

# Public Document Pack



## Employment, Learning, Skills and Community Policy and Performance Board

Wednesday, 8 June 2011 at 6.30 p.m.  
Conference Room 2, Municipal Building

A handwritten signature in black ink that reads 'David W R'.

**Chief Executive**

### **BOARD MEMBERSHIP**

<b>Councillor Susan Edge (Chairman)</b>	<b>Labour</b>
<b>Councillor Peter Lloyd Jones (Vice-Chairman)</b>	<b>Labour</b>
<b>Councillor Chris Carlin</b>	<b>Halton Local Independent Party</b>
<b>Councillor Margaret Horabin</b>	<b>Labour</b>
<b>Councillor Harry Howard</b>	<b>Labour</b>
<b>Councillor Andrew MacManus</b>	<b>Labour</b>
<b>Councillor Stan Parker</b>	<b>Labour</b>
<b>Councillor Carol Plumpton Walsh</b>	<b>Labour</b>
<b>Councillor Joe Roberts</b>	<b>Labour</b>
<b>Councillor Christopher Rowe</b>	<b>Liberal Democrat</b>
<b>Councillor Geoff Zygadlo</b>	<b>Labour</b>

*Please contact Michelle Simpson on 0151 471 7394 or e-mail [michelle.simpson@halton.gov.uk](mailto:michelle.simpson@halton.gov.uk) for further information.  
The next meeting of the Board is on Monday, 19 September 2011*

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

**Part I**

<b>Item No.</b>	<b>Page No.</b>
<b>1. MINUTES</b>	
<b>2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)</b>	
Members are reminded of their responsibility to declare any personal or personal and prejudicial interest which they have in any item of business on the agenda no later than when that item is reached and, with personal and prejudicial interests (subject to certain exceptions in the Code of Conduct for Members), to leave the meeting prior to discussion and voting on the item.	
<b>3. PUBLIC QUESTION TIME</b>	<b>1 - 3</b>
<b>4. EXECUTIVE BOARD MINUTES</b>	<b>4 - 7</b>
<b>5. DEVELOPMENT OF POLICY ISSUES</b>	
<b>(A) LOCAL ECONOMIC ASSESSMENT</b>	<b>8 - 13</b>
<b>(B) ANNUAL REPORT</b>	<b>14 - 20</b>
<b>(C) HALTON DIGITAL ECONOMY AND INCLUSION STRATEGY</b>	<b>21 - 75</b>
<b>6. PERFORMANCE MONITORING</b>	
<b>(A) QUARTERLY MONITORING REPORT</b>	<b>76 - 112</b>
<b>(B) SUSTAINABLE COMMUNITY STRATEGY</b>	<b>113 - 127</b>
<b>(C) SCRUTINY TOPICS 2011 / 2012</b>	<b>128 - 131</b>
<b>(D) SINGLE WORK PROGRAMME PROGRESS REPORT</b>	<b>132 - 134</b>

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

**REPORT TO:** Employment, Learning, Skills and Community  
Policy & Performance Board

**DATE:** 8 June 2011

**REPORTING OFFICER:** Strategic Director, Policy and Resources

**SUBJECT:** Public Question Time

**WARD(s):** Borough-wide

### **1.0 PURPOSE OF REPORT**

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

### **2.0 RECOMMENDED: That any questions received be dealt with.**

### **3.0 SUPPORTING INFORMATION**

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

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

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

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

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

#### **4.0 POLICY IMPLICATIONS**

None.

#### **5.0 OTHER IMPLICATIONS**

None.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

6.1 **Children and Young People in Halton** - none.

6.2 **Employment, Learning and Skills in Halton** - none.

6.3 **A Healthy Halton** – none.

6.4 **A Safer Halton** – none.

6.5 **Halton's Urban Renewal** – none.

**7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 None.

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

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

**REPORT TO:** Employment, Learning, Skills and Community  
Policy and Performance Board

**DATE:** 8 June 2011

**REPORTING OFFICER:** Chief Executive

**SUBJECT:** Executive Board Minutes

**WARD(s):** Boroughwide

## **1.0 PURPOSE OF REPORT**

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

## **2.0 RECOMMENDATION: That the Minutes be noted.**

## **3.0 POLICY IMPLICATIONS**

- 3.1 None.

## **4.0 OTHER IMPLICATIONS**

- 4.1 None.

## **5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

### **5.1 Children and Young People in Halton**

None

### **5.2 Employment, Learning and Skills in Halton**

None

### **5.3 A Healthy Halton**

None

### **5.4 A Safer Halton**

None

### **5.5 Halton's Urban Renewal**

None

**6.0 RISK ANALYSIS**

6.1 None.

**7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 None.

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

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

**APPENDIX 1**

**Extract of Executive Board Minutes Relevant to the Employment, Learning Skills and Community Policy and Performance Board**

**EXECUTIVE SUB- BOARD MEETING HELD ON 3 MARCH 2011**

**ES79 LEISURE AND RECREATION SERVICES SCALE OF CHARGES**

The Sub-Committee received a report of the Strategic Director, Health and Community which set out the proposed admission charges for the 2011/12 for the Council Libraries, The Kingsway Learning Centre, Leisure Centres, Parks and Playing Pitches, Halton Athletic Track, Community Centres, Bereavement Services, and The Brindley Arts Centre.

It was noted that the charges levied against Bereavement Services had been reviewed and compared against adjacent Local Authorities to determine charges. The following changes were recommended:

- a) the lease period for burial plots is reduced from 99 years to 50;
- b) new charges are introduced for researching family history;
- c) the lease period on sanctum vaults is reduced from 99 years to give an option of ten or twenty years.

RESOLVED: That

1. the charges as proposed be approved; and
2. the charges and lease periods levied for Bereavement Services be approved.

**EXECUTIVE SUB- BOARD MEETING HELD ON 1 APRIL 2011**

**ES95 FORMER ST MICHAEL'S GOLF COURSE, WIDNES**

The Sub-Committee considered a report of the Strategic Director, Environment and Economy, which provided an update on the progress of the remediation of the northern section of St. Michael's Golf Course and outlined the options for potential future site uses. Funding totalling £2,477,131 and an additional £90,490 had been received from the Department for Environment, Food and Rural Affairs (Defra) for Phase 1 of the remediation of the northern section of St. Michael's Golf Course. Contractors Land and Water were appointed to complete Phase 1.

With regard to Phase 2, an initial trial would take place shortly to demonstrate if the identified potential technique was able to reduce the concentration of sulphide to concentrations that were appropriate to allow sewer



disposal. Once the results were proven and a design had been signed off by the Environment Agency and also United Utilities then a Phase 2 funding application could be made to Defra. Until this was completed, the site would remain closed to public access on safety grounds.

Following the completion of Phase 2 remediation contract the next phase would be to restore the site for re-use. Members were advised on a number of options for the site which the Council would explore further with their associated benefits and risks. Confirmation of the intended restoration option of the site would be dependent on securing funding and also agreement from Defra and the Environment Agency who would require reassurances that the remediation works would be protected during and after the implementation of the site restoration.

It was noted that solutions were still being sought for the south side of the Golf Course and this would require further consideration.

RESOLVED: That

- (1) progress on the remediation of the site be noted; and
- (2) a further report be submitted to the Board on the options for future use of the site.

<b>REPORT TO:</b>	Employment Learning, Skills and Community Policy and Performance Board
<b>DATE:</b>	8 June 2011
<b>REPORTING OFFICER:</b>	Strategic Director Children and Enterprise.
<b>SUBJECT:</b>	Draft Local Economic Assessment (LEA)
<b>WARDS:</b>	Borough-wide

### **1.0 PURPOSE OF THE REPORT**

- 1.1 To consider a presentation regarding the development of a Local Economic Assessment for the Borough of Halton.

### **2.0 RECOMMENDATION: That**

- (1) the intelligence provided by the Draft Halton Local Economic Assessment be utilised when formulating the key strategic documents of the Council

### **3.0 SUPPORTING INFORMATION**

- 3.1 The previous government imposed a legal duty upon all local authorities to produce by, April 01 2010, a Local Economic Assessment (LEA). LEA's were intended to improve the evidence base around economic issues and in so doing provide a common understanding of a locality to inform policy and priorities. Halton Borough Council, together with the other Merseyside authorities, therefore began the process of producing a Liverpool City Region LEA. This was in partnership with Merseyside Information Services (MIS) and The Mersey Partnership (TMP).
- 3.2 Prior to the completion of that exercise the coalition government relaxed the statutory requirement to produce a LEA. Given that the creation of a pan-Merseyside LEA was, in part, funded by the North West Development Agency, and that funding was withdrawn, the Merseyside authorities resolved to terminate the project.
- 3.3. However, in 1999, 2004 and 2008 Halton Borough Council produced a 'Halton Economic Review' to provide an accurate, evidence based picture of the economic performance of the Borough of Halton. It was, therefore, agreed that the Council's Research and Intelligence Team and Economy, Enterprise and Property Department would work together to build upon the historical evidence base contained within previous Halton Economic Reviews and the ongoing work which underpins the production of the State of the Borough Report to produce a Halton specific LEA for 2011.

### 3.4 Scope of the Report

The Draft Halton LEA focuses upon the following key themes which influence the performance of a given local economy :-

- Productivity
- Labour Market and Industrial Structure
- Labour Supply
- Skills
- Enterprise and Innovation
- Land and Property

The draft LEA, where possible, utilises information contained in previous Halton Economic Reviews to provide a longer timeframe for the analysis of structural changes in the economy of Halton. The utilisation of an economic forecasting model to anticipate, for example GVA and employment growth, was a key element of previous reviews. The procurement of a bespoke, Halton specific, economic model to underpin the production of a Halton LEA proved prohibitively expensive. The modelling of the future performance of the economy of Halton will, therefore, be provided by Cheshire East Council utilising the Cheshire and Warrington Economic Model, amended to include Halton. The results of that exercise will be available in July 2011 and will be factored into the next iteration of the report.

### 3.5 Key Themes

#### Productivity

The extent to which local companies can supply local demand (rather than lose-out to imports) and export to other local, regional and international economies, the greater the wealth creation potential of a given geography. Analysis, therefore, of employment growth and local Gross Value Added (the difference between the value of goods and services produced and the cost of raw materials) gives a measure of the current and future performance of a given economy.

#### Key LEA findings :-

- It is estimated that £2.2bn of GVA was generated within Halton during 2007, this equates to 2.06% of North West GVA.
- Manufacturing provides the greatest contribution to Halton's GVA (23%) although this figure is falling.
- Over the course of the period to 2020, annual growth of over 2% is projected within Halton, exceeding the rates of the North West and UK during the latter part of the period

It is important to note that the historical data from previous Halton Economic Reviews predate the worst global recession since the 1920's. Future drafts of the Halton LEA will include more recent modelling data and as a result will be subject to change.

### 3.6 Labour Market and Industrial Structure

The economy of Halton has traditionally been dominated by manufacturing. However, over the last decade there has been a marked and orderly diversification of the local economy evidenced by greater numbers of local residents employed in higher value occupations.

Key LEA findings :-

- The occupation with the largest proportion of employment within Halton is the associate professional and technical group (15.5%).
- The highest percentage of employees within Halton are employed in the manufacturing industry (18%), this is more than the Liverpool City Region (LCR), North West and England rates
- Halton's employment rate has remained lower than the regional and national rates between 2004\05 and 2009\10. However, it has remained higher than the LCR rate over the same period.
- Halton's economic inactivity rate has remained higher than the regional and national rates throughout the period. It has, however, remained lower than the LCR rate.
- The unemployment rate in Halton has remained much higher than the North West and England rates over the last 12 months and has also experienced a steeper rise over recent months.
- In January 2011 the highest Lower Super Output Area (LSOA) unemployment rate was found in Grange ward (the LSOA E01012396 had a rate of 12.7%)
- The rate of people claiming out-of-work benefits in Halton has remained consistently higher than regional and national rates over the last two years.
- The percentage of 16-18 year olds classed as Not in Education, Employment or Training (NEET) in Halton has declined over recent years. Although the Halton rate is higher than the North West, the gap has narrowed.
- The average weekly pay for people working in Halton (not necessarily living there) is higher than the LCR, North West and England. However, the average weekly pay for people living in Halton (not necessarily working there) is lower than the LCR, North West and England.

### 3.7 Labour Supply

The supply of a skilled, adaptable and motivated local workforce will be a key determinate of the future performance of the local economy.

Key LEA findings :-

- Halton's population is projected to grow by 4%, from 118,500 in 2008 to 122,900 in 2023.
- The projected growth in the population of Halton is expected to be lower than the North West region (5%) and national (11%) rates

- The working-age population (15-64 year olds) is projected to decline by 6% (2008-2023)
- 13.8% of commuting flows into Halton are by residents within the Liverpool City Region.
- Halton has the lowest number of National Insurance Number (NINo) allocations within the Liverpool City Region. Over half of these allocations were made to people of Polish nationality

### 3.8 Skills

Educational attainment and skill levels in the Borough of Halton have lagged behind regional and national levels in the recent past. Equipping local people with the necessary skills and aptitudes to take advantage of the profound changes currently manifest within the local, national and global economies will be one of the key challenges facing the Borough over the coming decade

Key LEA findings :-

- The percentage of working age population (16-64) with no qualifications in Halton has remained higher than the North West and England rates from 2004 to 2009, although the gap has narrowed in recent years.
- The percentage of working age population (16-64) qualified to NVQ3 or higher in Halton has remained consistently lower than the Liverpool City Region (LCR), North West and England rates.
- Following regional and national trends, the GCSE pass rate (% achieving 5+ A\*-C inc. English and Maths) in Halton has improved from 32.8% in 2004/05 to 50.1% in 2009/10.
- The highest success rate of pupils achieving 5+ A\*-C grades including English and Maths GCSEs, can be found in Daresbury ward.

### 3.9 Enterprise and Innovation

The number of self employed individuals and new business start ups is a key measure of the health of a local economy. Entrepreneurship in Halton has typically been lower than the regional and national averages for many years. Increasing the number of micro-businesses and entrepreneurs in Halton will be fundamental to improving the economic performance of the local economy over the coming years.

Key LEA findings :-

- In 2009, enterprise deaths overtook enterprise births for the first time.
- Halton had the most negative change in business survival rate between 2004 (95.8%) and 2008 (92.8%) out of all the Liverpool City Region local authorities.
- In comparison to sub-regional, regional and national figures, Halton has a lower percentage of self employed residents.
- Halton has experienced a dramatic rise in the rate of personal insolvencies since 2000. This trend is mirrored across the sub-regional, regional and national landscape.

### **3.10 Land and Property**

The availability or otherwise of commercial property, that is office, retail and industrial space, and development land is a key supply side determinant of economic performance.

Key LEA finding :-

- The current Halton Unitary Development Plan identifies a land supply requirement of 214 ha for the period to 2016
- The amount of available employment land in Halton in 2010 was 194.72 ha. Of that total 53% was defined as 'greenfield' while 47% was defined as 'brownfield'
- However, 126.22 ha of available development land in Halton is contained within Regional Investment Sites, for example Daresbury Master Plan 49.23 ha and 3MG 76.99 ha
- Both Widnes and Runcorn are seen as having a good supply of industrial space, although some of the lesser quality space is not considered to meet modern occupier's needs.

## **4.0 POLICY IMPLICATIONS**

The evidence regarding the current and anticipated performance of the local economy contained within the final draft of the Halton LEA will be utilised to shape the development of future Council policy.

## **5.0 OTHER IMPLICATIONS**

None

## **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

### **6.1 Children and Young People in Halton**

Continuous improvement in terms of the educational attainment of the Borough's young people will impact profoundly upon the future performance of the local economy.

### **6.2 Employment, Learning and Skills in Halton**

The availability of a flexible, skilled and motivated workforce will be vital to the future performance of the economy of Halton.

### **6.3 A Healthy Halton**

Worklessness is a key determinant of poor health. Measures, therefore, to improve the employability of local people will have a positive impact upon the health of the Borough.

#### **6.4 A Safer Halton**

Worklessness is a factor in many instances of crime and anti-social behaviour. Measures to increase employment, be they through a general upskilling of the local workforce or improved levels of entrepreneurship, will reduce instances of criminal or deviant behaviour.

#### **6.5 Halton's Urban Renewal**

The provision of an adequate supply of high quality development land which can be brought forward within the framework of the Council's Core Strategy and specific development priorities will impact positively on the urban renewal of the Borough.

#### **7.0 RISK ANALYSIS**

The provision of a comprehensive, evidence based LEA will provide the necessary intelligence to identify and address the key challenges facing the Borough of Halton. The production of a Halton LEA will, therefore, mitigate a number of the risks associated with developing policy and allocating resources.

#### **8.0 EQUALITY AND DIVERSITY ISSUES**

None

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

<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>
Halton Borough Council Local Economic Assessment 2011		Neil McSweeney

**REPORT:** Employment, Learning, Skills and Community  
Policy and Performance Board

**DATE:** 8 June 2011

**REPORTING OFFICER:** Strategic Director Children and Enterprise

**SUBJECT:** Annual Report 2010/11

**WARDS:** Boroughwide

### **1.0 PURPOSE AND CONTENT OF REPORT**

1.1 To receive the Employment, Learning and Skills Policy and Performance Boards' Annual Report for 2010/11.

**2.0 RECOMMENDED: That the 2010/11 Annual Report be recommended to Full Council.**

### **3.0 SUPPORTING INFORMATION**

3.1 Article 6 of the Constitution requires each Policy and Performance Board to submit an Annual Report to Council outlining their work, making recommendations for future work programmes and amended working methods as appropriate.

3.2 The Annual Report (see attached) has been submitted to the Employment Learning and Skills Policy and Performance Board for consideration.

### **4.0 POLICY IMPLICATIONS**

4.1 None

### **5.0 OTHER IMPLICATIONS**

5.1 None

### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

**6.1 Children and Young People in Halton**  
None

**6.2 Employment, Learning and Skills in Halton**  
None

**6.3 A Healthy Halton**  
None



**6.4 A Safer Halton**

None

**6.5 Halton's Urban Renewal**

None

**7.0 RISK ANALYSIS**

7.1 None

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 None

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

9.1 None under the meaning of the Act



Cllr. Sue Edge  
Chairman

## **ANNUAL REPORT** **(Employment Learning & Skills and Community)** **POLICY AND PERFORMANCE BOARD** **APRIL 2010 – MARCH 2011**

*“ This has been my first year as Chair of the Employment Learning and Skills and Community Board, and as such I would like to take this opportunity to thank Members of this committee for the support you have shown me in helping me to take on this new role. Your guidance and input has been invaluable during a period of significant change for the organisation.*

*I would also like to thank you for the quality of the discussions that we have had on a variety of topics during the year. Your commitment, knowledge and awareness of a wide range of complex issues has been remarkable.*

*I would also like to thank the officers for working with me to ensure that agendas and papers have not only reflected the role and remit of the PPB but have reflected the needs and aspirations of our residents. As you will see in the report below we have been required to consider a number of topics and these have been presented in an informative and considered way.*

*Together I believe that the PPB has fully demonstrated its value in supporting the organisation to develop its policies in respect of Employment learning and Skills and Community initiatives in Halton.”*

Councillor *Sue Edge*  
Chairman, Employment Learning and Skills and Community Policy and Performance Board

### **MEMBERSHIP AND RESPONSIBILITIES**

During 2010/11 the Board comprised eleven Councillors – Councillors Edge, (Chair) Lloyd-Jones (Vice Chair), Austin, Carlin, Findon, Horabin, Howard, MacManus, Parker, Roberts, and Rowe.

The primary function of the PPB is to focus on the work of the Council (and its Partners) in seeking to improve economic prosperity in Halton, the skills and employment prospects of its residents, and their access to good sporting and cultural amenities, to scrutinise progress against the Corporate Plan in relation to the Employment Learning and Skills priority.

### **Employment, Learning and Skills Priority.**

#### **REVIEW OF THE YEAR**

The full Board met four times during the year, and set out below are some of the main initiatives that the Board has worked on during the year.

Reports that were prepared by the ELS and C PPB and presented to The Executive Board are as follows: -

**The Scrutiny Review of Employment Practices for people with learning**

**or physical disabilities or mental health issues.**

The purpose of the report was to:

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

A further report was considered by the Executive Board on **Barriers to Work**. It was reported that a Scrutiny Topic Group was established to analyse the results of research commissioned by the ELS SSP into levels of worklessness in our more deprived neighbourhoods, to understand them in some depth, and to develop appropriate recommendations as to how local employment initiatives, training & skills programmes and business start-up services can be re-focussed to address the perceived barriers to employment identified by residents in the neighbourhood management areas that was captured by the research.

Throughout the year the ELS PPB received reports on the following: -

**Halton People into Jobs 10<sup>th</sup> Anniversary** was a report on progress achieved by Halton People into (HPiJ) Jobs during the 10 years that it has been providing a job brokering service for employers and residents seeking work in Halton. It was reported that over the last 10 years HPiJ had assisted more than 6,000 residents into employment. It was noted that the estimated cost of providing the HPiJ service, including Council central overhead recharges, in the current financial year is circa £900,000. The anticipated job outcomes for the year are anticipated to be approximately 500. Therefore, the expected cost per job is likely to be circa £1,800 which is well below the reported average cost per job of £4,000 offered by other providers.

The PPB received an evaluation report on the **3MG skills and recruitment project** which involved the Halton Employment Partnership handling the recruitment for the new Tesco chilled distribution centre and the Norbert Dentressangle recycling unit associated with it.

Members received a progress report on the **Enterprising Halton Programme** its aim is to promote a culture of enterprise across the Borough and supporting the creation of new business start ups since it was launched in April 2007. The Enterprising Halton Programme is now well established as an Enterprise development support project that is very much valued by potential entrepreneurs, new business start ups, and the private sector led Enterprise Board, the Chamber of Commerce and Jobcentre Plus.

