e.g. away from windows
- All Council devices and accounts are protected by Microsoft InTune and thus the Microsoft 365 Conditional Access policies apply, the conditional access policies will prevent you from
  - Logging into any device from a country other than the UK
  - Logging into the Sefton network via a non-council device (unless previously authorised in line with member usage)
  - Accessing Council resources until your device is security compliant
- You must ensure any WiFi access point you connect your Council device to is appropriately secured e.g. with a password. Public WiFi that you would find in a Café, Hotel or Restaurant is unsecure and should not be used in any case.

## Reporting Information Security Events and Weaknesses

Security events, for example a Data Security Breach or a virus infection could quickly spread and cause data loss across the organisation. All users must be able to identify that any unexpected or unusual behaviour on the workstation could potentially be a software malfunction. If an event is detected users must:

- Note the symptoms and any error messages on screen
- Disconnect the workstation from the network if an infection is suspected (with assistance from IT Support Staff)

All security events should be reported immediately to the ICT Service Desk on ext. 4999.

Appendix A – [Starters, Movers, Leavers Policy](#)

Appendix B – [Password Policy](#)

Appendix C – Data Retention (IT Systems)

This document does not replace the authorities Retention Schedule but outlines the core principles of how data will be managed on the IT Infrastructure, this document only relates to electronic files, paper files are not included in this policy.

- User data for confirmed leavers is to be archived after 90 days this includes data and information stored in **OneDrive** and **Email**. The Sefton Council ICT Division hold a backup of the archive for 7 years, this data will only be accessed upon a formal request approved by a manager or HR.
- Managers are responsible for ensuring the removal of electronic information from systems once retention periods are expired.
- It is expected that business information required for regulatory purposes will be stored in the relevant business document management systems. For example, finance data must be stored in Oracle or finance server not in user's email.
- Where an end user device is a desktop the saving of information will be restricted, where the device is mobile then that device will have approved encryption methods enabled and are not to be circumvented. Usage of approved and encrypted devices for storage of information while conducting daily work activities is permitted. Such devices include Council tablets and other smart devices; however, users must upload content to the appropriate systems (e.g. planning photographs) and remove it from the device.
- Unauthorised use of any cloud storage or online file transfer sites e.g. drop box or We Transfer is prohibited by the policy and using any cloud storage not authorised may result in disciplinary action.

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## Appendix D – Monitoring (IT Systems)

ICT and application usage/information is logged, this information may be subject to FOIA, Subject Access Requests or HR/Legal investigations. A non-exhaustive list of what is logged are listed below;

- **User login information**, e.g. start and end time over VPN
- **User access to O365**: e.g. accessing files, editing, adding or deleting further information can be found here - [Understanding the User activity logs report - Microsoft Support](#)
- **Email activity** including full access to email if required in line with HR/Legal procedures (named officers only)
- **Internet activity**: sites accessed, any transactions.
- **Application specific usage**: audit logs on most applications includes who, what, when was access and edits made including deletions.
- Number of Teams meetings attended, how many calls made/received, how many minutes spent in calls, how many messages have been sent/received, duration on status (i.e. Inactive, away, busy etc)
- **Mobile telephony**: Number of calls made/received, number of text messages sent/received as well as the phone numbers used.
- **Canon Printing**: Name of documents/files that have been sent to print and released by user, number of prints, scans and copies completed.
- **8x8**: Login and log off times, number of calls made/received, number of minutes spent on calls, phone numbers contacted. Call recordings are also captured for some users based in the Contact Centre and Sefton Arc.

# Agenda Item 13

<b>Report to:</b>	Council	<b>Date of Meeting:</b>	20 April 2023
<b>Subject:</b>	Councillor David Irving - Local Government Act 1972 – Section 85 - Attendance at Meetings		
<b>Report of:</b>	Chief Legal and Democratic Officer	<b>Wards Affected:</b>	Harington
<b>Portfolio:</b>	Cabinet Member - Regulatory, Compliance and Corporate Services		
<b>Is this a Key Decision:</b>	No	<b>Included in Forward Plan:</b>	No
<b>Exempt / Confidential Report:</b>	No		

## Summary:

This report requests authority to approve and authorise the absence of Councillor David Irving from attendance at Council and Committee Meetings pursuant to Section 85 of the Local Government Act 1972.

## Recommendation:

That the current absence from all Council and Committee Meetings of Councillor David Irving due to ill health be authorised and approved for the period until 20 October 2023, pursuant to Section 85 of the Local Government Act 1972.

## Reasons for the Recommendation(s):

To comply with the provisions of Section 85 of the Local Government Act 1972.

## Alternative Options Considered and Rejected: (including any Risk Implications)

None

## What will it cost and how will it be financed?

(A) **Revenue Costs** – Not applicable

(B) **Capital Costs** – Not applicable

## Implications of the Proposals:

<b>Resource Implications (Financial, IT, Staffing and Assets):</b> Not applicable
<b>Legal Implications:</b> The effect of the legislation is contained within the contents of the report.
<b>Equality Implications:</b> There are no equality implications.



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<b>Impact on Children and Young People:</b> No	
<b>Climate Emergency Implications:</b>	
The recommendations within this report will	
Have a positive impact	No
Have a neutral impact	Yes
Have a negative impact	No
The Author has undertaken the Climate Emergency training for report authors	Yes

## **Contribution to the Council's Core Purpose:**

Protect the most vulnerable: Not applicable
Facilitate confident and resilient communities: Not applicable
Commission, broker and provide core services: Not applicable
Place – leadership and influencer: Not applicable
Drivers of change and reform: Not applicable
Facilitate sustainable economic prosperity: Not applicable
Greater income for social investment: Not applicable
Cleaner Greener: Not applicable

## **What consultations have taken place on the proposals and when?**

### **(A) Internal Consultations**

The Executive Director of Corporate Resources and Customer Services (FD.7197/23) and the Chief Legal and Democratic Officer (LD5397/23.) have been consulted and any comments have been incorporated into the report.