### **The Comprehensive Spending Review and Employment Learning and Skills**

A report on the policy developments relating to the Employment Learning and Skills agenda arising out of the CSR was provided

The report was used to inform the PPB's scrutiny topic "Deficit Policies and the impact of the recession".

### **Construction Halton**

Members of the PPB received a first report on the implementation of the Construction Employment Integrator model (now re-named Construction Halton).

Construction Halton is focused on facilitating a range of measures to deliver community benefits from construction related work, in the form of employment, apprenticeships, training and work experience opportunities.

The aims of Construction Halton are to provide a mechanism that will:-

- ensure people from disadvantaged groups and areas within Halton are able to access jobs and training opportunities arising in the construction industry; and
- promote the growth of local SMEs through supply chain linkages.

The Board considered a report on the development of the **Halton Child & Family Poverty Strategy** and sought endorsement of the draft strategy.

The Board considered a report on proposed **work priorities** in respect of Employment Learning and Skills agenda for the next financial year.

These are: -

- Maximising Single Programme Opportunities;
- Focus On Employer Facing Services;
- Halton Employment Partnership;
- Construction Halton;
- Science Halton;
- The Science Halton Routeway;
- Other Opportunities e.g. Regional Growth Fund; ERDF Business; and
- Support Programme.

The Board considered a second report on the implementation of the **Construction Halton project**. The report also shared the recruitment and training workflow model highlighting the Council Departments and partner organisations that would be involved when undertaking procurement exercises and negotiating planning agreements, focussed on achieving Construction

Halton job and training outcomes

The Board also received a presentation on **procurement** which

- Set out what had been done so far externally i.e. Partnership with Halton Chamber of Commerce and Local Businesses Engagement;
- Highlighted the engagement with businesses – that there had been 349 attendees, covering 248 local business and that 65 people had attended more than one event. Feedback from the event had also been very positive;
- Outlined The Chest Registration – that there had been a 33% increase since June 2010, from 279 to 415 as at 28 February 2011 and 136 new local businesses had also registered;

The Board considered a report which outlined the delivery of **Community Development in 2009/10**.

It was reported that the purpose of Community Development was to build relationships with our communities, to help groups and networks of people take joint action on matters that concerned them. It was also about enabling individuals to influence the decisions that affected their lives.

The Board were informed that to do this the Community Development combined a number of aspects which were outlined in the report for information. The Board was advised of the service performance and service development which detailed the following:

- Starter Grants;
- Community Development Grants;
- Voluntary Youth Organisation Grants; and
- Bursaries.

The Board also received a report which outlined the **Annual Report for Voluntary Sector Funding**. The report provided performance information on the 12 organisations Core Grant supported in 2009/10, which were detailed in the report for information.

	<p><b>WORK PROGRAMME FOR 2011/12</b></p> <p>The Board has decided that during the current municipal year (2011/12) it will carry out Topic reviews examining the following areas: Apprenticeships; Barriers to Employment from an Employer perspective; Assessment of the Impact of the Government's Deficit policies on Employment learning and Skills in Halton.</p> <p><b>Members of the Public are welcome at the meetings of the Board. If you would like to know where and when meetings are to be held or if you would like any more information about the Board or its work please contact</b> (Wesley Rourke, Operational Director, Economy, Enterprise and Employment)</p>

**REPORT TO:** Employment, Learning, Skills  
& Community Policy & Performance  
Board

**DATE:** 8 June 2011

**REPORTING OFFICER:** Strategic Director Policy and Resources

**SUBJECT:** Halton Digital Economy and Inclusion  
Strategy

**WARDS:** Borough Wide

### **1.0 PURPOSE OF THE REPORT**

1.1 A Digital Economy and Inclusion Strategy (DEIS) and supporting evidence paper has been produced for Halton. Consultation has taken place with stakeholders and comments incorporated. A draft action plan has now been produced with suggested delivery vehicles and estimated costs.

### **2.0 RECOMMENDATION:** That

- i. The strategy is scrutinised in terms of adding further actions, prioritising actions or highlighting barriers to those suggested.
- ii. The Board recommends adoption of the strategy by the Executive Board.

### **3.0 SUPPORTING INFORMATION**

This strategy targets Next Generation Access (NGA) Broadband as a mechanism for driving economic development and social inclusion in Halton.

The term 'next-generation access' (NGA) refers to superfast broadband that is enabled by replacing current technology such as copper phone lines with new technology, such as fibre-optic cable (fibre) and the latest fixed and mobile wireless technologies. NGA achieves speeds above 50Mbps (Megabits per second). The network in Halton currently achieves 2 – 20Mbps.

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

to make digital decisions are missing out in all areas of life. And that doesn't just impact on individual lives but on families, communities, on political processes, democracy, public services and the economic and social health of the nation as a whole.

The Definition of Digital Exclusion: Being prevented (by skills, equipment, motivation or some other factor) from going online and using new technologies.

Definition of Digital Inclusion: The incorporation of information technologies into the community in order to promote education and improve quality of life.

### The Halton Digital Economy and Inclusion Strategy

The strategy consists of four elements -

1. Obtain Next Generation Access (NGA) Broadband for the Borough by driving demand for this utility (strategy elements 2,3,4)
2. Provide Businesses with the knowledge and skills to take advantage of NGA and related technology
3. Provide residents with the knowledge, skills and infrastructure for inclusion in the online world
4. Deliver more Council Services primarily online with backup via other channels.

For Halton's business and commerce to stay competitive in a modern and global economy essential infrastructure such as NGA is critical. Digital infrastructure is essential in retaining and attracting businesses within Halton. The focus on the strategy is obtaining NGA for the Borough. The other key aims (elements 2,3,4 above) are targeted at driving up demand for NGA, thereby making Halton an attractive market for providers such as BT and Virgin Media to invest in NGA infrastructure without public sector intervention.

### NGA Broadband group

As part of the DEIS implementation a 'NGA Broadband Innovation Group' will be established. It is proposed that this group consists of public and private sector membership and works towards completing a Broadband Delivery UK bid (BDUK) by the autumn of 2011. If the bid is successful it will enable broadband infrastructure to be upgraded within the Borough.

Public Private Partnerships will be promoted to deliver superfast broadband benefiting both residents and businesses. Initially the group would consist of Officers and local business representatives.

### Next steps

The key milestones over the next six months are;

- Consultation with businesses July 2011
- Executive Board to adopt strategy August 2011
- Establish NGA broadband group
- Submit full BDUK bid October 2011



#### **4.0 POLICY IMPLICATIONS**

The strategy will have wide cross cutting implications across a wide range of policies, especially those supporting social inclusion and the economic agendas.

#### **5.0 OTHER IMPLICATIONS**

##### Relevance to Developing the Wider Economy

The document 'Future North West – Our Shared Priorities' (August 2010) that evolved from the work undertaken in the Region by 4NW as part of the drafting of RS2010 highlighted 'Big Ticket Issues' to be addressed across the North West. Of the 12 Big Ticket items listed, four will be directly impacted by this strategy:

- Develop the enterprise capabilities of our people through education and skills.
- Develop our world-leading advanced manufacturing, biomedical and digital and creative industries.
- Develop our world-class research, science and innovation capability, particularly at Daresbury.
- Develop Next Generation Access digital connectivity.

'Future North West' also has four Thematic Areas:

##### Low Carbon, Climate Change and Resource Efficiency

- Exploit opportunities in other low carbon and environmental goods and services.

##### Competitive Advantage and Distinctiveness

- Develop our strength in internationally competitive manufacturing, biomedical and digital and creative industries.
- Strengthen our concentration of knowledge-based assets driven by our universities and research, science and innovation base.

##### Release Potential and Tackle Poverty

- Increase the potential of the workforce by improving employment levels and skills.
- Revitalise areas with deep-seated economic and social challenges and build strong communities.

##### Housing and Infrastructure

- Ensure high-quality digital connectivity to stimulate enterprise, improve service delivery and reduce the need to travel.

Although the regional work is now shelved, the evidence base upon which it was prepared remains valid. To ensure that Halton remains competitive internationally a strategy is needed to support the knowledge based economy and support the delivery of NGA infrastructure.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

The cross cutting nature of this strategy means it will have impact across all of the Council's priorities.

## **7.0 RISK ANALYSIS**

Risks have been managed so that components of the strategy can be implemented on a nil cost basis. Elements of strategy that require financial commitment are to be implemented via social enterprise and public private partnership so that any residual risk and costs can be shared.

## **8.0 EQUALITY AND DIVERSITY ISSUES**

The strategy will lead to wider social inclusion across the borough, offer opportunities for community cohesion, access to health and employment information, and allow the acquisition of digital life skills for all.

**Digital Economy and Inclusion Strategy**  
**Evidence Paper**

**Contents**

- 1) Introduction
  - Community Benefits of Internet Use
  - Climate Change
- 2) Broadband Availability in Halton
  - Terminology & technology demystified
  - Broadband infrastructure in Halton
  - Maps of broadband 'hot-spots and not-spots' in Halton
- 3) Business in Halton
- 4) Communities in Halton
  - The Role of Partners
  - Existing Council Services to Communities
  - Applications Available to Up-Skill Residents
- 5) Council Services Online
- 6) National Context
- 7) References
- 8) Bibliography

## **1) Introduction**

This evidence paper supports the Halton Digital Economy and Inclusion Strategy (DEIS). The paper establishes the baseline position to guide the strategy and includes other relevant research and references.

The DEIS builds upon other work being undertaken in this area, such as the North West Regional Development Agency (NWRDA) and Liverpool Vision. National Government has also taken a keen interest in the digital agenda with the Digital Britain Final Report was published by the Department for Culture, Media and Sport in conjunction with the Department for Business, Innovation and Skills in June 2009

The DEIS strategy's purpose is four fold:

1. Obtain Next Generation Access (NGA) Broadband for the Borough
2. Provide Businesses with the knowledge and skills to take advantage of NGA
3. Provide residents with the knowledge, skills and infrastructure for inclusion in the online world
4. Deliver more Council Services primarily online with backup via other channels.

## **Digital Inclusion**

Digital inclusion is not the transitory problem it was once thought to be. Many people have assumed the digital divide was actually an issue of age, and the digitally excluded would therefore drop (dead) out of the equation over time. But longer life expectancy means a lower rate of demographic change. Age is in fact something of a red-herring. Not all older people are ICT illiterate, just as not all young people are ICT literate – 11% of 16 to 24 year olds are in fact digitally excluded. There must be something more complex at work.

Technological change has been grasped by other digital divide doubters as the key to digital inclusion, rather than a factor of exclusion. Given enough time, they say, market forces will naturally close the divide, with digital television and mobile-phone internet connections mopping up the late-adopters. Not so. The truth is web take-up has plateaued, with no more people using the internet now than were using it in 2004. In addition, less than 1% of mobile phone or digital television surfers aren't already regular internet-users from the comfort of a computer terminal.

In short, digital exclusion isn't going away, and it certainly isn't simple as a generation gap. Neither is it a small problem, with 39% of the population still not taking advantage of the opportunities and benefits computers and the internet can offer. But it isn't just about numbers. In focussing on counting digitally excluded people we do the digital divide the disservice of thinking it a one dimensional issue. One of the most useful models in this research looks at digital divide 2007 not just as a wide problem, but also a deep one. The fact is that those left on the wrong side of the divide today are more deeply excluded, harder to reach and further away from inclusion than ever before.

## **Community Benefits of Internet Use**

The advantages of being part of the digital revolution will be vital for work, as well as central to family life and performing a community role:

- **Social Mobility:** through providing additional educational and vocational opportunities;
- **Financial Savings:** through competitive pricing, lower utility bills, price comparison websites and many other ways.
- **Educational Attainment:** through online learning, information provision and research and remote and virtual learning.
- **Improved Salary Prospects:** Computer skills already carry a wage premium.
- **Democratic Engagement:** through increased opportunities to participate in and discuss the democratic process.
- **Increased Satisfaction with Public Services:** online delivery of public services brings greater choice, flexibility and personalisation of service delivery.
- **Access to Services:** for example Health Services (NHS Direct Website), Online Shopping, Online Banking, Job Applications (searching and submission), Self Publishing (distribution of written word, audio, video to a global audience), and Communication (e-mail, instant messaging, for example MSN Chat, free worldwide phone calls on Voice Over Internet Protocol (VOIP) such as SKYPE).

#### Climate Change

Telecommunications is a green technology. It displaces the need to travel for face-to-face meetings. Mobile radio is now indispensable for efficient fleet management. Telecommunications networks also consume energy. A typical UK mobile radio operator's network consumes over 400 GW-h per year and produces 200,000 tons of carbon emission per year (Source O2 2005). On the other hand when this energy consumption is spread across the number of UK mobile users it has been estimated that the annual CO2 footprint of the average mobile subscriber is around 25kg – which is comparable to driving an average car on the motorway for one hour (Source: Ericsson).

## **2. Broadband Availability in Halton**

### **Terminology & technologies demystified**

The telecommunications industry is awash with terminology and acronyms. This section provides a brief overview of some of the key terms which are referred to in this report. It is not intended to be a comprehensive glossary.

**Broadband;** refers to a telecommunication network in which a wide band of frequencies is available to transmit information. This wide or broad band makes it possible for data to be multiplexed and sent on many different frequencies or channels within the band concurrently, allowing more information to be transmitted in a given amount of time. The technology therefore is able to cope with larger amounts of information being sent and received at relatively much higher speeds than traditional mediums. What people mean by “broadband” is a contentious subject, for the purposes of this project, we define broadband to be 2Mbps plus.

**Cable:** is a broadband internet network that uses the cable television infrastructure of coaxial cables or fibre optic cables to provide high speed internet access. The main cable service provider in the UK by far, is Virgin Media. There are also some smaller service providers that have a substantial market share in the specific areas in which they operate, such as SmallWorld in the Isle of Wight, Scotland and the north-west of England. The current maximum speed a cable customer can expect is 50 Mbps, but Virgin Media & Arris are carrying out trials of offering speeds of up to 100 Mbps.

**Dark Fibre:** originally referred to optical fibre infrastructure that is in place but currently is not being used. Basically it is “dark” because no data is being sent through fibre in the form of light pulses. Now the term commonly refers to the leasing of fibre optic cables from a network service provider. It is typical that network providers will install excess fibre as much of the cost of installing cables is in the civil engineering work required.

**Digital Subscriber Line (DSL);** It is a family of technologies that provides digital data transmission over the wires of a local telephone network.

- **Asymmetric Digital Subscriber Line (ADSL);** It is a data communications technology that enables data transmission over standard copper telephone lines, where upstream bandwidth is lower than the downstream bandwidth. The technology can provide downstream speeds of around 2-12 Mbps, while upstream speeds are usually around 0.8 Mbps only. It can generally only be distributed over short distances from the central exchange, typically less than 4 kilometres, but has been known to exceed 8 kilometres in some cases. ADSL2+ is an extension to the standard ADSL service and increases the downstream speed per customer on the current generation of ADSL to up to 24 Mbps.
- **Symmetric Digital Subscriber Line (SDSL);** It is a data communications technology that enables data transmission over standard copper telephone lines, where both the upstream and downstream bandwidth is the same. The technology is known to provide up and downstream speeds of around 2 Mbps, but only has a maximum range of around 20,000 feet.

- **Very high bit rate Digital Subscriber Line (VDSL);** It is a data communications technology providing faster data transmission over a single flat untwisted or twisted pair of copper wires. These fast speeds mean that VDSL is capable of supporting high bandwidth applications such as HDTV, as well as telephone services (Voice over IP) and general Internet access, over a single connection. The technology can provide up and downstream speeds of around 100 Mbps.

**Fibre To The x (FTTx);** is a generic term for any broadband network architecture that uses optical fibre to replace, all or part of the usual metal local loop used for last mile telecommunications.

- **Fibre To The Node (FTTN);** fibre is terminated in a street cabinet up to several kilometres away from the customer premises, with the final connection being copper. FTTN architecture allows download speeds of up to 50 Mbps depending on the configuration.
- **Fibre To The Cabinet (FTTC);** this is very similar to FTTN, but the street cabinet is closer to the user's premises; typically within 300m.
- **Fibre To The Building (FTTB);** fibre reaches the boundary of the building, with the final connection to the individual living space being made via alternative means.
- **Fibre To The Home (FTTH);** fibre reaches the boundary of the living space, such as a box on the outside wall of a home. FTTH & FTTB architecture allows download speeds of 80 Mbps or more with current technologies.

**Next Generation Access (NGA);** is a replacement for existing communications networks, that will deliver unlimited, high speed and high quality broadband services. Again what constitutes as NGA is a disputed topic but it is certainly viewed to be higher than 2Mbps with greater levels of synchronicity. Some view this to be equal or greater than 20Mbps. Ofcom take the more all encompassing position which describes next generation access as:

*“broadband access services that are capable of delivering sustained bandwidths significantly in excess of those currently widely available using existing local access infrastructures or technologies”*

**Leased Line:** A leased line, often known as a 'private circuit' in the UK, is any symmetric dedicated bandwidth service that is delivered over a leased fibre connection. Unlike traditional PSTN lines it does not have a telephone number, and each side of the line is permanently connected to the other. Therefore unlike dial-up connections, a leased line is always active and since the connection doesn't carry anybody else's communications, the carrier can assure a given level of quality. The user can divide the connection into different lines for multiplexing data and voice communication, or use the channel for one high speed data circuit. Increasingly, leased lines are being used by companies, and even individuals, for internet access because they afford faster data transfer rates and are cost-effective for heavy users of the Internet. In the UK, leased lines offer speeds ranging from 64Kbps to 2Mbps via a channelized E1 tail circuit.

**Local Loop Unbundling (LLU);** is the regulatory process of allowing multiple telecommunications operators to use connections from the telephone exchange's central office to the customer's premises. Initially, Bulldog Communications in the

London area, and Easynet, through their sister company UK Online, were the only companies to have enabled exchanges across the country. Today, most companies are operating their own services using unbundled local loops, which have allowed them to offer much faster services with typical downstream speeds of up to 24 Mbps in certain areas. In doing so, they can offer products at considerably lower prices, because they don't have to conform to the same regulatory conditions as BT.

**Peering point** is a place where networks interconnect together to exchange traffic on a peering basis. Therefore peering points reduce the number of networks that data must traverse to get to its destination and therefore improve the speed and reliability of the Internet. If geographically close networks peer, then data can travel a short path no matter what the configuration of transit provider's networks may be. A peering point is also referred to as Internet Exchange Point (IXP) or a Network Access Point (NAP). The terms IXP and NAP are normally reserved for 'public' internet exchange points where a shared switch is provided to enable members to exchange traffic without having to install physical circuits (other than their own connection to the switch). In the UK, there are a few public exchanges which are neutral, member-owned, not-for-profit organisations whose aim is to enable its members to exchange Internet traffic reliably and more cost effectively. Outside the UK, some IXPs and NAPs follow the same model whereas others - for example the well known MAE East and MAE West NAPs in the US are commercially operated. Most IXPs are located either within, or adjacent to, commercial collocation facilities to give members the flexibility to collocate their equipment close to the switch. The most common method of switching uses managed Ethernet switches interconnected at speeds of up to 10 Gbps to which participants connect at 10 Mbps, 100 Mbps or 1 Gbps.

**An Internet Point Of Presence (POP)** is an access point to the Internet. It is a physical location that houses servers, routers, ATM switches and digital/analogue call aggregators. It may be either part of the facilities of a telecommunications provider that the Internet service provider (ISP) rents or a location separate from the telecommunications provider. ISPs typically have multiple POPs, sometimes numbering in the thousands. POPs are also located in Internet exchange points and collocation centres however a POP is not necessarily an Internet exchange point.

### **The Communication Revolution**

A stage has been reached where conventional first-generation broadband is reaching its own speed limit and a new generational shift is needed. This means bringing optical fibre connections all the way to homes and businesses – so-called “fibre to the premises” or FTTP. Optical fibre has far greater capacity than copper. Researchers have already achieved speeds a million times faster than conventional broadband on an optical fibre. An optical fibre infrastructure can be made to last many years. The cost of replacing the copper infrastructure with optical fibre however is very high and incumbent operators are reluctant to invest.

There are stop-gap measures that can be taken to help squeeze the last drop of speed from the existing copper telephone and cable TV networks. BT Open Reach is making a significant investment in Cities (Source: MCR CITY NET NGA PROJECT) in 'superfast broadband' using 'Fibre to the Cabinet' (FTTC) technology. This brings the fibre closer to the end user but not all the way. It allows for an increase in speed of perhaps five times but is still restricted by the fundamental limits of the copper connection between the cabinet and the premises. Evidence from regeneration areas in Manchester is that many households do not use their copper landline connections, preferring the lower commitment for pay-as-you-go mobile. In some areas this is as



high as 60% of households. This limits the potential take-up of 'superfast' broadband in these areas.

Virgin's deployment of the DOCSIS3 system (which also uses FTTC) has more scope for higher speeds – perhaps 10 times current speeds, but Virgin's network was designed for TV distribution, not for two-way internet traffic. And the coverage of Virgin's network in the Manchester City Region is limited, mostly to suburban residential areas. Any system that uses copper is limited by the physics of transmission over a copper connection.

### **Broadband infrastructure in Halton**

**Table x: Broadband availability details for Halton:**

(Source: <http://www.samknows.com/broadband/county-availability/Halton.html>)

<b>Summary:</b>	
Total Exchanges:	6
Average provider penetration <sup>1</sup> :	5.33
<b>BT Wholesale presence:</b>	
ADSL (2Mbps) enabled:	6 (100.00%)
ADSL Max (8Mbps) enabled:	6 (100.00%)
"Exchange Activate" (512Kbps):	0 (0.00%)
With BT ADSL RFS date:	0 (0.00%)
Without BT ADSL:	0 (0.00%)
SDSL enabled:	1 (16.67%)
Without SDSL:	5 (83.33%)
<b>LLU summary:</b>	
Total unbundled exchanges:	3 (50.00%)
Average LLU operators per exchange:	3.17
Maximum LLU operators per exchange:	7

1. The "Average provider penetration" figure is calculated by taking an average of the number of distinct broadband providers operating at each exchange in this region. For the purposes of this calculation, a broadband provider is deemed to be any provider operating their own network or technology (i.e. those providers listed on this website). This includes BT Wholesale ADSL, BT Wholesale SDSL, the cable operators on this website, the wireless operators on this website and the LLU operators on this website. Retail providers who simply resell products are not included. The purpose of this figure is to provide a (crude) comparison of the broadband choices users have between the different regions.

<b>LLU operator presence:</b>					
AOL	3 (50.00%)	Lumison	0 (0.00%)	Pipex	0 (0.00%)
Cable and Wireless	2 (33.33%)	NewNet	0 (0.00%)	Sky / Easynet	3 (50.00%)
Edge Telecom	0 (0.00%)	Node4	0 (0.00%)	Smallworld Media (LLU)	0 (0.00%)
Entanet	0 (0.00%)	O2 / Be Unlimited	3 (50.00%)	TalkTalk	3 (50.00%)
HomeChoice	0 (0.00%)	Orange	2 (33.33%)	Tiscali	3 (50.00%)
Udata	0 (0.00%)	WB Internet	0 (0.00%)	Zen Internet	0 (0.00%)

Note: All percentages presented on this page are calculated over the total number of exchanges in this region (6 exchanges).

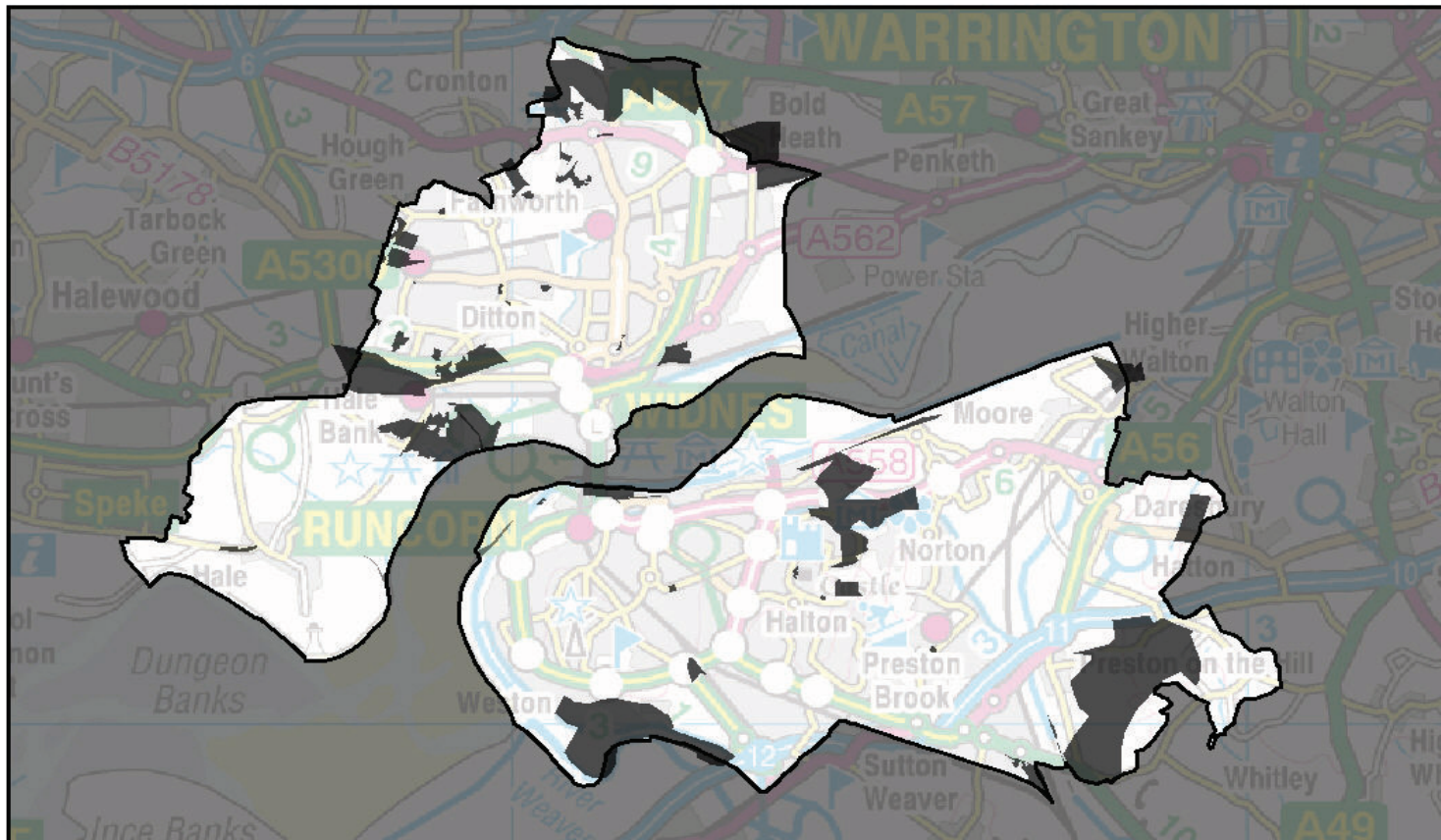
In 2006 the UK market was dominated by 6 companies, with Virgin Media and BT accounting for 28% and 23% of the total market share respectively. More than half of UK homes had broadband access by 2007, with an average connection speed of 4.6 Mbps. The popularity of bundled communications deals mixing broadband, digital TV and landline phone access had further spurred growth in the market, with 40 per cent of UK households having signed up for these services by 2007.

Asymmetric Digital Subscriber Line (ADSL) was introduced to the UK market in trial stages in the late 1990s, with a commercial product finally being launched in the year 2000. Today, most exchanges, local loops and backhauls in the country are owned and managed by BT, who then wholesale connectivity through various Internet Service Providers. BT currently operates 5,591 exchanges across the UK with the vast majority being enabled for ADSL services. Several exchanges, numbering under 1,000, have even been upgraded to support SDSL services, and the fact that these exchanges are often the larger exchanges based in major towns and cities, they would be able to cover a larger proportion of the population. As of today, SDSL services are currently aimed to cater to business customers, with the possibility of further expansion to cater to households.

	Connection speed					
	56kbit/s	512kbit/s	2Mbit/s	8Mbit/s	16Mbit/s	24Mbit/s
Download 250kB webpage	36 seconds	4 seconds	1 second	0.3 seconds	0.9 seconds	0.1 seconds
Download 5MB music track	12 minutes	1 minute 22 seconds	21 seconds	5 seconds	3 seconds	2 seconds
Download 25MB video clip	1 hour	6 minutes 50 seconds	1 minute 45 seconds	26 seconds	13 seconds	9 seconds
Download low quality film (750MB)	31+hours	3 hours 20 minutes	52 minutes	13 minutes 6 seconds	6 minutes30 seconds	4 minutes 22 seconds
Download DVD quality film (4GB)	7+ days	19 hours 38 minutes	4 hours 48 minutes	1 hour 11 minutes	36 minutes	24 minutes

**Table X - Theoretical time taken to perform online activities (Source Ofcom)**

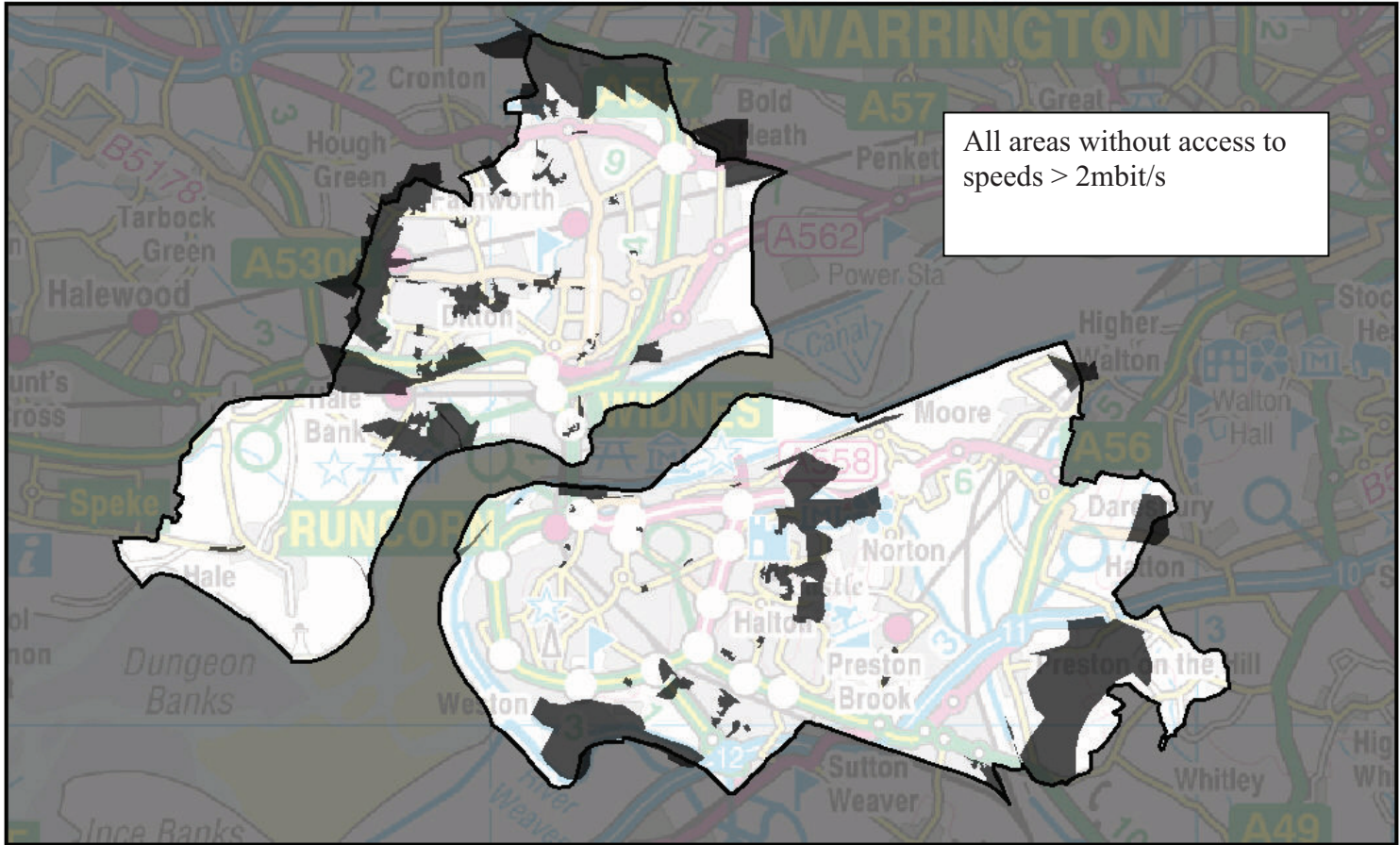
Maps of broadband 'hot-spots and not-spots' in Halton



© Crown copyright and database rights 2011 Ordnance Survey 100018552



Produced by Research & Intelligence Team  
Halton Borough Council, 2011

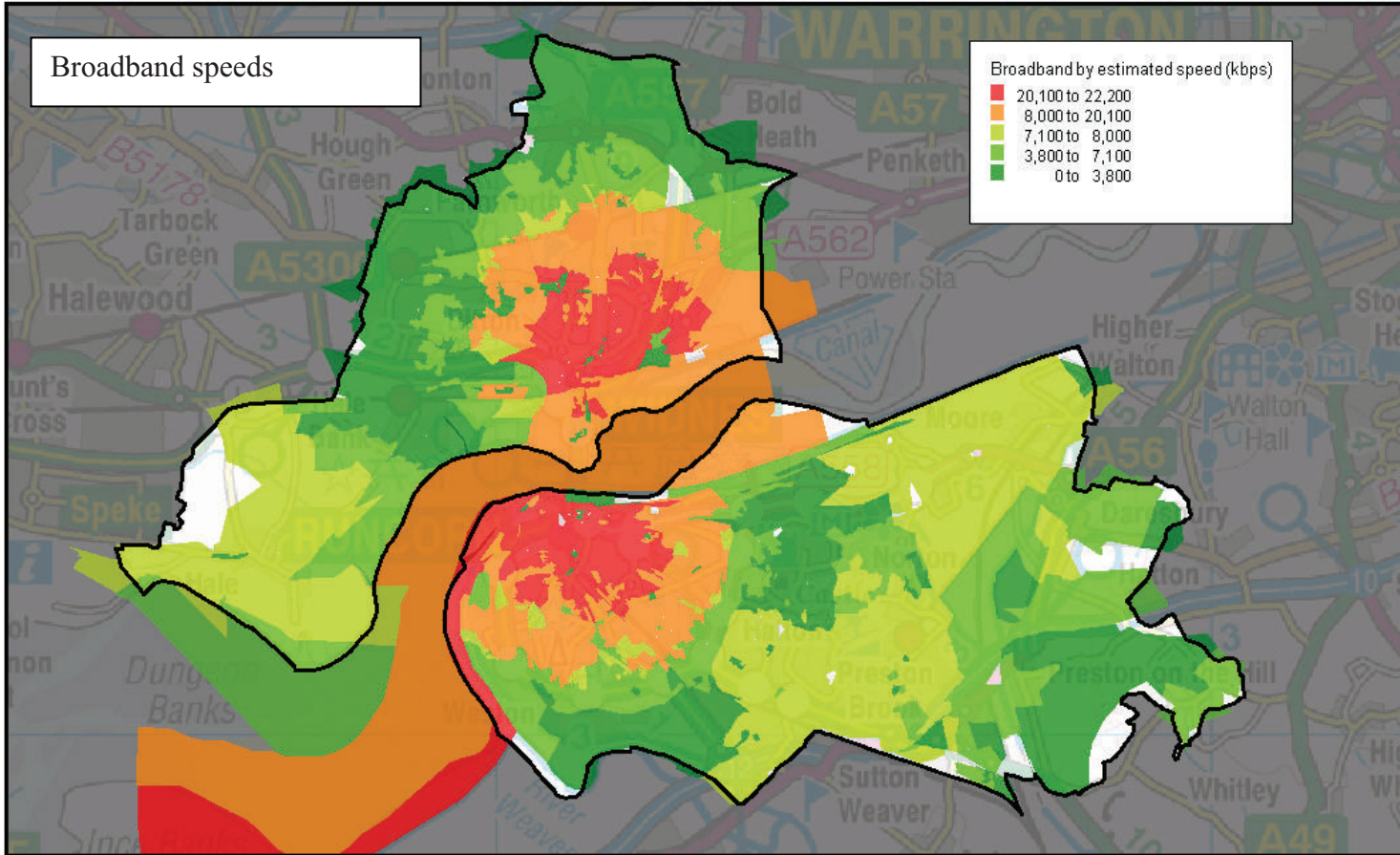


All areas without access to speeds > 2mbit/s

Broadband speeds

Broadband by estimated speed (kbps)

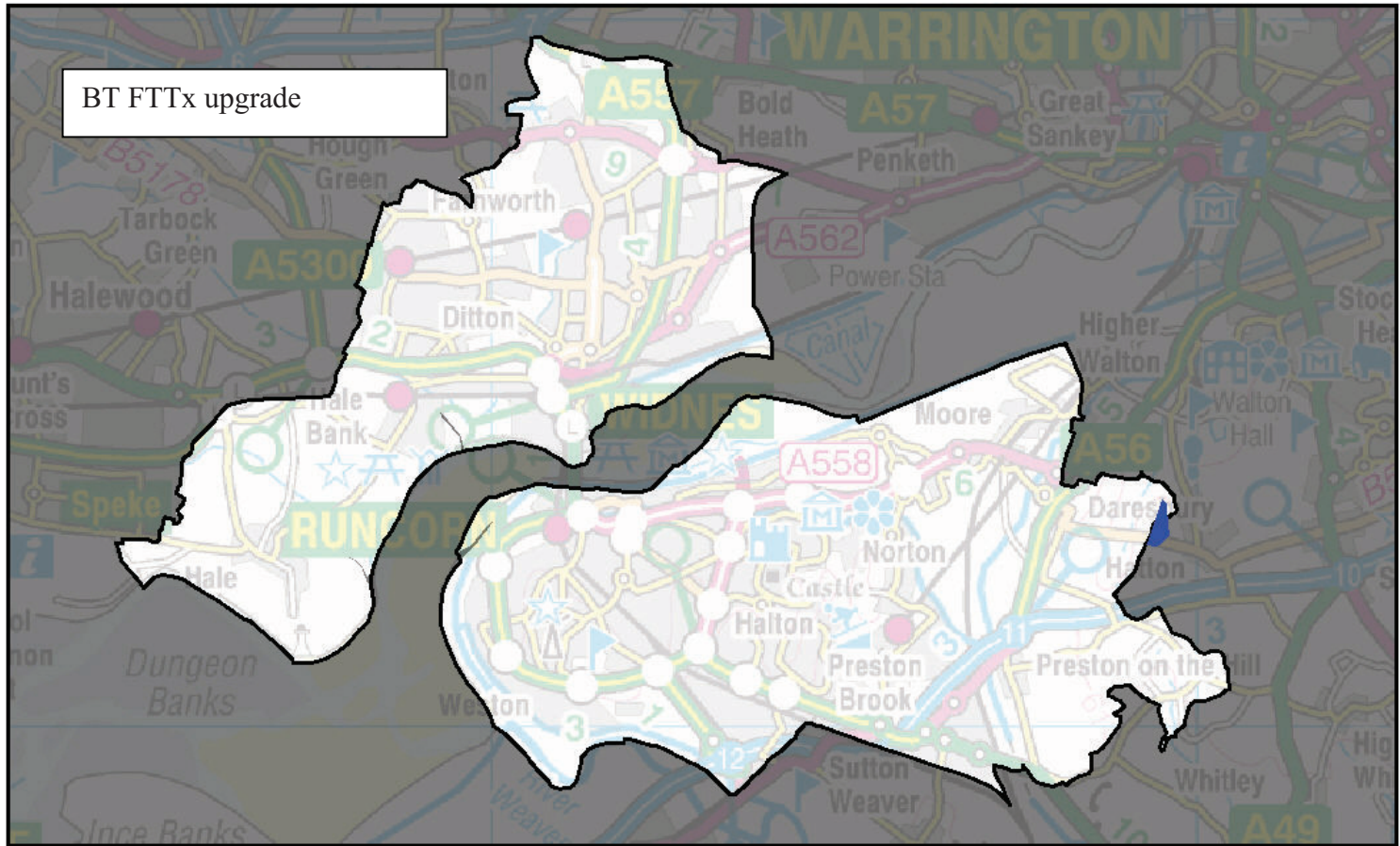
- 20,100 to 22,200
- 8,000 to 20,100
- 7,100 to 8,000
- 3,800 to 7,100
- 0 to 3,800



Reproduced from the Ordnance Survey mapping with the permission of the controller of Her Majesty's Stationery Office. Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. Halton Borough Council Licence Number 100018662 2010