### **(B) External Consultations - None**

## **Implementation Date for the Decision**

Immediately following the Council meeting.

<b>Contact Officer:</b>	Paul Fraser
Telephone Number:	Tel: 0151 934 2068
Email Address:	paul.fraser@sefton.gov.uk

## **Appendices:**

There are no appendices to this report.

## **Background Papers:**

There are no background papers available for inspection.

### **1. Introduction/Background**

- 1.1 Section 85 of the Local Government Act 1972 provides that if an Elected Member fails to attend any Council or Committee Meeting for a period of six months, he or she ceases to be an Elected Member, unless the absence was approved by the Council before the expiry of the six-month period.
- 1.2 Unfortunately Councillor David Irving has not been able to attend any meetings due to ill health and he will need further time to recuperate. He last attended a Council Meeting on 14 December 2022.
- 1.3 Members are requested to approve the absence of Councillor David Irving from all Council or Committee Meetings for the period from the date of this meeting until 20 October 2023.

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## COUNCIL – 20 APRIL 2023

### REPORT OF THE LEADER OF THE COUNCIL

#### COUNCIL CONSTITUTION – RULE 46 (WAIVING CALL-IN) PROVISIONS

I wish to report that the Chair of the Overview and Scrutiny Committee (Regeneration and Skills) gave her consent, under Rule 46 (Waiving Call-In) of the Overview and Scrutiny Procedure Rules set out in the Council's Constitution. The exempt report was in relation to the surrender of the lease for Marks and Spencer Plc UK (M&S) units 28-34, 259-273 The Esplanade and 283-289 Stanley Road in the Bootle Strand shopping centre (the Strand), for an agreed surrender premium and it was urgent and not subject to call-in on the basis that the decision could not be reasonably deferred because of a mutually agreed deadline of 31 March 2023 for completion of the agreement to accept the surrender.

#### **CABINET MEMBER – REGENERATION AND SKILLS AND CABINET MEMBER – REGULATORY, COMPLIANCE AND CORPORATE SERVICES – DECISION MADE ON 30 MARCH 2023**

(1) That the Cabinet Members approve the M&S lease surrender with effect from 31 March 2023 for a surrender premium, as detailed in the report subject to assurances that the auditor's recommendations for managing risk being adopted in full.

(2) That the Cabinet Members agree to delegate authority to the Executive Director for Place to instruct the lease surrender agreement to be produced via the Council's existing supplier for tenancy management and for this to be signed and sealed on behalf of the Council to complete the transaction.

(3) It be noted that the Leader of the Council and the Chair of the Overview and Scrutiny Committee (Regeneration and Skills) had given their consent under Rule 46 of the Overview and Scrutiny Procedure Rules for these decisions to be treated as urgent and not subject to "call in" on the basis that they cannot be reasonably deferred because of the agreed deadline of 31 March 2023 for the completion of the agreement to accept the surrender between the Council and Marks & Spencer, in line with the Council's approved Business Plan for the Strand.



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## **COUNCIL MOTION**

**20 April 2023**

**PROPOSED BY:** Councillor Mike Prendergast, Leader of the Conservative Group

**SECONDED BY:**

**TITLE: Overview and Scrutiny Committee (Children's Services and Safeguarding)**

Following the most recent OFSTED report, which sets out the serious issues that still remain within the Children's Services Department, it is absolutely imperative that the Overview and Scrutiny Committee (Children's Services and Safeguarding) is reviewed to ensure that it is functioning correctly and is providing the oversight that is required.

Therefore, this Council resolves:

- To consider appointing Opposition Members as the Chair and Vice Chair of the Overview and Scrutiny Committee (Children's Services and Safeguarding); and
- To ask the Cabinet Member for Children's Social Care to liaise with the Government Commissioner as to whether he believes it would be a good idea for a review of overview and scrutiny to be undertaken in relation to Children's Services and Safeguarding.

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## **COUNCIL MOTION**

**20 April 2023**

**PROPOSED BY:** Councillor Mike Prendergast, Leader of the Conservative Group

**SECONDED BY:** Councillor Mike Morris M.B.E

**TITLE: Supporting Sefton Businesses**

At the January full council meeting, it was unfortunate to note that the term “leeches” was used to describe business owners, including those in Sefton, by a Member of the Labour Group.

There are around 5.5 million different businesses in the UK, with around 513,000 located here in the North West. Most people in the UK are employed in the private sector, working for business owners who care passionately about their staff and industries.

Business owners contribute to the generation of wealth, create jobs and contribute billions of pounds in tax revenue to help fund our vital public services.

To describe hard working business owners as “leeches” displays a shocking lack of economic and commercial acumen as well as being deeply offensive to those it was aimed at.

This Council therefore:

- Recognises the valuable contribution of all business owners, large and small, to the economic vibrancy of Sefton.
- Resolves to encourage enterprise and support those individuals who want to improve their own situation by setting up their own business with practical support and training where appropriate.
- Does not recognise the term “leeches” to describe business owners.
- Resolves to continue to engage with our business community in a constructive manner to encourage investment.



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