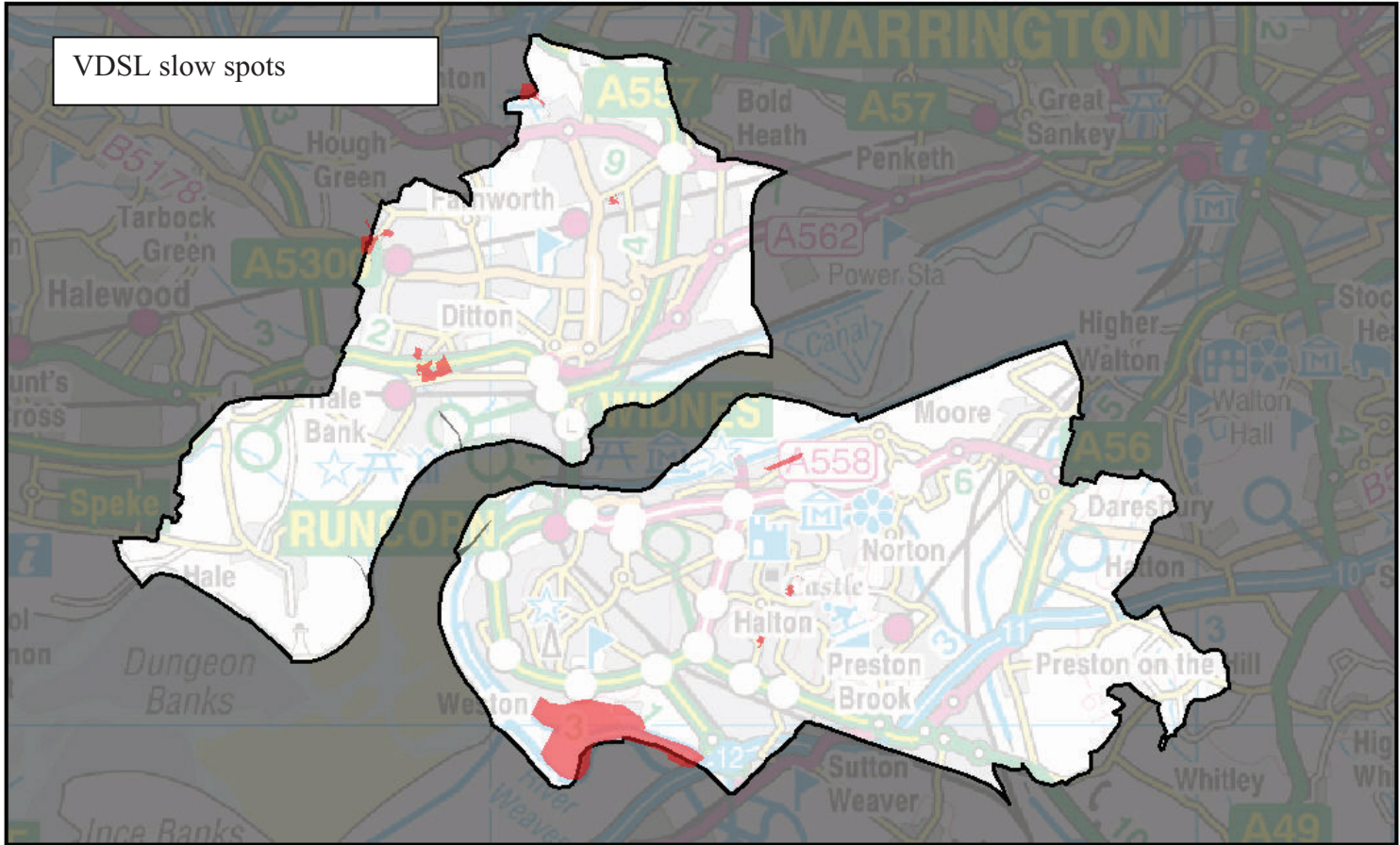



Produced by Research & Intelligence Team  
Halton Borough Council, 2010



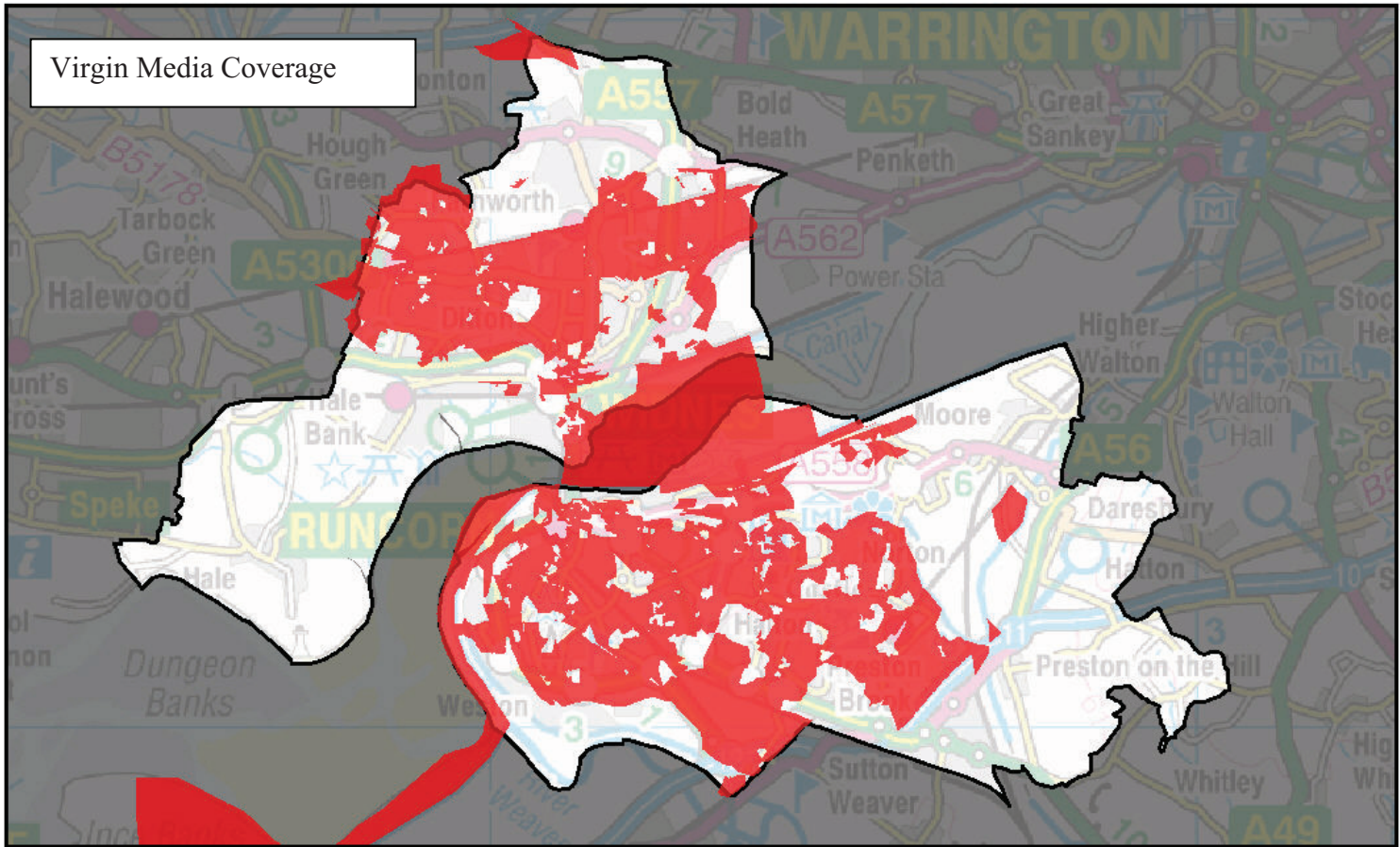
BT FTTx upgrade


	<p>© Crown copyright and database rights 2011 Ordnance Survey 100018552</p>	 <p>Produced by Research &amp; Intelligence Team Halton Borough Council, 2011</p>
---	---	--



 <p>HALTON BOROUGH COUNCIL</p>	<p>© Crown copyright and database rights 2011 Ordnance Survey 100018552</p>	<p>Produced by Research &amp; Intelligence Team Halton Borough Council, 2011</p> 
---	---	--





 <p>HALTON BOROUGH COUNCIL</p>	<p>© Crown copyright and database rights 2011 Ordnance Survey 100018552</p>	<p>Produced by Research &amp; Intelligence Team Halton Borough Council, 2011</p> 
---	---	--

### **3. Business Needs**

#### Employment in Knowledge-driven sectors (2008)

Employment in Knowledge-driven sectors is available from the Annual Business Inquiry (ABI). The ABI produces workplace estimates based on the Inter Departmental Business Register (IDBR).

	Halton	North West	Great Britain
Total Knowledge-driven sector (employees)	15,888	670,343	6,552,918
Total (employees)	51,946	2,991,606	26,493,605
% in Knowledge-driven sector	30.6	22.4	24.7

Source: ABI 2008

The employment in knowledge driven sectors includes Aerospace (35.3), Electric machinery and optical equipment (30, 32, 33), Printing, publishing, recorded media (22.11-22.22), Chemicals (24), Energy (11, 23, 40, 41), Telecomms, computer & related services, R&D (72, 73, 64.2, 64.12), Finance, business services (65, 67, 74 (excluding 74.7, 74.82)), Air transport services (62), & Recreational & cultural services (92). All figures in brackets are 2003 Standard Industrial Classification (SIC). SIC Codes group similar industries together in a nationally recognised coding system.

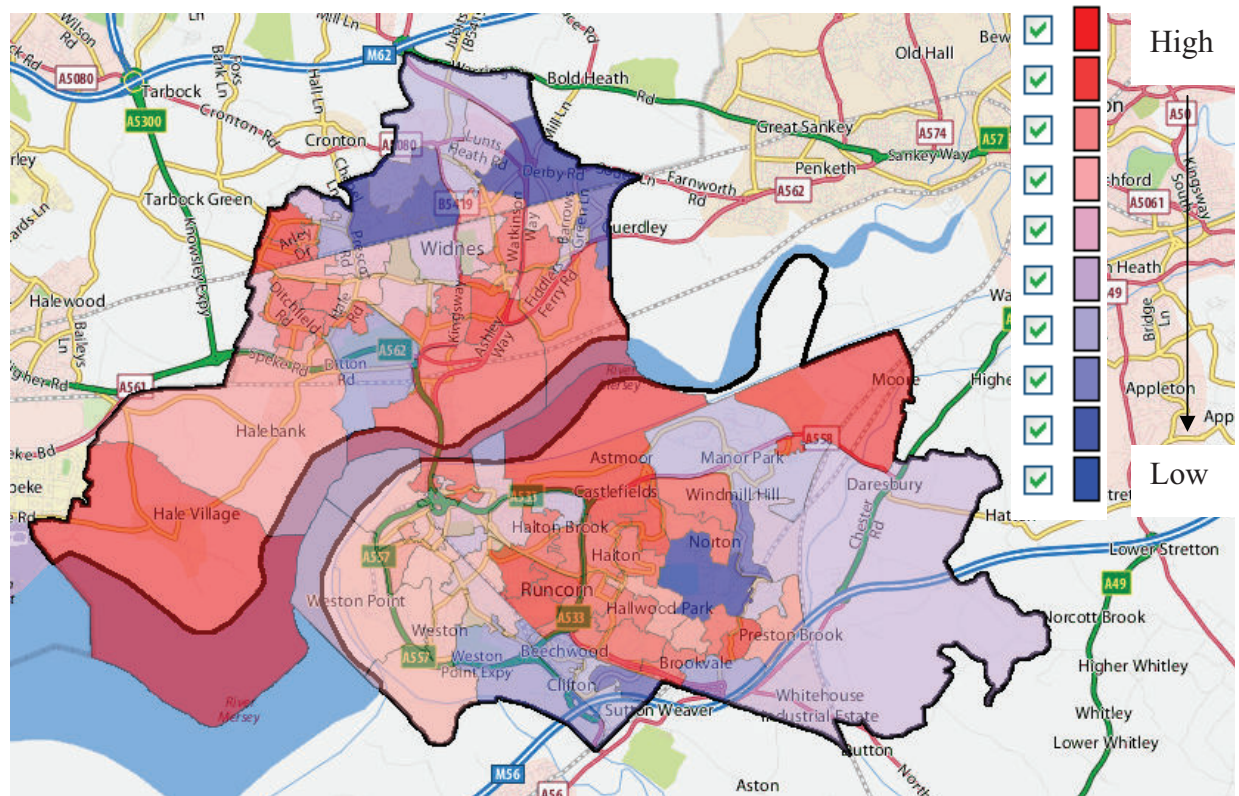
#### 4. Communities in Halton

##### Key Facts

- 10.2 million adults have never accessed the internet including 4 million adults who are both digitally and socially excluded.
- If the 1.6 million children who live in families which do not use the internet got online at home, it could boost their total lifetime earnings by over £10bn.
- Unemployed people who get online could increase their chances of getting employment with an estimated lifetime benefit of over £12,000 for every person moved into employment.
- If 3.5% of the digitally excluded found a job by getting online it would deliver a net economic benefit of £560m.
- The total potential economic benefit from getting everyone in the UK online is in excess of £22bn.

##### Communities Needing Support

Map X: Electronic Service Delivery Toolkit: Digital Exclusion by Lower Super Output Area



**Definition of Digital Exclusion:** Being prevented (by skills, equipment, motivation or some other factor) from going online and using new technologies. It is derived from a combination of Deprivation, Web Attitude and Rurality values (see below for definitions).

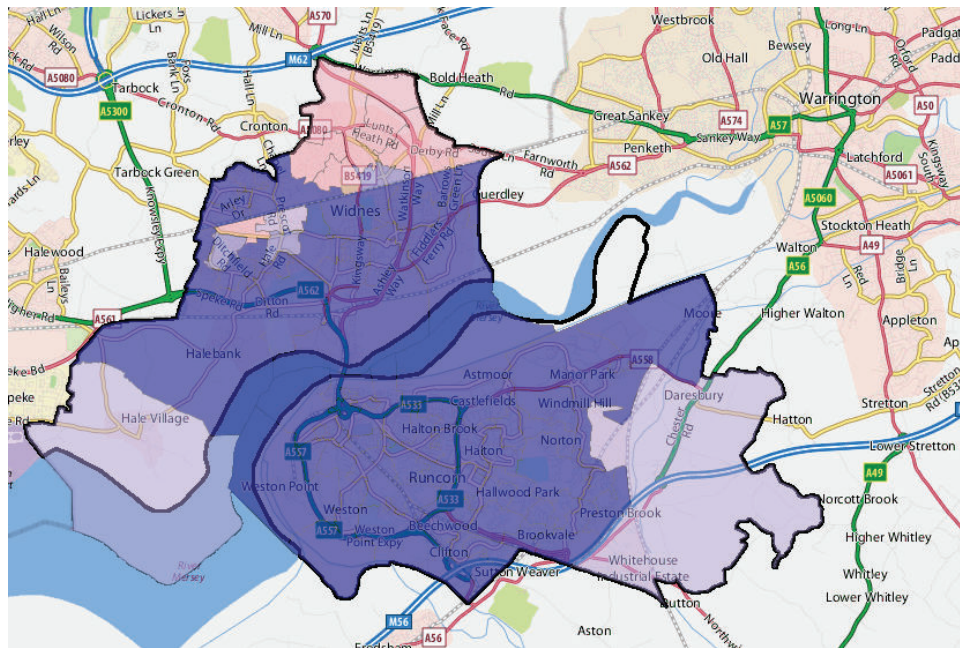
**Deprivation:** Level of socio-economic deprivation, which may contribute towards Digital Inclusion. Derived from the Communities and Local Government's Indices of

Multiple Deprivation, Experian's Mosaic and Demographics and CACI's Ocean and Paycheck.

**Web Attitude:** Attitudes towards the Internet and technology, which may influence the take-up of Next Generation Access (NGA). Derived from Experian TrueTouch Types and CACI eTypes data.

**Rurality:** A classification of the degree of rurality of a postcode, as this can have an effect on the delivery of next Generation Technology (unlimited broadband services.). Derived from the National Statistics Rural and Urban Classification of Output Areas for England and Wales.

Map X - Electronic Service Delivery Toolkit: Next Generation Access by Lower Super Output Area



This figure indicates the percentage of households within the spatial unit that are expected to have Next Generation Technology (unlimited broadband services.) by **2015**, when it is expected that **75%** of UK households will have Next Generation Access (a mechanism that will deliver unlimited broadband).

- 51% to 75% of households within the spatial unit are expected to have Next Generation Access (a mechanism that will deliver unlimited broadband) access by 2015
- 76% to 85% of households within the spatial unit are expected to have Next Generation Access (a mechanism that will deliver unlimited broadband) access by 2015
- 86% to 95% of households within the spatial unit are expected to have Next Generation Access (a mechanism that will deliver unlimited broadband) access by 2015
- 96% to 100% of households within the spatial unit are expected to have Next Generation Access (a mechanism that will deliver unlimited broadband) access by 2015

## The role of Partners

The authority recognises the strong role that RSLs can play in social and digital exclusion. Some 70% of people living in social housing are digitally excluded many are socially disadvantaged e.g. estimates are that 60% are financially excluded.

## Existing Council Services to Communities

The promotion of digital life skills remains a priority for Halton Borough Council's Adult Learning & Skills Development service and, as such, the service has developed a wide range of ICT learning programmes for adults living or working in the borough. For example, in the 2008/9 academic year, 550 individuals enrolled onto 87 different courses across the borough in over 70 different community locations. In the academic year 09/10, there are already 324 individuals enrolled onto 32 different courses, indicating an increase in ICT provision and ICT learners compared to the autumn term 2008/9.

Courses are generally non-accredited although the new ITQ is now being offered at a number of venues. The range of courses is varied to accommodate individuals' starting points and pathways of progression are available, to allow individuals to build on the skills gained. The opportunity to have an ICT assessment prior to starting a course is also an option and ensures that individuals enrol onto a course that is most appropriate to their existing skills level. Courses are available in the following areas:

- Keyboarding
- Internet
- Microsoft Office
- Digital Photography
- Desktop Publishing
- Photoshop
- Multimedia
- ITQ level 1

In addition to the full range of ICT courses available, all adult learning courses across a range of curriculum areas, incorporate the use of ICT in line with the service's e-learning strategy. Equipment used is of a high standard, with interactive whiteboards, wireless laptops and visualisers being common place within all main centres.

## Applications Available to Up-Skill Residents

### Basic Internet User Skills

Some people may have access to broadband but struggle to use the web and the Council website effectively and these can be referred to <http://www.myguide.gov.uk>. This site provides online training such as 'Online basics' which includes five short modules showing how to use a mouse and keyboard, email, online search and stay safe online, ensuring that users have the confidence and skills needed to start enjoying the internet.

The 'Help pass IT on' campaign aims to get people to help others get online by making the Internet relevant to them and motivating them to get online <http://helppassiton.co.uk/>.

## **AIMES Project in Windmill Hill and Castlefields**

The 'Community Grid' concept arose from the Government's 2006 UK Digital Challenge. This project emerged as the core of a bid submitted on behalf of the sub-region, and reached the national final, with its aim to help digitally excluded members of the community access the opportunities available to their 'online' neighbours.

HaltonNet offers a sustainable solution to digitally enabling communities, by providing easy-to-use, low cost, low-energy, home access to the internet and other computing resources. The service is scalable and can reach digitally excluded citizens in all areas of the community, complimenting existing provision.

£200,000 of Working Neighbourhoods Funding has been secured for this project and further funding opportunities within regional and national pots are being considered for later phases within the project development. The initial £200,000 will digitally enable 120 households, concentrating in areas where there is a very low level of computer ownership, and even less broadband internet uptake.

This project will have a transformational effect on people's lives – giving them access to the new, online economy and access to a multitude of services, for example: training, jobs, setting up in business. It will provide an alternative communications route for other agencies, to help them to provide the continued support, via email and access to websites, which would not normally have been available.

## **Home Internet Take-Up**

### UK

In 2009, 18.31 million households had Internet access. This represented 70% of households and an increase of 1.85 million households since 2008.

The region with the highest level of Internet access was London at 80% - Scotland had the lowest proportion of households with Internet access at 62%.

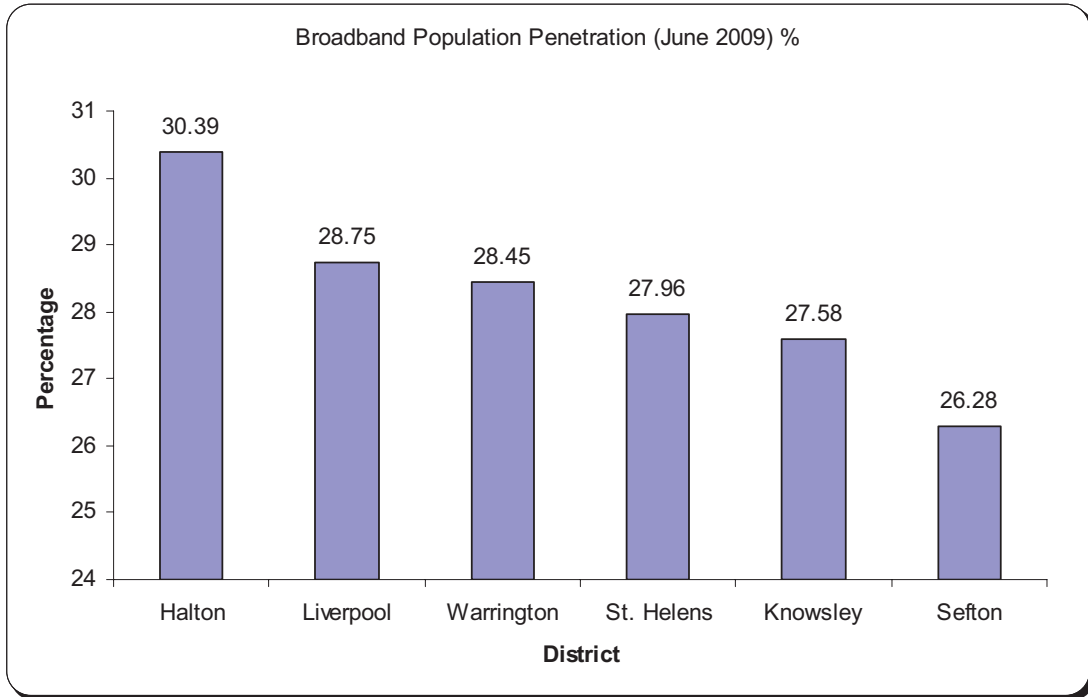
More than 19 out of 20 internet connections are via Broadband (ONS Dec 2008)

In December 2008, 59.6% of broadband connections had a speed greater than 2Mbps (An increase from 57.7% in September 2008)

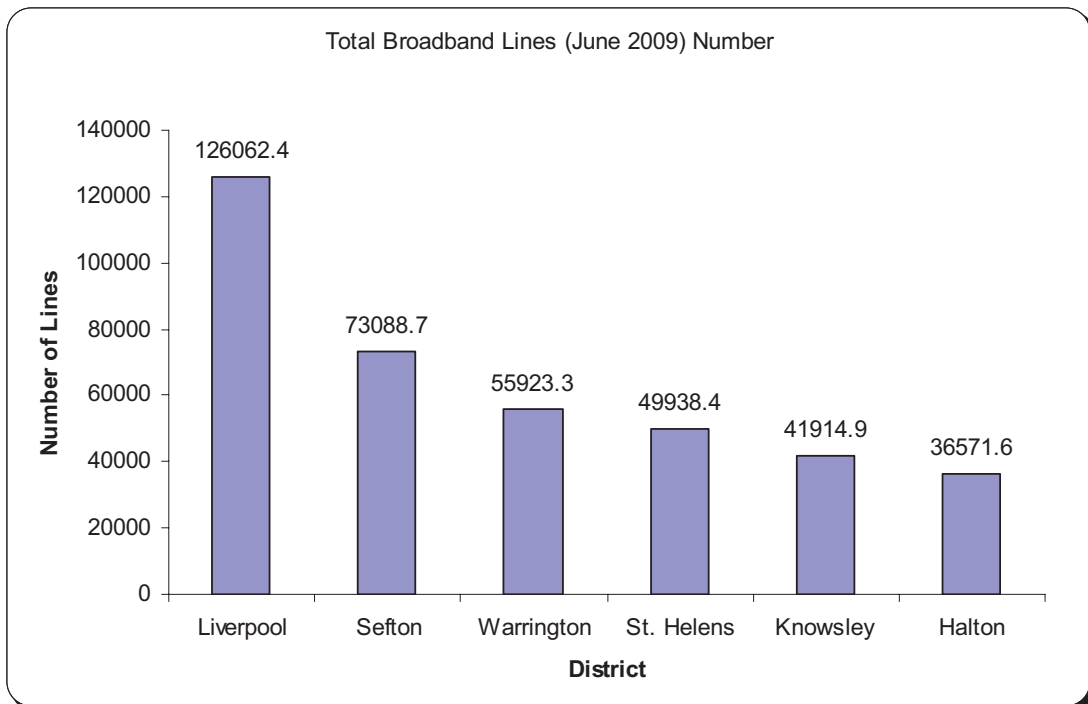
### Halton data

Data availability is very limited at Local Authority level.

Broadband Population Penetration: Total number of broadband lines/total population\*100, taken from Point Topic's broadband layer model which provides estimates of broadband take up



Total Broadband lines: Total number of broadband lines, estimates from Point Topic surveys of both the consumer and business markets combined with operator reports.



**5. Council Services Online**

- Each contact and transaction with government switched online could generate savings of between £3.30 and £12.00.
- Electronic transaction costs are less than £1, a face-to-face one will cost £20, with telephone or paper somewhere in between.

- If all digitally excluded adults got online and made just one digital contact each month instead of using another channel, this would save an estimated £900m per annum.

Beacon Councils for Digital Inclusion:

Sunderland (Social Inclusion through ICT)  
 Stratford upon Avon (Independent living)  
 Solihull (use of ICT in social housing stock)  
 Staffordshire Moorlands District Council (Isolated communities)

Telecare

A Telecare Strategy has been produced by Adults and Communities Directorate and is currently being implemented. The purpose of this strategy is to support vulnerable people remain in their homes.

Libraries

*UK online*

All libraries in Halton are registered as UKOnline Centres. The following are the all UKOnline centres:

Venue	Address
Halton Lea Library	Halton Lea, Runcorn, Runcorn, , WA7 2PF
Widnes Library	Kingsway Learning Centre, Victoria Road, Halton, Merseyside, WA8 7QY
Halton Mobile Library Service	Halton Lea Library, Halton Lea, , Runcorn, WA7 2PF
Runcorn Library	Egerton Street, Runcorn, HALTON, Merseyside, WA7 1JL
Ditton Library	Queens Avenue, Ditton, WIDNES, Ches., WA8 8HR
Widnes Connexions Centre	43 Albert Road, , HALTON, Merseyside, WA8 6JA
Exchange Group <a href="http://www.exchangegroup.co.uk/">http://www.exchangegroup.co.uk/</a>	Unit 73, Halton Lea Shopping Centre, Town Square Halton Lea, Runcorn Cheshire WA7 2GZ
Chester Lane Community Library	Four Acre Lane, Sutton, St. Helens, Merseyside, WA9 4DE
Halewood Library	The Halewood Centre, Roseheath Drive, KNOWSLEY, Merseyside, L26 9UH
Warrington Disability Partnership	Centre for Independent Living, Beaufort Street, Warrington, , WA5 1BA

The UK online centres network was set up by government in 2000 to provide public access to computers. It now plays a key role in exploiting information and communication technology (ICT) to help improve individual lives, strengthen communities and achieve social inclusion. There are thousands of UK online centres across England, and many use myguide and Online Basics to introduce people to the world of ICT.



UK online centres is a division of Ufi, and receives core funding from BIS via the Skills Funding Agency (SFA). Funding for the development of myguide comes from the Department for Education (DfE). Other partners include Ofcom, NHS Choices, 4IP's Talk about Local, and Microsoft.

The government created Ufi in 1998, in response to the New Labour concept of a University for Industry. Ufi was given a remit to use new technology to transform the delivery of learning and skills across England, Wales and Northern Ireland. Through **learnirect** this vision has been realised.

## Library Services

The Library statistics presented here are taken from the latest CIPFA survey (Public Library Statistics 2009-10) <http://www.peoplesnetwork.gov.uk/about.html>:

- Number of terminals with Libraries catalogue, Internet access and OPACs at 31 March 2010 = 98
- Number of hours available for use of the People's Network Terminals from 1 April 2009 – 31 March 2010 = 232,530
- Number of hours recorded for use of the People's Network Terminals from 1 April 2009 – 31 March 2010 = 70,452
- Total adult based ICT learning sessions attendee hours in year = 399

The new Library Management System to be implemented at the beginning of next year will allow the service to offer a richer "digital service" to users. Highlights will include:

**Library website** (designed to be very user friendly so that users do not need to know library terminology):

- Library catalogue (OPAC) fully integrating with the Library 2.0 concept (interactivity) - Amazon style functionality and look
- Our fifth library (our virtual branch) where user participation and interaction is a key ingredient.
- Users able to obtain info, communicate with others with similar interests – integrate with Facebook etc
- There will be user generated ratings and reviews of books etc.
- The OPAC will provide a unified search interface to all items and services.

## **New eServices**

- Downloadable electronic items including ebooks, audiobooks, mp3s – users can borrow these free of charge in the same way they borrow physical items
- Online reference services e.g. Ask about Business.
- Signposts to other council, local government services – links to websites.

## Adult Learning

In terms of Adult Learning ICT Course provision since September 09:

Adult Learning have run 81 different courses made up of the following:

Skills for Life with ICT  
First Steps Keyboarding  
First Steps to IT  
Next Steps to IT  
First Steps to Internet

First Steps to Desk Top Publishing  
First Steps to Photoshop  
Next Steps to Photoshop  
First Steps to Multimedia  
C&G ITQ Level 1

These have attracted 722 enrolments which is 493 actual learners (some attend more than 1 course). Of these, 218 have skills below Level 2 (GCSE level) and 230 are over 60. 201 come from disadvantaged wards, 192 are retired and 130 are unemployed.

## Text Messages

Text messaging integrated into computer applications can provide substantial savings and improvement in service levels - particularly where applications deal with the general public or a mobile workforce.

Text messaging allows government departments to communicate with people on the move, or with people who have no fixed contact details e.g. licence or job applicants, or visitors approaching visa limits. People can be reminded about licence or document renewal dates, or final dates for submitting documents, and can be informed of the availability or receipt of documents. Text messaging is also a very effective way of quickly reaching a large number of key people in the event of an emergency.

Any large organisation can easily contact employees, organisation members or suppliers to pass them essential information. Text broadcasts can be used to keep people up to date, and incoming text messages can be used to request information and subscribe to events or mailing lists.

Hospital departments or doctor's surgeries can use text messaging to remind people of appointments, significantly reducing the number of 'no-shows'. Patients can also give notice of a delay, can check an appointment, or move an appointment, without waiting in a 'telephone queue'.

Text messaging is now used by schools for communicating with parents to tell them about events, changes to school schedules, vacation dates, or emergencies. Unexpected absence of students is being followed up immediately, significantly reducing truancy rates. Parents also use text messaging to send in routine details of absence, or lateness.

e-Messaging Solutions provides server software to link text messaging directly to computer applications, e-mail systems and web browsers. Also provided are specialist applications for message broadcasting using existing in-house databases, RSS server integration, or applications for schools.

Halton currently has a solution in place to provide this facility. Costs are 6p per text. In practical terms, services wanting to make use of the facility need to provide an Excel spreadsheet of numbers and the message that needs to be sent. If services want to send individual, tailored, messages then that is also possible.

## Social Networking

Use by Communications & Marketing, Libraries.

Twitter  
Facebook

## **6. National Context:**

### **eAccessibility Plan**

Plans to improve public websites, upgrade IT equipment and provide better online content to suit the needs of disabled people were unveiled by Communications Minister, Ed Vaizey.

Launching the eAccessibility Plan, the Minister announced a package of measures that will contribute to a more inclusive digital economy for people with specific needs. A successful digital economy can only be achieved if everyone can enjoy the same advantages that technology offers, like access to public services, online shopping and banking, interactive games and social media. The market already provides options to suit different disabilities but making use of these technologies can still be difficult, and expensive. Our eAccessibility Plan will help ensure that the UK offers better online opportunities and access to equipment and software for people with disabilities.”

The key objectives of the plan include:

Improving technology and digital equipment to suit the needs of those with disabilities and tackling issues of affordability and availability of equipment (television, radio, computer) and software (such as Braille embossers, light signallers and screen readers); Implementing a new regulatory framework to enable OFCOM to specify measures to ensure disabled people have equivalent choice and access to digital communications services as non-disabled consumers; Improving the design of public sector websites to make them more accessible to disabled users; Making previously inaccessible online and television content accessible to disabled users, such as e-books for those with a visual impairment; and Promoting awareness of the issues facing disabled groups in the digital economy to achieve a more inclusive society.

The plan will be implemented by the eAccessibility Forum, a group of over 60 experts from Government, industry and the voluntary sector who will work to explore issues surrounding e-accessibility so that better and more inclusive services can be developed for both business and consumer benefit.

The Action Plan will be a 'live document' updated quarterly to incorporate new developments and monitor progress. The aim is to reach a step-change in eAccessibility by the time of the Olympics and Paralympics in summer 2012.

The eAccessibility plan can be found at:

<https://cms.bis.gov.uk/policies/business-sectors/digital-content/e-accessibility-forum>

### **Race Online 2012**

Race Online 2012 has one proposed mission – to create life enhancing opportunities for the 4 million adults in the UK who have never been online. There is both a moral and economic imperative for the wider community to take the issue of digital inclusion much more seriously. It's also essential to business that the UK is near 100% online as this will create efficiency savings, attract investment, open opportunities and improve work force skills.

Race Online 2012 wants any organisation of any size to get involved and help tackle the issue. From encouraging business partners to sign up, to teaching friends and family to get online, or by donating old IT equipment locally - there are opportunities for all businesses to make a difference.

### **7. Internet References:**

Intelligent Communities Forum

<http://www.becta.org.uk/homeaccess>

[www.Youthnet.org](http://www.Youthnet.org) – online charity guiding and supporting young people.

[www.digitalengagement.org](http://www.digitalengagement.org) – networking for digital inclusion

[www.commedia.org.uk](http://www.commedia.org.uk) jaqui.devereux@commedia.org.uk

[www.abilitynet.org.uk](http://www.abilitynet.org.uk) – national charity helping with adaption of technology for the disabled.

[http://www.cabinetoffice.gov.uk/social\\_exclusion\\_task\\_force/adults.aspx](http://www.cabinetoffice.gov.uk/social_exclusion_task_force/adults.aspx) - Adults facing chronic exclusion.

[www.ist-vital.org](http://www.ist-vital.org)

[www.durhamnet.net/docs](http://www.durhamnet.net/docs)

[www.ukonlinecentres.com](http://www.ukonlinecentres.com); hmilner@ufi.com

[www.dc10plus.net](http://www.dc10plus.net) ; [Stephen.dodson@dc10plus.net](mailto:Stephen.dodson@dc10plus.net) (director)

<http://www.esd.org.uk/solutions4Inclusion/>

[www.gps.communities.gov.uk/digitalinclusion/licenseagreement.aspx](http://www.gps.communities.gov.uk/digitalinclusion/licenseagreement.aspx),

Digital Inclusion Beacon Checklist ([checklist@digiteam.org.uk](mailto:checklist@digiteam.org.uk)),

~ [eAccessibility Plan](#) ~ [eAccessibility Forum](#) ~ [Delivering inclusive websites](#) ~ [Web Content Accessibility Guidelines \(WCAG\) 2.0](#) ~ [The Business Case for Web Accessibility](#) ~ [Essential Components of Web Accessibility](#) ~ [PAS 78: A guide to good practice in commissioning accessible websites](#) ~ [RNIB Web Access Centre](#) ~ [RNID: The Disability Discrimination Act - a guide for service providers](#) ~ [Usability Exchange](#) ~ [The Web: Access and Inclusion for Disabled People](#) ~ [The Usability Professionals' Association](#) ~ [EU: eAccessibility – Opening up the Information Society](#) ~ [EU: Web Accessibility](#) ~ [Assessment of the Status of eAccessibility in Europe](#) ~ [European Disability Forum](#) ~ [Section 508](#) ~ [Online basics](#) ~ [myguide courses](#) ~ [UK online centres](#) ~ [Digital Unite](#) ~ [‘Get Digital’ Programme](#) ~ [Silver Surfers Day](#) ~ [Community Voices](#)

**8. Bibliography:**

<b>Title</b>	<b>Owner</b>	<b>Author</b>	<b>Date</b>	<b>Web Link</b>
Broadband Mapping Liverpool: Final Report	Liverpool Vision	Nmp Ltd	March 2010	
Digital Britain Final Report	Dept Culture Media & Sport; Business Innovation & Skills		June 2009	
Management Team Report on Digital Britain	HBC	T Gibbs	October 2009	<a href="http://hbcweb.halton-borough.gov.uk/exclude/manminutes/Man%20Team%202009/Man%20Team%20Mins%20Oct%2020th%202009.doc">http://hbcweb.halton-borough.gov.uk/exclude/manminutes/Man%20Team%202009/Man%20Team%20Mins%20Oct%2020th%202009.doc</a>
Making NGA a reality in the North West: Strategic Framework	NWDA	Analysis Mason	September 2010	
RaceOnline 2012 manifesto				<a href="http://raceonline2012.org/manifesto">http://raceonline2012.org/manifesto</a>

## STRATEGY SCOPING FRAMEWORK – April 2011

### **Title of the Strategy**

#### **Digital Economy and Inclusion Strategy**

This strategy targets Next Generation Access (NGA) Broadband as a mechanism for driving economic development and social inclusion in Halton. New communications technologies not only help businesses trade and develop; they also create opportunities for businesses to develop new applications and services. These new applications and services increase demand for faster and better communications facilities, which in turn leads to more innovation in applications and services in a development spiral. Connecting people to ICT skills can connect them to new or better jobs, to new forms of communication and social interaction, to community infrastructures and government services, to information to help with homework, to consumer power and convenience. It can save people time and money, open new doors and new worlds. Digital inequality matters because those without the right combination of access, skill, motivation or knowledge to make digital decisions are missing out in all areas of life. And that doesn't just impact on individual lives but on families, communities, on political processes, democracy, public services and the economic and social health of the nation as a whole.

### **Purpose of the Strategy**

The strategy consists of four elements -

1. Obtain Next Generation Access (NGA) Broadband for the Borough by driving demand for this utility (strategy elements 2,3,4)
2. Provide Businesses with the knowledge and skills to take advantage of NGA and related technology
3. Provide residents with the knowledge, skills and infrastructure for inclusion in the online world
4. Deliver more Council Services primarily online with backup via other channels.

#### **Definition of NGA:**

The term 'next-generation access' (NGA) refers to superfast broadband that is enabled by replacing current technology such as copper phone lines with new technology, such as fibre-optic cable (fibre) and the latest fixed and mobile wireless technologies.

(Source: NWDA, Strategic Framework: Making NGA a reality in the North West, July 2010)

#### **Definition of Digital Exclusion:**

Being prevented (by skills, equipment, motivation or some other factor) from going online and using new technologies.

#### **Definition of Digital Inclusion:**

The incorporation of information technologies into the community in order to promote education and improve quality of life.

**Duration**

Five Years

**Stakeholders**

Council – Building Schools for the Future, External Funding, ICT, Adult Learning, Education, Library Services, Town Planning, Building Control

Wider Public Sector – Halton Strategic Partnership, Health Sector, Police, Fire & Rescue, Chamber

Central Gov Departments e.g. BIS, CLG & national organisations e.g. Broadband Delivery UK.

Voluntary sector & Community groups

Universities / Colleges

Science / Technology / Creative / Media / Knowledge Industry & Commerce

Large landlords e.g. SOG @ Heath, Daresbury SIC, Registered Social Landlords, Peel Holdings

## Scenarios

Describe three possible scenarios for how things might turn out.

Scenario 1: NGA (50-100Mbps) Boroughwide	Scenario 2: NGA (50-100Mbps) at Key Locations	Scenario 3: Standard 2Mbps Broadband Across Borough (Reflects current position of borough)
<ul style="list-style-type: none"> <li>• Implemented via appropriate technology fibre / wireless / hybrid technologies on a cost effective basis, possibly using public sector networks (respecting competition laws).</li> <li>• Key employment centres attract businesses dependent on NGA connectivity (who? what specifically do they want?).</li> <li>• Residents encouraged to be digitally active via 'open zones' in parks, public spaces and within range of public sector buildings.</li> <li>• Skills are available locally to service NGA infrastructure and take advantage of benefits (e.g. training courses).</li> <li>• Ability to reduce personal travel due to ability to video conferencing,</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented via appropriate technology fibre / wireless / hybrid technologies on a cost effective basis, possibly using public sector networks (respecting competition laws).</li> <li>• NGA 'Hubs' at prime points of presence to appeal to knowledge, creative and other highly data intensive industries examples include Daresbury SIC, The Heath, and Manor Park in Runcorn plus Widnes Waterfront.</li> <li>• Residents encouraged to be digitally active via 'open zones' in parks, public spaces and within range of public sector buildings.</li> <li>• Schools and public sector estate connected via NGA to offer highest levels of education potential and</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented via appropriate technology fibre / wireless / hybrid technologies on a cost effective basis, possibly using public sector networks (respecting competition laws).</li> <li>• Residents access and have improved knowledge of web benefits, for example –               <ul style="list-style-type: none"> <li>▪ Online shopping</li> <li>▪ Money saving benefits</li> <li>▪ Education and training</li> <li>▪ Health care</li> <li>▪ Jobs and access to employment</li> </ul> </li> <li>• Residents able to take advantage of web cams, VOIP communication.</li> <li>• Council delivers many services online.</li> </ul>



<p>work from home via dependable and fast communications infrastructure.</p> <ul style="list-style-type: none"> <li>• Council delivers many services online.</li> <li>• Residents access and have improved knowledge of web benefits, for example – <ul style="list-style-type: none"> <li>▪ Online shopping</li> <li>▪ Money saving benefits</li> <li>▪ Education and training</li> <li>▪ Health care</li> <li>▪ Jobs and access to employment</li> </ul> </li> </ul>	<p>efficiency.</p> <ul style="list-style-type: none"> <li>• Council delivers many services online.</li> <li>• Residents access and have improved knowledge of web benefits, for example – <ul style="list-style-type: none"> <li>▪ Online shopping</li> <li>▪ Money saving benefits</li> <li>▪ Education and training</li> <li>▪ Health care</li> <li>▪ Jobs and access to employment</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Service users can access services via multiple online channels including social networking sites and live chatrooms to obtain advice.</li> <li>• Internally, webcams are used to speak to colleagues, webcasts are standard practice to cascade information &amp; briefings. Documents can be accessed and collaboratively produced with partners over the web.</li> </ul>
--	--	---

## Vision and outcomes

<b>Vision</b> (A narrative summary of where this strategy is intended to lead)	<b>Outcomes</b> (A measurable or verifiable statement which unpacks the vision).
<p>By 2015 NGA broadband is deployed throughout the borough and accessible to both businesses and residents at an affordable rate.</p> <p>Employment sites in Halton are seen as desirable due to the advantage of readily available high capacity bandwidth.</p> <p>Residents and employees are skilled and knowledgeable about ICT and the Web and are able to take advantage of NGA benefits.</p> <p>The need to attend meetings in person is replaced by web cams, webcasts and personal video conferencing.</p> <p>Residents have access to low cost ICT equipment, training and technical support. A thriving third sector helps to provide this access and support.</p>	<p><b>Broadband Users</b></p> <ul style="list-style-type: none"> <li>• 50% of residents use basic broadband by 2012</li> <li>• 75% of residents use basic broadband by 2015</li> <li>• 50% of businesses have access to NGA by 2012</li> <li>• 100% of businesses have access to NGA by 2015</li> <li>• 100% of public sector has access to NGA by 2012</li> </ul> <p><b>Health Care</b></p> <ul style="list-style-type: none"> <li>• 50% of GPs offer online services for booking appointments by 2015.</li> <li>• 25% of GPs offer online services for health screening, health advice by 2015.</li> <li>• Access to healthcare – online service requests increase by 2015</li> <li>• HBC Telecare Strategy is implemented to allow vulnerable adults to remain at home by 2015.</li> </ul> <p><b>HPIJ and Job Centre Plus</b></p> <ul style="list-style-type: none"> <li>• Dedicated job web portal</li> <li>• No. of jobs vacancies accessed online and applied for electronically increases to 80% by 2015</li> <li>• Access to jobs – online applications and enquiries via HPIJ increase by 50% over 2010 baseline.</li> </ul> <p><b>Employment &amp; Entrepreneurialism</b></p> <ul style="list-style-type: none"> <li>• Implement an Enterprise Fund in conjunction with industry to encourage business start ups with mentoring and grant funding</li> <li>• Social Enterprise offering services in Halton to move digital inclusion agenda forward.</li> </ul>

<p>Many Council services are available online and the Council employs NGA advantages in service delivery e.g. online land charge service; telecare for vulnerable people.</p>	<p>Skills and Training in ICT Life Skills</p> <ul style="list-style-type: none"> <li>• 5% increase in those enrolled on IT training for online users and web developers on an annual basis 2011 – 2015.</li> <li>• 30% increase in those enrolled on IT training from areas in top 10% IMD (Index of Multiple Deprivation) for online users and web developers on an annual basis 2011 - 2015.</li> <li>• Provide loan devices to allow connectivity to broadband</li> <li>• Provide free equipment to those in education supported by minimum income</li> </ul>
	<p>Education</p> <ul style="list-style-type: none"> <li>• Access to education – online applications for courses at all levels increase by 10%</li> </ul>
	<p>Online Community</p> <ul style="list-style-type: none"> <li>• Ability to take part in online society improves e.g. shopping, communicating, access to services.</li> <li>• Increase personal responsibility and erode the dependency culture</li> <li>• Community support and volunteer schemes to help implement and increase technology use amongst residents and businesses.</li> <li>• Halton’s public sector involve the community by online means.</li> <li>• Cheap / free equipment accessible to the community on a own / rent / loan basis.</li> </ul>
	<p>Council Services</p> <ul style="list-style-type: none"> <li>• Full online services available from all frontline, public facing services.</li> <li>• Increase number of residents wanting to do business via internet and e-mail to 50% from a baseline of 15% via internet &amp; e-mail (78% via telephone) in 2010</li> <li>• Informal contact available through social networking</li> <li>• Community engagement via Twitter / Facebook / Text Message, for example promoting consultations.</li> <li>• Telecare systems in place for social care and PCT providers to protect vulnerable people.</li> </ul>

	<ul style="list-style-type: none"> <li>• Text message contacts during consultation and engagement exercises, allow consultees to 'opt out' of paper based channels.</li> <li>• Increase engagement and participation in public sector decisions through digital channels.</li> <li>• Digital advertising screens around Borough linked to network.</li> <li>• Extended CCTV coverage</li> <li>• Expansion of AIMES project to engage people in consultation, HPIJ, training via ICT systems.</li> <li>• Support given to the RACEonline2012 project</li> <li>• Make Halton an 'Intelligent Community'</li> <li>• ICT Life Skills Courses delivered in the community or via mobile training facility.</li> <li>• 'Smart Information' traffic signage, transportation signage to update travellers on journey information.</li> </ul>
<p><b>Assumptions and comments</b></p>	

## Analyse current reality

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Science offering at key locations e.g. Heath Business and Technical Park, Daresbury Science and Innovation Campus, Manor Park and Widnes Waterfront.</li> <li>• Halton has already experience of schemes to deploy ICT to community schemes.</li> <li>• Willingness within the Council to look at delivering services differently using online channels.</li> <li>• Well developed services in Library Service and Adult Learning ICT course provision.</li> </ul>	<p><u>Capitalizing...</u></p> <ul style="list-style-type: none"> <li>• Continue to support the business partnerships and innovations in these geographic areas.</li> <li>• Pass on learning through new schemes in other vulnerable areas.</li> <li>• Prioritise services based on transaction volumes and suitability for online channels.</li> </ul>
<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Lack of funding available for all elements of NGA deployment i.e. infrastructure, technical support. NGA deployment heavily market led and may not penetrate the areas identified for growth.</li> <li>• Lack of overview with regard to needs of businesses in Halton.</li> <li>• Lack of overview with regard to level of training offered via education facilities in ICT skills.</li> <li>• Lack of ability within businesses to use ICT to drive their business.</li> <li>• Need to provide a 'talent pipeline' between schools / education facilities and work. People need to be prepared to work in a modern work environment.</li> <li>• High levels of unemployment and low ICT skill base of those not in employment.</li> </ul>	<p><u>Alleviate...</u></p> <ul style="list-style-type: none"> <li>• Partnership approach with surrounding districts to increase economies of scale and business case for market intervention.</li> <li>• Seek advice from Halton Chamber of Commerce on businesses needs.</li> <li>• Explore support and strategies offered by public sector and partners in ICT education fields.</li> <li>• Find alternatives to direct funding e.g. gift redundant ICT assets from public sector to fund social enterprise.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Economy of North West to be based on knowledge, ideas and innovation.</li> <li>• Digital offers a 'green' way of doing business by reducing the need to travel.</li> <li>• Build upon the 'AIMES' Halton.Net deployment for ICT to residents in Windmill Hill area of Runcorn.</li> <li>• Provides access to untapped community potential through volunteering, technical support and ICT skills training.</li> <li>• NGA can become an enabling technology providing a route to new industries and jobs in Halton.</li> <li>• Need to maintain high quality built and green environment and social infrastructure</li> </ul>	<p><u>Capitalizing...</u></p> <ul style="list-style-type: none"> <li>• Identify the location of these industries in Halton. Once identified, research their support needs.</li> <li>• Ensure links with low carbon and flexible working agendas.</li> <li>• Pass on learning through new schemes in other vulnerable areas.</li> <li>• Fully engage with business community and Regional Development Agency (NWDA) to deploy NGA to the right locations.</li> </ul>

including leisure activities to attract and retain knowledge workers.	
<b>Threats</b> <ul style="list-style-type: none"> <li>Industries to be attracted are relatively 'footloose' in nature.</li> <li>Knowledge, ideas and innovation are not geographically fixed.</li> </ul>	<u>Alleviate...</u> <ul style="list-style-type: none"> <li>Make appropriate infrastructure provision now to secure business commitment to Halton.</li> </ul>

## Implicit strategy

What are the underlying beliefs and assumptions that got you to where you are now?

1. Recognition that ICT skills will make a difference to local people and improve the situation as regards poverty, social exclusion, access to health, education, and financial advice and benefits. Communities engaging in ICT and digital services available online will be able to close the health and economic inequalities gap between areas in Halton.
2. Strong need to support economic development in the Borough to tackle worklessness and the low wage economy.
3. Next Generation Access Broadband will attract new businesses into Halton and make existing businesses more competitive and ultimately successful. Superfast Broadband is understood to be a prime determinant influencing business location.
4. Need to be increasingly efficient in public service delivery. Need to provide quality services focussed on priorities of the local community. Online services are cheaper to provide than face to face, telephone, or postal options.
5. The convenience of 24/7 access to digital services allows residents and businesses to have the flexibility to request services at times convenient to them.
6. For many residents and communities in Halton the problem is not lack of connection to broadband opportunities but barriers such as lack of appropriate equipment, the skill and knowledge to use the equipment or financial barriers to obtaining connections.

## Options

List options for achieving the outcomes grouped under broad headings (the main levers of change - if appropriate)

Level 1 – Obtain NGA	Level 2 – Up skill Businesses to take advantage of NGA	Level 3 – Residents have the resources for online inclusion	Level 4 – More Council Services Online
<p>Options</p> <ul style="list-style-type: none"> <li>• Seek partnership / venture with infrastructure provider for the Borough</li> <li>• Develop infrastructure in key locations</li> <li>• Attract funding</li> <li>• Examine self funding</li> <li>• Draw on linkage with other locations and areas e.g. universities.</li> <li>• Prepare new developments to cater for NGA deployment e.g. ducting, optic fibre cables</li> <li>• Cut public sector network infrastructure costs, such as rentals and leases to free funding for NGA development. Reduce duplication.</li> </ul>	<p>Options</p> <ul style="list-style-type: none"> <li>• Training / support packages for business.</li> <li>• Unlocking staff potential via -               <ul style="list-style-type: none"> <li>• School course</li> <li>• College courses</li> <li>• Adult education</li> <li>• Needs of employers identified and included into education system.</li> </ul> </li> <li>• Raise awareness of the benefits of NGA.</li> </ul>	<p>Options</p> <ul style="list-style-type: none"> <li>• 3<sup>rd</sup> Sector provision</li> <li>• Community led schemes</li> <li>• AIMES roll out in all deprived areas</li> <li>• RSL deployment in care facilities</li> <li>• Investigate web software and applications to provide online training.</li> <li>• Provide incentives to encourage communities to be digitally active</li> <li>• Take ICT Digital Skills teaching into the community to improve accessibility.</li> </ul>	<p>Options</p> <ul style="list-style-type: none"> <li>• Online primary mechanism for delivery backed by other channels for non-online residents</li> <li>• Web chat facility for residents to contact HDL.</li> <li>• Telecare</li> <li>• Health Care</li> <li>• Text message consultation / service reminders.</li> <li>• Provide remote advertising hoardings for participation and engagement and communication.</li> <li>• Audit high volume interaction services to move service provision online e.g. licensing / land searches.</li> <li>• CCTV provision</li> <li>• Provide an online</li> </ul>

<ul style="list-style-type: none"><li>• Provide free access portals at key venues e.g. in parks on the back of public sector ICT networks</li></ul>			consultation database for public to manage their details and contact arrangements and subjects of interest.
---	--	--	---



## Detailed Actions / Options for Selection

Delivery Key: HBC=Halton Borough Council; LSP=Partnership; PPP= Public Private Partnership; SE= Social Enterprise

Output 1 –	Activities	When	Delivery Vehicle	Cost
<b>Obtain Next Generation Access Broadband</b>				
Output 1.1 Submit a bid for Halton to be a Broadband Delivery UK (BDUK) Superfast Broadband Pilot Area	1.1.1 Submit bid during August 2010 to the NWDA. (Note – This action has been completed – See supporting Evidence Paper) 1.1.2 Submit bid last quarter of 2011 to BDUK as part of Wave 2 ‘Local Broadband Plan’.	August 2010 Oct-Dec 2011	HBC PPP	Nil Nil
Output 1.2 Support the regional work ‘Making NGA a Reality in the North West: Strategic Framework’  Framework Priorities: <ul style="list-style-type: none"> <li>• universal availability of NGA</li> <li>• a range of competitive retail service providers</li> <li>• networks that can sustain world-class applications</li> <li>• promotion of innovative services and applications.</li> </ul>	<i>(All activities from ‘Making NGA a Reality in the North West: Strategic Framework’ are reproduced here. Only those where the public sector has a key role are elaborated).</i> 1.2.1 Demand registration - Register existing demand for NGA and make this information available to all potential suppliers. This should categorise the type of demand, e.g. FTTP or FTTC, and identify clusters, e.g. of employment sites. Monitoring of actual take-up will be important as an input to the planning of further intervention activities, and as a tool for attracting private-sector suppliers to the region. 1.2.2 <i>Clarify the issue of business rates.</i> 1.2.3 Efficient processes for approving civil works - One barrier to the rapid and efficient deployment of NGA is the process of planning permission (e.g. for new cabinets) and gaining approval for road closures to deploy fibre infrastructure. Local authorities should work with telecoms operators to ensure that there is a clear and efficient process for such activities. 1.2.4 <i>Promote common standards for ducting.</i> 1.2.5 Ensure that NGA is in all areas of new build - It is much cheaper to	July 2012          July 2012  July	HBC          HBC  HBC	Nil          Nil  Nil

	install the infrastructure for NGA at the same time as other building works. All planning applications should therefore ensure that the current, or future, provision of NGA services is accounted for in any new building projects. Local planning authorities may wish to implement this activity by mandating certain obligations on property developers before planning permission is approved. The model planning obligation (section 106) agreement. The public sector should also consider making the provision of NGA a pre-requisite for any publicly funded building projects.	2011		
1.2.6	Invest in new networks where the private sector will not invest at all - the region could intervene by investing in new NGA networks. Investment should seek to leverage private-sector investment as much as possible, as discussed later.	July 2012	PPP	>£25k
1.2.7	Explore aggregating demand from multiple sectors - Local Authorities can work to aggregate demand from multiple public sector bodies in the area, and so provide an anchor tenancy that will improve the business case for NGA investment	July 2012	HBC	Nil?
1.2.8	Leverage existing network assets - There are existing fibre-optic network assets in the region. Of particular note are networks such as JANET and CLEO in the education sector. Use these existing assets to help increase the wider supply of NGA. Providing access to public sector land and buildings for deploying network equipment.	July 2012	HBC	<£20k
1.2.9	Share maps of NGA coverage and demand - A centralised view of NGA coverage (current and planned, and non coverage areas), and demand should be available.	Ongoing	HBC	Nil
1.2.10	If sufficient competition does not emerge, influence the regulator to increase competition - The region should monitor how the competitive situation evolves to ensure that a wide range of service providers emerges which have access to suitable products from network providers. If a suitably competitive market does not emerge, the region should seek to raise its concerns with Ofcom.	Ongoing	HBC	Nil
1.2.11	<i>Invest in open-access networks to ensure a more competitive environment.</i>			
1.2.12	Support independent local service providers - The region may wish to support the development of local service providers. However,	July 2012	HBC	<£5K

	<p>this is not expected to be a priority activity that involves significant levels of investment.</p> <p>1.2.13 <i>Promote common network standards.</i></p> <p>1.2.14 <i>Identify demand for FTTP services.</i></p> <p>1.2.15 Encourage the private sector to deploy higher-quality networks.</p> <p>1.2.16 Invest in higher-quality networks than the private sector has already deployed.</p> <p>1.2.17 Promote broadband take-up - Promote applications for current broadband and NGA to the digitally excluded so that they can see a reason to use broadband and NGA. Training and technical support measures are needed for the digitally excluded and for businesses, to encourage NGA take-up.</p> <p>1.2.18 Encourage broadband users to move to NGA - To make sure that as many people as possible use NGA, current broadband users must be fully aware of the additional benefits and services that NGA can deliver. To achieve this, the region should work with providers of NGA to ensure that the benefits to end users (e.g. new services and applications) are communicated clearly to businesses and consumers in a way they understand.</p> <p>1.2.19 Identify the next set of 'killer applications' - work in this area should also include identifying how the public sector can transform the way in which it delivers public services in areas such as healthcare and education.</p> <p>1.2.20 Ensure interfaces with non-NGA activities - Ensure that planning of NGA intervention activities is co-ordinated with other relevant objectives such as achieving a low carbon economy, rural communities initiatives and developing digital technology skills. It will be important to develop skills in the North West to establish, operate, maintain and exploit NGA. This could include education programmes, apprenticeships or NGA R&amp;D programmes in the region's higher education institutions.</p>	<p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p>	<p>PPP PPP</p> <p>SE</p> <p>HBC / PPP / SE</p> <p>HBC</p> <p>PPP</p>	<p>Nil &gt;£25K</p> <p>&lt;£5k</p> <p>Nil</p> <p>Nil-to &gt;£25K</p> <p>Nil</p>
<p>Output 1.3</p> <p>Continue to promote Halton's interests at Liverpool City</p>	<p>1.3.1 Support work of Digital Connectivity in LCR Working Group.</p> <p>1.3.2 Support work of NGA Regional Advisory Group.</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>HBC</p> <p>HBC</p>	<p>Nil</p> <p>Nil</p>

Region (LCR) and Regional working groups seeking to secure Next Generation Access (NGA) Broadband.				
Output 1.4 Establish a 'Horizon Scanning' working group to periodically test new technologies, innovate and exploit opportunities. This should include public sector, universities and private sector.	1.4.4 Establish an external partnership 'Horizon Scanning' Working Group. 1.4.2 Cascade learning to HBC Departments to incorporate into service planning (e.g. NGA benefits, consultation via text message).	July 2012 Ongoing	PPP HBC	Nil Nil
Output 2 – <b>Upskill Businesses to take advantage of NGA</b>	Activities	When	Delivery Vehicle	Cost
Output 2.1 Promoting digital and social inclusion through contracts, commissioning and grant aid	2.1.1 The authority and partners commission in a smart way e.g. contracting for outcomes, but also ensuring that all relevant contracts do not inadvertently deepen social and digital exclusion. 2.1.2 Put processes in place to ensure that: a) ICT or service contracts do not inadvertently lead to exclusion for individuals or communities b) Opportunities to enhance digital inclusion are built into contract. c) Follow good practice when working with the third sector – for example contracting for outcomes? d) Involve those affected by the procurement involved in the decision in some way e.g. residents / business.	Ongoing  July 2012	LSP  LSP	Nil  Nil
Output 2.2 Apply for Halton to become an 'Intelligent Community' via the	2.2.1 <a href="http://www.intelligentcommunity.org/">http://www.intelligentcommunity.org/</a> 2.2.2 Complete application process for 2012 (process starts June 2011)	July 2011	HBC	Nil

Intelligent Communities' Forum (ICF).				
Output 2.3 Private Sector - Enhanced Partnership working in Halton to deliver digital inclusion	<p>2.3.1 Work closely with local and national businesses on digital and social inclusion initiatives for example: harnessing employee volunteering schemes, reusing infrastructure and spare capacity and recycling ICT equipment back into the community.</p> <p>2.3.2 Works with local business to reach out to digitally excluded employees and their families with equipment or training and support.</p> <p>2.3.3 Opportunities for the private sector to act as a delivery channel for public services are also explored.</p> <p>2.3.4 Embed within relevant ICT or service contracts with the private sector digital and social inclusion objectives or clauses.</p> <p>2.3.5 Develop working relationships with local communications companies to help to fill gaps in broadband, Wifi or other comms provision (notspots).</p> <p>2.3.6 Explore opportunities for the authority to make use of free national schemes provided by national businesses.</p> <p>2.3.7 Explore opportunities of working with local businesses / 3<sup>rd</sup> sector on recycling equipment or using spare capacity on networks for the community.</p> <p>2.3.8 Develop a social enterprise using local employee volunteers to assist helping people to use computers, recycle equipment or other digital inclusion initiatives.</p>	<p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p>	<p>PPP</p> <p>HBC</p> <p>PPP</p> <p>HBC</p> <p>PPP</p> <p>HBC</p> <p>HBC</p> <p>SE</p>	<p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>&lt;£5K</p>
Output 3 – <b>Residents have the resources for online inclusion</b>	Activities	When	Delivery Vehicle	Cost
Output 3.1 Implement Quick Wins List to Assist Residents to get Online.	<b>3.1.1 Use Council's online channels</b> to promote skill development. Some people may have Internet access but struggle to use the web effectively and could be referred to <a href="#">myguide</a> which is designed specifically to help them build confidence in web use.	Ongoing	HBC	Nil

	<p>Many Council website users will be confident internet users and where they are using the most popular parts of your website they should be asked if they 'know someone who would also benefit from this service but isn't yet online, here's how you can help' and link to the <a href="#">Pass IT on</a> website.</p> <p><b>3.1.2 Use Council's offline delivery channels</b> effectively and not 'passively'. These need to be safety nets but not keep nets - they need to be actively used to promote what's available online and the digital inclusion support available for their clients. There is a very real risk that offline channels could inadvertently maintain the digital divide for their clients and deny them future jobs, savings, independent living etc. as a result. One-stop-shops should know where Halton's local UKOnline centres are and call centres can offer clients the free phone number (0800 77 1234) to find Halton's local centres. These channels should also be using the HBC website (and Directgov) as a knowledge resource.</p> <p><b>3.1.3 Use all our communication channels.</b> Correspondence, publications, posters, newspapers, local radio, events (whether about inclusion or anything else) - all should be promoting what's available online and have a secondary call-to-action 'but if you're not yet online phone 0800 77 1234 to find ..'</p> <p><b>3.1.4 Using our mobile frontline and outreach staff</b> (including third sector partners). Both to promote what's available and also to directly support inclusion; <a href="#">myguide</a> is designed to be used in this way, for example it is used by some organisations in the homes of disabled people. Also using internal communications LA staff more generally could be asked to 'Pass IT on' to friends, family and neighbours.</p> <p><b>3.1.5 Support and use access initiatives.</b> Check that Halton's local UK online centres are sustainable. Promote myguide, which can be used without the need for much if any dedicated staff. Make sure residents can benefit from the Home Access programme for disadvantaged households (obtain kit and connectivity packages). Other support and discount initiatives include the e-Learning Foundation schemes. Promote to parents the</p>	<p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p>	<p>HBC</p> <p>HBC</p> <p>HBC</p> <p>HBC</p>	<p>Nil</p> <p>&lt;£5K</p> <p>Nil</p> <p>Nil</p>
--	---	---	---	---

	<p>availability of Home Access approved packages also for sale in their area. Support or initiate computer refurbishment schemes and ensure there is a skills and confidence building element such as myguide and UK online centres as this will attract significant software discounts from Microsoft.</p> <p><b>3.1.6 Get engaged in or adapt national inclusion campaigns.</b> Council to enrol as partner in Martha Lane Fox's ongoing Race Online 2012. Library Services to support Age UK's Itea and Biscuits campaign. (Note – action 3.1.6 has been completed – Sept 10).</p>	Sept 2010	Complete	Nil
Output 3.2 Complete Digital Inclusion Beacon Checklist and incorporate recommendations into DEIS Strategy	3.2.1 Complete Beacon Checklist and implement appropriate actions. (Note – This action has been completed and the results of the checklist have been included in this strategy)	Sept 10	HBC	Nil
Output 3.3 Undertake community mapping and resident insight analysis	3.3.1 Take steps to research, profile and identify the specific needs of their most vulnerable customers. These are an established priority for improving services, providing support and increasing engagement.	Ongoing	HBC	Nil
Output 3.4 Assess the extent to which households in rural areas would be considered digitally excluded	3.4.1 Assess whether households in the Borough digitally or socially excluded. 3.4.2 If necessary consider the use of mobile equipment on buses to deliver services, and to demonstrate to remote communities the alternative approaches to accessing services. Permanent equipment could be installed in community locations and village halls for use by local residents. In other cases mobile equipment could be developed for communities to share. Shared services and partnering approaches have also been adopted to allow frontline staff on home visits to act as advocates to other services.	Ongoing  July 2012	HBC  PPP	nil  >£25K
Output 3.5 Review Adult Learning, Library Services and Community	3.5.1: Review existing strategies to ensure: <ul style="list-style-type: none"> <li>• Clear actions to improve the ICT related life skills of disadvantaged communities and residents?</li> <li>• Free, practical and informal ICT learning available for residents –</li> </ul>	Ongoing	HBC	Nil

<p>Development Strategies with a focus on embedding digital skills</p>	<p>were there is no obligation to take tests and exams?</p> <ul style="list-style-type: none"> <li>• Are there clear pathways between informal and formal learning around ICT?</li> <li>• Is there training and awareness raising in place to support residents and communities accessing public and third sector services via ICT?</li> <li>• Actions to improve access to technology for disadvantaged residents both in the community and at home?</li> </ul> <p>3.5.2 Provide in-community learning environments or mobile units to allow courses to be delivered in localities.</p>	<p>July 2012</p>	<p>PPP</p>	<p>&lt;20K</p>
<p>Output 3.6</p> <p>Supports the voluntary and community sector to use technology effectively.</p>	<p>3.6.1 Help the sector to improve the efficiency and effectiveness of their services to the most disadvantaged. It is recognised that the third sector can be a real driving force for innovation in service delivery. Options include:</p> <ul style="list-style-type: none"> <li>• Identifying and equipping 'champions' within these groups with access to and the capability to use ICT.</li> <li>• Providing shared services such as web site design and hosting, and communications tools for the sector.</li> </ul>	<p>July 2012</p>	<p>LSP LSP</p>	<p>Nil Nil</p>
<p>Output 3.7</p> <p>Improvements in across boundary working to improve services for the most vulnerable</p>	<p>3.7.1 Consider establishing partnerships with neighbouring authorities specifically relating to serving vulnerable groups and preventing them falling between gaps in service provision. Provide technology to support these partnerships; results driven intervention.</p>	<p>July 2012</p>	<p>HBC</p>	<p>Nil</p>
<p>Output 3.8</p> <p>Public Sector - Enhanced Partnership working in Halton to deliver digital inclusion initiatives</p>	<p>3.8.1 Develop the remit of Halton Strategic Partnership and Children's Trust to include explicitly digital and social inclusion.</p> <p>3.8.2 Explore joint council/ RSL initiatives to tackle digital exclusion in the area.</p> <p>3.8.3 Consider working with sheltered housing for older people.</p> <p>3.8.4 Work with wider public organisations on digital and social inclusion initiatives (Primary Care Trusts, Police, Fire Service, Job Centre Plus, FE colleges, Schools, Connexions). Ensure that frontline workers in these wider public sector organisations understand the benefits of ICT, have the skills and simple tools to use it in their day job and are able to act as ICT advocates to the people and communities they work with.</p>	<p>Ongoing July 2012 July 2012 July 2012</p>	<p>HBC HBC HBC LSP/PPP</p>	<p>Nil Nil Nil Nil</p>



<p>Output 3.9</p> <p>Third Sector - Enhanced Partnership working in Halton to deliver digital inclusion</p>	<p>3.9.1 Work closely with the third sector on digital inclusion initiatives particularly to provide ICT access and training to disadvantaged groups.</p> <p>3.9.2 Frontline workers in these organisations understand the benefits of ICT and are able to act as ICT advocates to the people and communities they work with.</p>	<p>July 2012</p> <p>July 2012</p>	<p>HBC</p> <p>HBC</p>	<p>Nil</p> <p>Nil</p>
<p>Output 3.10</p> <p>Strengthen existing partnerships to deliver on all four digital strategy elements</p>	<p>3.10.1 Review the structure of existing partnerships to include digital and social inclusion responsibilities. Balance risk/ reward share within the partnership. Ensure partnerships are sustainable and not based on temporary goodwill.</p> <p>3.10.2 Put the right incentives in place for each partner to overcome the inevitable delivery obstacles and hurdles. Ensure success in all partners' interests.</p> <p>3.10.3 Revisit data sharing arrangements for partnerships, particularly Halton Strategic Partnership and Children's Trust.</p> <p>3.10.4 Enhance personal data sharing arrangements within strict protocol. Breakdown organisational and cultural barriers to data sharing. Develop data sharing policy, data sharing standards agreed at a technical level and clear protocols are agreed between partners. Train staff on data security and protocols, overcome culture of risk aversion to sharing data, collect data against the COUNT principle (collect once and use numerous times) between agencies.</p> <p>3.10.5 Prioritise learning from others (reuse of the successful and appropriate initiatives of others) over the development of new home-grown initiatives. Encourage innovation in the sharing of good practice – using a mix of 'market places', testimony from users, customer journeys, tours of initiatives and video.</p> <p>3.10.6 Demonstrate successes. How have actions improved the lives and life chances of the most socially excluded groups - the 5-10% hardest to reach in society and the 10% most deprived communities.</p> <p>3.10.7 Performance measures for the partnership. What activities have made a real difference to the socially excluded adults PSA target groups: care leavers, offenders, adults with learning disabilities, and adults accessing secondary mental health services? What activities have made a difference for domestic violence sufferers, families at risk, homeless, substance abusers and those not in education, employment or training</p>	<p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p> <p>July 2012</p>	<p>LSP</p> <p>LSP</p> <p>LSP</p> <p>LSP</p> <p>LSP</p> <p>LSP</p> <p>LSP</p>	<p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p> <p>Nil</p>

	(NEET), young carers? What activities have made a difference in communities that are in the top or second decile for deprivation in the country? What is the measured difference in qualitative or quantitative terms?			
Output 4 – <b>More Council Services Online</b>	Activities	When	Delivery Vehicle	Cost
Output 4.1 Enhanced Service Planning	<p>4.1.1 Incorporate online services delivery options into service planning process.</p> <p>4.1.2 Incorporate measures to further digital inclusion into the service planning process. This covers both the way the Council conducts its business and the services it offers to actively promote digital inclusion.</p> <p>4.1.3 Develop and undertake Social Exclusion Impact Assessment on strategies, policies, programmes and service transformation to ensure the outputs are digital exclusion proof.</p> <p>4.1.4 Establish a cross-discipline group to work closely to improve services and provide systemic opportunities for ICT to come together with frontline workers and services managers. Technology is seen as an effective lens through which to view social problems.</p> <p>4.1.5 Establish a virtual innovation centre to actively encourage, collect and consider suggestions from frontline staff workers. Forge strong relationships with universities and private sector to stimulate innovation and take advantage of technology transfer into the public sector.</p> <p>4.1.6 Customer centred service design. It encourages local participation in the way public and voluntary services are run and developed. It takes effective steps to understand and address the needs of citizens and communities, especially those who are vulnerable or socially excluded. Service users are involved in the service design process. This is facilitated by technology so that service users are able to participate in a way that is convenient to them.</p> <p>4.1.7 Contact channel strategies actively grasping the opportunities associated with technology and delivering better services to the digitally and socially excluded as well e.g. using intermediated access, home access, digital TV, games consoles, mobile service centres, kiosks and</p>	July 2012	HBC ↓	Nil ↓

	screens in key community locations etc.Ensure channels are accessible to those with specific disabilities or language needs. This includes traditional channels as well as electronic channels. Make use of simpler language and more easily recognised symbols and illustrations in communicating information and in the delivery of self-service applications			
Output 4.2 Performance Management	4.2.1 Clear goals and targets set for digital inclusion initiatives. 4.2.2 Clear evaluation framework for digital inclusion initiatives including quantitative and qualitative (via case study to capture 'softer' issues) measures	July 2012	HBC	Nil
Output 4.3 Change Management Processes	4.3.1 Establish a 'Digital Inclusion Workstream' to look at pushing more services online including enabling service users to continue to access online services. 4.3.2 Ensure business case preparation incorporates digital inclusion aspects where appropriate. This may be staff training or customer experience led.	Ongoing	HBC	Nil
Output 4.4 Citizen and Community Involvement	4.4.1 Technology used extensively to facilitate consultation and involvement, to demonstrate how community consultation has influenced decisions and to ensure the community is aware of the outcomes. 4.4.2 Online consultation database with the option for the user to login, update their contact details and select the topics of consultation that interest them. Users validate with council tax / business rates ref and address gazetteer (LLPG) looks up address.	Ongoing	HBC HBC	<£10K <£5K
Output 4.5 Digital Channel Evaluation	4.5.1 Review Halton Direct Link statistics for call centre service requests. Seek to migrate some of these service requests / service provision to the website. Examples include land charges where LLC1 and Con29 forms could be made available electronically via the web.	Ongoing	HBC	Nil

## Priorities for Action (to be completed following consultation)

Priorities for action – narrative	Measurable goals	Outputs – key deliverables with dates
<b>Priority 1</b>		Output 1.1 Output 1.2 Output 1.3
<b>Priority 2</b>		Output 2.1 Output 2.2
<b>Priority 3</b>		Output 3.1 Output 3.2 Output 3.3
<b>Priority 4</b>		Output 4.1 Output 4.2 Output 4.3 Output 4.4

## **The learning loop (to be completed following consultation)**

How will you communicate the strategy?

How will you monitor and evaluate your progress?

When will you review and revise the strategy?

**REPORT TO:** Employment, Learning, Skills  
& Community Policy & Performance Board

**DATE:** 8<sup>th</sup> June 2011

**REPORTING OFFICER:** Strategic Director Policy and Resources

**SUBJECT:** Performance Management Reports for Quarter  
4 of 2010/11

**WARDS:** Boroughwide

### **1.0 PURPOSE OF REPORT**

To consider and raise any questions or points of clarification in respect of performance management reports for the fourth quarter of 2010/11, to March 2011. The report details progress against service objectives/ milestones and performance targets, and describes factors affecting the service for:

- Enterprise & Employment and Adult Learning & Skills Development
- Community Services namely Library Services & other Culture & Leisure Services

### **2.0 RECOMMENDED: That the Policy and Performance Board**

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

### **3.0 SUPPORTING INFORMATION**

- 3.1 Directorate Overview reports and associated individual Departmental Quarterly Monitoring reports have been previously circulated via a link on the Members Information Bulletin to allow Members access to the reports as soon as they become available. These reports will also provide Members with an opportunity to give advanced notice of any questions, points raised or requests for further information, to ensure the appropriate Officers are available at the Board Meeting.
- 3.2 Where a Department presents information to more than one Policy & Performance Board some reconfiguration of the reports has been actioned to reflect Board responsibilities as shown in the following papers.

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

3.4 For 2010/11, direction of travel indicators have also been added where possible, to reflect progress for performance measures compared to the same period last year.

#### **4.0 POLICY IMPLICATIONS**

4.1 There are no policy implications associated with this report.

#### **5.0 OTHER IMPLICATIONS**

5.1 There are no other implications associated with this report.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

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

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

#### **7.0 RISK ANALYSIS**

7.1 Not applicable.

#### **8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 Not applicable.

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

<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>
Not applicable		

## Departmental Quarterly Monitoring Report

<b><u>Directorate:</u></b>	Environment & Economy
<b><u>Department:</u></b>	Employment, Economic Regeneration & Business Development
<b><u>Period:</u></b>	Quarter 4 - 1 <sup>st</sup> January – 31 <sup>st</sup> March 2011

### 1.0 Introduction

This quarterly monitoring report covers the Employment, Economic Regeneration & Business Development Department fourth quarter period up to 31<sup>st</sup> March 2011. It describes 'key' developments and progress against 'key' milestones and performance indicators for the service.

The way in which the traffic lights symbols and direction of travel indicators have been used to reflect progress to date is explained within Appendix 8.

### 2.0 Key Developments

#### Adult Learning and Skills Development

- 436 is the total number of assessments completed. The number of people assessed in this quarter was 253 and some people will have completed a Literacy and Numeracy assessment. 227 people progressed to a learning programme and 87 individuals were placed on the waiting list for HEP programmes (they did not start a learning programme in this quarter). An individual may participate in more than one programme within a quarter.
- 436 Skills for Life assessments were completed and, from these, 119 learners were referred to a Skills for Life learning programme, 28 to the Employability Skills Programme, 80 to the HEP Award programme (20 of which completed the HEP Award programme in Quarter 4)
- 88 City and Guilds Literacy and Numeracy qualifications were achieved in this quarter
- During Q4, 1349 individual learners (equating to 1847 enrolments) were on an adult learning programme. Of these, 18.24% had no previous qualifications; 2.37% had not been involved in learning in the previous two years; 15.86% had disclosed a disability; 6% reported they wanted additional help with literacy, number and/or ICT; 31.95% were male; 3.85% were BME learners; and 31.43% of all enrolments came from residents from Halton's LSOAs.

#### Family Learning

- During Q4, 292 parents or carers (equating to 373 enrolments) were on a



family learning programme.

- 18 schools, including 2 secondaries hosted a family learning programme.
- 5 Children's Centre tutors delivered a wide range of programmes, attracting new parents to adult learning.
- 40 learners were registered for the Award in Supporting a Child's Learning and Development.

#### The Halton Employment Partnership (including Science Halton, Construction Halton)

- In Q4 the Divisional Manager was asked to present at the National Welfare Reform Conference in London as a result of the success of the 3MG Jobs Tesco project, the work of which was picked up by LGA and put forward as a potential contributor to the event.
- Science Halton – [www.sciencehalton.com](http://www.sciencehalton.com) website was finalised and a 'tour' of all relevant groups to promote the site and its use to young people and adults was undertaken. The website is a resource providing a 'journey' of learning and skills provision, plus a range of support services for children, young people and adults wishing to work towards a career in the STAM sector."
- Close liaison with Building schools for the Future in relation to achievement of employment and skills related KPIs took place; these relate to work experience, local employment, apprenticeship opportunities and learner information/careers days.

#### Halton People into Jobs

- The restructure of Halton People into Jobs was completed by the end of Q4 prior to new reporting arrangements coming into play in the new financial year.

### **3.0 Emerging Issues**

#### Adult Learning

- Skills Funding Agency allocations for Adult Safeguarded Learning were confirmed in Q4, £379,469. Discussions are already underway to determine future staffing and service levels for September 2011/12.
- Agreeing future provision in light of WNF ceasing is a priority for the division.
- Learner enrolments are giving cause for concern – whilst fees have been introduced for 'leisure' courses only, there has been a new marketing campaign led by the Centre of Excellence but enrolments have actually reduced. This needs to be unpicked further in order to determine provision for the 2011/12 academic year.
- The foundations for Construction Halton are strong and it is vital that the project doesn't lose momentum. The project will tap into the work of Halton Housing Trust to fully maximise Construction Halton principles for the borough.

- The newly created Employment, Learning & Skills Division from 1 April 2011 will require a period of bedding in and subsequent review by 1st September 2011.
- In June 2010, the Government announced a radical reform of the way welfare to work services would be delivered in the future. The Work Programme will consolidate and replace many of the existing programmes delivered by providers such as A4e.

The main changes in approach are:

- introducing larger and longer term contracts for providers;
- a single programme for customers with earlier access for some people after 6 months of unemployment and inclusion of young people
- a move to differential pricing with more money for the harder to help; and
- payment for outcomes using the savings from the revised approach to benefit payments to fund long term sustainable jobs (1, 2 and 3 years).

The Work Programme is expected to 'Go-Live' in June 2011. HPIJ was successful in being awarded subcontractor status to both Prime Contractors Ingeus Deloitte & A4e.

- During Q4 the Divisional Manager assisted introductions between Corporate Training, Riverside College and the National Apprenticeship Service. It is hoped that future HBC workforce development opportunities will access apprenticeship funding via the college and enable savings for the council as well as providing a possible source of income. The focus initially will be on those members of staff who have to achieve an NVQ in Health & Social Care as part of their role.

BIS have now started a competitive dialogue process to appoint organisation(s) to deliver the "Business Coaching for Growth" programme (BC4G). The tender for the £173 million will be issued on April 8<sup>th</sup> 2011. ([www.publictenders.net/tender/100270](http://www.publictenders.net/tender/100270)). This will provide specialist coaching for up to 10,000 high-growth SMEs per year over a 3 year period that qualify as high growth companies. These high-growth companies will include high-tech companies as well as more general businesses. Up to 10 contracts may be awarded on a national, regional or multi-regional basis.

#### 4.0 Service Objectives / milestones

##### 4.1 Progress against 'key' objectives / milestones


<b>Total</b>	<b>10</b>		8		0		2
--------------	-----------	---	---	---	---	---	---

For further details please refer to Appendix 1. Areas where the objectives have not been met are as follows.

Originally scheduled to be completed in March 2011, the statutory duty to complete the Local Economic Assessment has been rescinded. The development of a Liverpool City Region LEA has ceased and each local authority will now undertake its own assessment. A limited 'refresh' of the 2008 Halton Economic Summary has, however, been undertaken.

Although there have been no changes to numbers of council apprentices this financial year some work is being done with Riverside College and the Corporate Training Centre to convert some existing staff onto Apprenticeships.

##### 4.2 Progress against 'other' objectives / milestones

<b>Total</b>	<b>N/A</b>		N/A		N/A		N/A
--------------	------------	---	-----	---	-----	---	-----

There are presently no objectives/ milestones of this type identified for this service.

#### 5.0 Performance indicators

##### 5.1 Progress Against 'key' performance indicators

<b>Total</b>	<b>7</b>		6		0		1
--------------	----------	---	---	---	---	---	---

For further details please refer to Appendix 2.

The economic recession has had a detrimental impact on the number of people with disabilities moving into work. Three individuals with a disability / health condition were supported into jobs and two disabled people into paid permitted opportunities during quarter 4.

## 5.2 Progress Against 'other' performance indicators

Total	20		9		0		5
-------	----	---	---	---	---	---	---

For further details please refer to Appendix 3.

Please note that the total also includes 6 indicators for which information is currently unavailable.

## 6.0 Risk Control Measures

Please refer to Appendix 4.

## 7.0 Progress against high priority equality actions

There are no High Priority Equality Actions for this area.

## 8.0 Data quality statement




The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data. Where data has been estimated, has been sourced directly from partner or other agencies, or where there are any concerns regarding the limitations of its use this has been clearly annotated.

## 9.0 Appendices

- Appendix 1 Progress Against 'key' objectives / milestones
- Appendix 2 Progress against 'key' performance indicators
- Appendix 3 Progress against 'other' performance indicators
- Appendix 4 Progress against risk control measures
- Appendix 5 Financial Statement
- Appendix 6 Explanation of use of symbols





**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
EEB 2	Foster enterprise and entrepreneurship in order to grow an enterprise culture in Halton.

Milestones	Progress Q 4	Supporting Commentary
Launch expanded Enterprise Academy by <b>Sep 2010</b>		Halton Chamber of Commerce & Enterprise are delivering the expanded Enterprise Academy & Aftercare Programme. Halton Education Business Partnership and Young Enterprise have jointly appointed a Schools Enterprise Officer who is leading the Next Generation Entrepreneurs schools programme.
Deliver Enterprise Week programme by <b>Nov 2010</b>		Enterprising Halton & Halton Education Business Partnership Events will be delivered during Enterprise Week i.e. 15-19 November 2010.
Deliver expanded start up programme by <b>Mar 2011</b>		The Division has now secured a further £60k to continue to deliver an extended start up programme in Halton. An SLA is now in place for 2011/2012 for Enterprising Halton to provide one to one business start up advice, pre-start up training 'kick start' courses for individuals considering becoming self-employed or wanting to start up their own business. These services will operate alongside the New Enterprise Allowance Scheme (DWP) and The Intensive Start Up Support Programme (ISUS).




**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
EEB 3	Reduce unemployment/worklessness by assisting people to secure employment.

Milestones	Progress Q 4	Supporting Commentary
Deliver permitted work placements in council department by <b>Oct 2010</b>		There were 19 disabled people in permitted work placements in Council Departments during July – September 2010. The same figure was reported at end of March 2011.
Development of Employment Action Plans for each NM area by <b>Jan 2011</b>		Reviewed and completed 31st March 2011.
Double the number of council apprenticeships (against 09/10 out turn) by <b>January 2011</b>		There have been no changes to numbers of council apprentices. However, some work is being done with Riverside College and the Corporate Training Centre to convert some existing staff onto Apprenticeships.
Finalise the Disabled and Carers Employment Strategy by <b>Sep 2010</b>		The Disability Employment Network last met in September and has finalised the strategy.

**Appendix 1: Progress Against 'key' objectives / milestones**



Ref	Objective
EEB 4	Raise workforce skill levels by reviewing and addressing the skills deficit in Halton.

Milestones	Progress Q 4	Supporting Commentary
Develop Construction Investors' handbook by <b>Dec 2010</b>		Not yet achieved.
Complete the Business Perceptions survey by <b>Mar 2011</b>		The latest Business Perceptions Survey was completed in March 2010. During Quarter 2 individual businesses who requested follow up support/training were contacted and this process will continue until Q4. A training subsidy of £1000 is available to those businesses looking for support.
Secure future of Halton Employment Partnership by <b>Mar 2011</b>		The Division has now secured a further £135k of WNF to support the continuation of some of the activity under the original WNF SLA for HEP. An SLA for 2011/12 is now in place. The funding will support HEP project work and resources, the HEP Award delivery, Construction Halton, Science Halton and the Diploma in Childcare and Education.





**Appendix 2: Progress Against 'key' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
-----	-------------	----------------	----------------	-----------	------------------	---------------------	-----------------------

**Cost & Efficiency**









<b>EEB LI18</b>	Cost per job created and/or safeguarded to which the authority's inward investment promotional activity has made a significant contribution. (Audit Commission ECR18d)	£82.27	£142.00	£103.73			The final year end figure of cost per job created and/ or safeguarded is below target but above previous year, which reflects the extra work required on enquiries in the present market.
-----------------	--	--------	---------	---------	---	---	---

**Service Delivery**



<b>EEB LI1</b> <small>Previously ER PI 01</small>	Number of local people into jobs	374	300 (WNF ends 31/03/2011)	623			116 people were supported into sustainable employment during Q4. A total of 623 since April 2010 against an annual target of 374 (167%).
<b>EEB LI2</b> <small>Previously ER PI 02</small>	Number of local people with disabilities into permitted/paid work	38	75 (WNF ends 31/03/2011)	29			The economic recession has continued to have a detrimental impact on the number of disabled people moving into work. 3 individuals with a disability/health condition were supported into jobs and 2 disabled people into paid permitted opportunities during Q4.







**Appendix 2: Progress Against 'key' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
<b>EEB LI4</b> Previously ER PI 04	Number of enrolments	3331	3450	1847 (Q3 figure of 1916)  Total for academic year of 3763			For the Adult Learning & Skills Development Division, Q4 covers the academic year, term 2 (January to March). Compared to the same period last year, the direction of travel for the number of enrolments onto courses is red (5.7% decrease).
<b>EEB LI7</b> Previously ER PI 07	Contribution to the number of jobs created, as a direct result of the service/s being provided	235 Dec 09	200	252			The Future Jobs Fund initiative has created 60 new jobs during Q4. In addition to 192 created Q1-Q3.
<b>EEB LI9</b> Previously ER PI 09	New business start-ups and self -employment starts	154	110	148			Enterprising Halton supported 39 new business starts up in Q4. The total number of start ups supported during Q1-Q4 was 148.
<b>EEB LI16</b> Previously MP LI13	Urban Renewal: Outputs as set out in Succession Urban Renewal Strategy and Action Plan (% achieved)	100	100	100			Relates to schemes implemented using WNF.

**Appendix 3: Progress Against 'other' performance indicators**









Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
<b>Fair Access</b>							
NI 153	Worklessness within the 25 most deprived LSOAs	32.8% (Feb 2010)	28.5%	32.8% (Aug 2010)			<p>The data supplied is taken from the Department for Work and Pensions claimant figures via the Office for National Statistics NOMIS reporting system. The data is available on a quarterly basis and is released six months in arrears.</p> <p>The out-of work benefits included are Job Seekers Allowance, ESA (Incapacity Benefit), Lone Parents and Others on income related benefits.</p> <p>The worst performing neighbourhoods included are the 25 most deprived LSOAs in Halton, taken from the Index of Multiple Deprivation.</p>

**Appendix 3: Progress Against 'other' performance indicators**



Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
NI 146	Adults with Learning Disabilities in Employment	N/A	28	32			The economic recession has continued to have a detrimental impact on the number of disabled people moving into work. 32 people with learning disability remain in permitted work placements at the end of Q4.
NI 150	Adults in contact with secondary mental health services in employment	N/A	7	13			The target has now been met. This NI is the responsibility of NHS 5 Boroughs Partnership. The latest data available showed that 13 people with complex mental health issues had moved into work.

**Appendix 3: Progress Against 'other' performance indicators**





Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
-----	-------------	----------------	----------------	-----------	------------------	---------------------	-----------------------

Service Delivery							
EEB LI3 Previously ER PI 03	Number of learners accessing adult learning provision	1952	2041	1349 (Q3 figure of 1335)  Total for academic year 2009/10 of 2704			For the Adult Learning & Skills Development Division, Q4 covers the Term 2 of the academic year (January to March). Compared to the same period last year, the direction of travel for numbers of individuals accessing the service shows a slight decrease of 10%.
EEB LI5 Previously ER PI 05	Number of inward investment enquiries per annum	119 Dec 09	200	162			Property enquiries remain low as a reflection of the current economic climate
EEB LI6 Previously ER PI 06	Inward investment enquiry conversion rate	13.4% Dec 09	11%	14.8%			There has been a very high conversion rate even though the overall enquiries remain low.
EEB LI8 Previously ER PI 08	Contribution to the number of jobs safeguarded, as a direct result of the service/s being provided	145 Dec 09	150	244			Performance higher than anticipated at the start of the year demonstrates positive movement in the local economy.





**Appendix 3: Progress Against 'other' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
NI 163	Working age population qualified to at least Level 2 or higher	57.6%	67.5%	60.4% (2009)			<p>This measure is taken from the ONS Annual Population Survey and refers to calendar year (the latest being 2009). The initial measure of the NI stated that a population of 19-59/64 should be used in the measure; this isn't available as a breakdown from the Annual Population Survey anymore (upon the demise of the NI set) so 16-64 (working age) is now used. The ONS population estimates have also been revised in May 2010. Figures for previous time periods have been re-calculated to reflect these changes.</p> <p>These revised figures have been used to provide the most accurate measure, however this means it may not be consistent with what has been reported previously.</p>





**Appendix 3: Progress Against 'other' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
NI 171	Business growth rate (rate per 10,000 population aged 16+)	43.9 (2008)	42.8	39.1 (2009)			Historically, Halton has had a low level of new VAT registrations, but equally has also seen a low level of de-registrations. The most up to date data is from 2009 (2 years in arrears) in the worst period of the recession.
PPLI19	Value of external bids supported	£258,382	£47,910	£653,646			Much improved performance




The indicators below form part of the new National Indicator Set introduced on 1<sup>st</sup> April 2008. Responsibility for setting the target, and reporting performance data, will sit with one or more local partners. As data sharing protocols are developed, baseline information and targets will be added to this section.

Area Partner National Indicators							
NI 151	Overall employment rate	<b>67 %</b> (Apr 09 – Mar 10)	N/A	66.6%			latest available as at May 2011
NI 152	Working age people on out of work benefits	<b>20.1%</b> (Feb 10)	N/A	18.0%			latest available as at May2011
NI 161	Learners achieving a Level 1 qualification in literacy	<b>630</b> (2008/09)	N/A	17 (HBC delivery only in Q4)	N/A	N/A	(latest available as at 4 <sup>th</sup> Aug 2010). 2008/09 due May 2011.
NI 162	Learners achieving an Entry Level 3 qualification in numeracy.	<b>143</b> (2008/09)	N/A	13 (HBC delivery only in	N/A	N/A	(latest available as at 4 <sup>th</sup> Aug 2010). 2008/09 due May 2011.

**Appendix 3: Progress Against 'other' performance indicators**


Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
				Q4)			
NI 164	Working age population qualified to at least Level 3 or higher	<b>35.8%</b> (Jan 08 – Dec 08)	N/A	37.5% (Jan 09 – Dec 09)			latest available as at May 2011 source <a href="https://www.nomisweb.co.uk">https://www.nomisweb.co.uk</a>  The actual for 2009-10 has been amended due to the changes made to the definition.
NI 165	Working age population qualified to at least Level 4 or higher	<b>18.1%</b> (Jan 08 – Dec 08)	N/A	18.3% (Jan 09 – Dec 09)			latest available as at May 2011 source <a href="https://www.nomisweb.co.uk">https://www.nomisweb.co.uk</a>  The actual for 2009-10 has been amended due to the changes made to the definition.
NI 166	Average earnings of employees in the area	<b>£481.6</b> (2009)	N/A	£501.4 (2010)	N/A	N/A	latest available as at May 2011
NI 172	VAT registered businesses in the area showing growth	<b>16.8%</b> (2008)	N/A	N/A	N/A	N/A	latest available as at May 2011
NI 173	People falling out of work and on to incapacity benefits	<b>0.9%</b> (Q3 2007/08)	N/A	N/A	N/A	N/A	This data is not available from DWP
NI 174	Skills gaps in the current workforce reported by employers	<b>17%</b> (2009)	N/A	N/A	N/A	N/A	latest available as at May 2011

**Appendix 4: Risk Control Measures**

Ref	Risk Identified	Treatment Measure	Progress	Supporting Commentary
ER 1	Impact of the global recession on local business	Increased emphasis on business aftercare and the dissemination of inform to the business community		The recent announcement of deep public sector cuts will impact upon the capacity of both the Borough Council and partners to not only provide a comprehensive support service to business but also market those services to the business community
	Impact upon service delivery as a consequence of the abolition of the NWDA specifically the cessation of the LEAD programme and Innovation Voucher Scheme	Explore pan-LCR working and lobby new LCR LEP to continue business support programmes which support high growth companies in Halton. For example, the development of a LCR ERDF 4.2 bid and engagement of private sector companies who have been appointed to deliver national business support programmes		Halton companies have derived considerable benefit from the LEAD and Innovation Voucher Schemes. Historically Halton companies are second only to Liverpool in terms of accessing the schemes. The development of a pan-Merseyside Local Authority led approach to business support in the LCR will mitigate, to a degree, the impact of changes to business support provision
	The cessation, by TMP, of the pan-Merseyside Investor Development Programme	Engage with new, national, providers of UKTI investment and business support services		The cessation of the Investor Development Programme will severely limit the support that can be given to the Borough's large and foreign owned companies



**Appendix 4: Risk Control Measures**




Ref	Risk Identified	Treatment Measure	Progress	Supporting Commentary
ER 2	Impact upon service provision of anticipated reduction in core funding	Review and evaluation of non-essential service delivery		The anticipated magnitude of the reduction in core funding will necessarily mean that certain business support functions will cease

***Appendix 5: Financial Statement***

The Department's quarter 4 financial statement will be prepared once the Council's year-end accounts have been finalised and will then be made available via the intranet by 30th June 2011.




<b>Appendix 6: Explanation of Symbols</b>
---

Symbols are used in the following manner:

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

#### **Direction of Travel Indicator**

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

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

## Departmental Quarterly Monitoring Report

<b><u>Directorate:</u></b>	ADULT & COMMUNITY
<b><u>Department:</u></b>	COMMUNITY SERVICES (Library and Leisure Services)
<b><u>Period:</u></b>	Quarter 4 – 1 <sup>st</sup> January 2011 to 31 <sup>st</sup> March 2011

### 1.0 Introduction

The purpose of this report is to provide information concerning those objectives / milestones identified within the Adults and Community Directorate Plan that relate to the Council's Library Services and other Culture and Leisure Services (excluding parks and countryside).

The way in which the Red, Amber and Green, (RAG) symbols have been used to reflect progress to date is explained in Appendix 6.

### 2.0 Key Developments

#### **Halton Registration Service**

Halton Registration Services held its very first wedding fayre in January 2011 to explain what is on offer for anyone getting married or planning a civic ceremony. More than 400 people visited many showing interest in using Halton for their 'big day'.

#### **Halton Libraries New Catalogue**

Halton Libraries have launched a new catalogue. Developed using open source software, Halton is the first public library authority in the UK to use this technology. The new catalogue, available through any internet enabled PC allows customers to manage their account online. Using a library card log-in and PIN number residents can now click on book covers to link to reviews before placing a reservation, create their own wish lists, search for items and renew books already on loan.

#### **Norton Priory Micro-Brewery**

The micro-brewery, staffed by users of adult day care, is now operative at Norton Priory.

**3.0 Emerging Issues**

**Stadium Bid for 2013 Rugby League World Cup**

A bid is being submitted for the Halton Stobart Stadium to become a venue for the 2013 Rugby League World Cup.

**New Structures**




As a result of the Council re-structure, the Community and Environment Directorate now includes the Waste and Environmental Improvement Division and Open Spaces Division.

**Library Relocation**

Proposals are moving forward to relocate Runcorn Library (Egerton Street) into a refurbished Market Building alongside Halton Direct Link. This will give the library a town centre location and allow an enhanced service to be developed in modern surroundings.




**4.0 Service Objectives / milestones**

**4.1 Progress against 'key' objectives / milestones**

<b>Total</b>	<b>1</b>		<b>1</b>		<b>0</b>		<b>0</b>
--------------	----------	---	----------	---	----------	---	----------

All 'Key' objectives / milestones have achieved their annual targets. Details are provided within Appendix 1.




**4.2 Progress against 'other' objectives / milestones**

<b>Total</b>	<b>14</b>		<b>12</b>		<b>0</b>		<b>2</b>
--------------	-----------	---	-----------	---	----------	---	----------

Twelve 'Other' objectives/milestones have achieved their annual targets with the following two exceptions. The Review of the Sports Strategy has been put on hold due to the current economic climate and the Government Free Swim Programme has been withdrawn. Details are provided within Appendix 2.




**5.0 Performance indicators**

**5.1 Progress Against 'key' performance indicators**

Total	3		2		0		1
-------	---	---	---	---	---	---	---

Two 'Key' indicators have achieved their annual targets with the exception of NI 146 - Adults with Learning Disabilities in Employment. Further details are provided within Appendix 3.

**5.2 Progress Against 'other' performance indicators**

Total	4		3		0		1
-------	---	---	---	---	---	---	---

Three 'other' indicators have achieved their annual targets. Details are provided within Appendix 4. One challenging aspirational target had narrowly been missed despite achieving excellent performance of 95% library satisfaction for 'very good' and 'good', with Halton remaining joint highest in the 'very good' category with a figure of 67%.

**6.0 Risk Control Measures**

There are no high priority risk control measures.

**7.0 Progress against high priority equality actions**

There are no high priority equality actions to report.

**8.0 Data quality statement**


The author provides assurance that the information contained within this report is accurate and valid and that every effort has been made to avoid the omission of data. Where data has been estimated, has been sourced directly from partner or other agencies, or where there are any concerns regarding the limitations of its use this has been clearly annotated.

**9.0 Appendices**

- Appendix 1 Progress Against 'key' objectives / milestones
- Appendix 2 Progress against 'other' objectives / milestones
- Appendix 3 Progress against 'key' performance indicators
- Appendix 4 Progress against 'other' performance indicators
- Appendix 5 Financial Statement
- Appendix 6 Explanation of use of symbols





**Appendix 1: Progress Against 'key' objectives / milestones**

Ref	Objective
CS 1	<b>Increase participation in sport and physical activity, thereby encouraging better lifestyles.</b>


Milestones	Progress Q 4	Supporting Commentary
Increase the number of new participants through the Sport and Physical Activity Alliance delivery plan i.e. sports participation (This is part of a 3 year agreed programme with Sport England) <b>Mar 2011</b> (AOF2 & 3)		<p>The Sports Participation Project has increased participation in physical activity by adults. It is supported by the Council, Halton Strategic Partnership, local community organisations, health professionals, Sport England, and private and voluntary sector sports clubs.</p> <p>It provides increased accessibility to physical activities, especially for adults who have previously done little or no physical activity. For example, the Widnes and Runcorn Cancer group have now been introduced to activities such as archery, golf and badminton. Other new initiatives have included 'Walk to Work Week' and 'Walk for Life Day' and a new 'Walk Map' was created for the Town Park area following work with a Palacefields residents group.</p> <p>A 'Full of Life' day was also organised to encourage older people to get and stay active in later life. Trewan House tried many of the 20 activities available and have now established their own chair-based exercise and New Age Bowling classes, with support from the Sports Participation Project.</p> <p>A further range of Project examples include: Zumba, (the latest get fit craze involving dance moves to Latin rhythm inspired by Salsa, Samba and Merengue), Tai Chi and Yoga, and Halton Happy Hearts and Halton Happy Zipper Club, (for people with a heart condition to get light exercise).</p>



**Appendix 2: Progress Against 'other' objectives / milestones**






Ref	Objective	
CS 1	<b>Increase participation in sport and physical activity, thereby encouraging better lifestyles.</b>	
Milestones	Progress Q 4	Supporting Commentary
<i>Achieve full re-accreditation for Quest (Industry Quality Charter Mark) <b>Dec 10</b> (AOF 2 &amp;6)</i>		The scheme has now been re established and assessment visit have recommenced and the Boroughs Leisure Centres remain accredited. Runcorn Swimming Pool assessment visit took place 25 <sup>th</sup> March 2011. Brookvale Recreation Centre is planned for 13 <sup>th</sup> May and Kingsway Leisure Centre is yet to be confirmed.
<i>Ensure Active People survey results show an increase in participation rates from 2009/10 baseline <b>Mar 2011</b> (AOF 2 &amp; 3)</i>		Active People Survey 5, Q1 results were published on 17 <sup>th</sup> March 2011 and showed a slight reduction in the participation rate. Removal of free swimming for over 60s could be a contributory factor to this reduction. However, Halton remain in the top 25% of best performing authorities in England. Full data results are next due in June 2011.
<i>Review and update the Sports Strategy and Facilities Strategy and begin their implementation during 2010/11 <b>Mar 2011</b> (AOF 2 &amp; 3)</i>		Due to the current economic climate the sports strategy review has been put on hold.
<i>Use promotional events to increase participation and raise awareness associated with Sporting Excellence and 2012 Olympics e.g. Halton Sports Fair Week (Olympic Weekend) 21-28 July 2010 <b>Aug 2010</b> (AOF 2 &amp; 3)</i>		Promotional events over the year included: A successful Sports Fair Week including the Olympics weekend which was held between 21 <sup>st</sup> - 28 <sup>th</sup> July 2010. There were 40+ nominations for Halton at the Sports Awards Presentation. People receiving Sporting Excellence Awards included: <ul style="list-style-type: none"> <li>• Lucy Martin, who competed at the Commonwealth Games</li> <li>• Jack Hunter Spivey, who won the UK School Games</li> <li>• Kemlyn Shard, who won 2 gold medals in the European Special Olympics</li> <li>• Emma Smith who was selected for the World Championships and,</li> <li>• Karen Tonge who was selected to referee Table Tennis at the</li> </ul>

**Appendix 2: Progress Against 'other' objectives / milestones**

		Commonwealth Games.
<b>Ref</b>	<b>Objective</b>	
CS 1	<b>Increase participation in sport and physical activity, thereby encouraging better lifestyles.</b>	
<b>Milestones</b>	<b>Progress Q 4</b>	<b>Supporting Commentary</b>
<i>Implement the Government Free Swim programme to ensure access to Under 16s and Over 60s <b>Mar 2011</b> (AOF 2 &amp; 3)</i>		As reported in the narrative in Q2, the government withdrew its commitment to fund free swimming for the over 60's and the under 16's. The 60+ initiative ended in Halton on 31 <sup>st</sup> August, with the 16's and under finishing on 31 <sup>st</sup> October.





**Appendix 2: Progress Against 'other' objectives / milestones**

Ref	Objective
CS 2	<b>Increase the use of libraries promoting reader development and lifelong learning, thereby encouraging literacy skills and quality of life opportunities.</b>





Milestones	Progress Q 4	Supporting Commentary
<i>Complete the implementation of the community engagement plan regarding the refurbishment of Halton Lea Library. <b>Mar 2011</b> (AOF 15 &amp; 26)</i>		On target to complete the 5 project outcomes, associated milestones and workforce development activities identified in the community engagement plan.
<i>Develop a plan to implement RFID (Radio Frequency Identification) technology in Halton to facilitate self service, thereby providing opportunities for added value services. <b>Mar 2011</b> (AOF 15 &amp; 26)</i>		Roll out of RFID/Self-service facilities funded by the Merseyside Improvement and Efficiency Partnership project now completed and Ditton Library launched in January 2011, Widnes Library launched at the end of March 2011.
<i>Deliver a programme of good quality Reader Development activities with at least 1 major event per quarter. <b>Mar 2011</b> (AOF 15 &amp; 26)</i>		Focus of Qtr 4 was to highlight the benefits of libraries to parents with young children and to promote the new "My First Library Card". This was achieved through a series of story sessions held in all 4 libraries and 2 children's centres with the children's book character 'Spot the Dog'. A total of 275 children attended the sessions.
<i>Analyse results of the Public Library Service User results survey conducted in 2009/10 and formulate an associated action plan to ensure services meet the needs of the Community <b>Mar 2011</b> (AOF 21 &amp; 26)</i>		Analysis of results undertaken, levels of satisfaction remain high across all questions and shows improvements for Halton Lea Library as a direct result of the lottery funded refurbishment.
<i>Undertake a Public Library Service User Survey for Under 16s <b>Mar 2011</b> (AOF 15 &amp; 26)</i>		Children's Public Library User Survey was undertaken in October 2010. The results are currently being analysed by CIPFA.

**Appendix 2: Progress Against 'other' objectives / milestones**


Ref	Objective
CS 2	<b>Increase the use of libraries promoting reader development and lifelong learning, thereby encouraging literacy skills and quality of life opportunities.</b>

Milestones	Progress Q 4	Supporting Commentary
<i>Deliver a programme of extended informal learning opportunities including Information, Advice and Guidance service targets. <b>Mar 2011</b> (AOF 15 &amp; 21)</i>		IT support sessions delivered including MyGuide "Online Basics" 115 registrations taken with 43 completions of this particular course.  104 Information and Advice sessions have been delivered this quarter.
<i>Through the Young Peoples Steering Group engage and train young people as volunteers to deliver positive activities in the facilities at Halton Lea Library. <b>Mar 2011</b> (AOF 15 &amp; 26)</i>		Young Volunteers have continued to meet as a Steering Group and are in the process of planning the related library events for the Lit Festival in June. They are also engaged in developing support for the Summer Reading Challenge.
<i>Implement a new Library Management System to ensure services are delivered in an effective way <b>Mar 2011</b> (AOF 33)</i>		The new Library Management System, KOHA, was launched at the beginning of February.
<i>Develop proposals for a new Runcorn Library as part of the Urban Splash development. <b>Mar 2011</b> (AOF21 &amp; 26)</i>		Proposals are moving forward for a new library in Runcorn to be located in the Market building alongside Halton Direct link.

**Appendix 3: Progress Against 'key' performance indicators**





Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary																		
<b>Service Delivery</b>																									
<b>NI 9</b>	% of adult population (16+) say they have used their public library service during the last 12 months	46.6	47.4	47.3			There is a slight increase of 0.7% on the end of year figure from the previous year, suggesting that progress has continued in the public using the library service during the last 12 months.																		
<b>NI 8</b>	% of adult population (16+) participating in sport each week	21.4	23.02	26.3			<p>Excellent results for Halton.</p> <p><b>Adult Participation in Sport 3 x 30 minutes weekly (Sport England PI)</b></p> <table> <tr><td>National</td><td>16.5%</td></tr> <tr><td>North West</td><td>17.7%</td></tr> <tr><td>Merseyside</td><td>17.8%</td></tr> </table> <p><u>Comparison with neighbouring authorities:</u></p> <table> <tr><td>Halton</td><td>21.1%</td></tr> <tr><td>St Helens</td><td>15.7%</td></tr> <tr><td>Sefton</td><td>17.1%</td></tr> <tr><td>Liverpool</td><td>17.9%</td></tr> <tr><td>Knowsley</td><td>15.8%</td></tr> <tr><td>Wirral</td><td>19.1%</td></tr> </table> <p><b>NI 8: In addition to the weekly 3 x 30 minutes in sport and active recreation collected by Sport England, (as above), this measure includes light intensity sports, such as indoor and outdoor bowls</b></p> <p><u>Halton's performance compared to other local authorities is as follows:</u></p>	National	16.5%	North West	17.7%	Merseyside	17.8%	Halton	21.1%	St Helens	15.7%	Sefton	17.1%	Liverpool	17.9%	Knowsley	15.8%	Wirral	19.1%
National	16.5%																								
North West	17.7%																								
Merseyside	17.8%																								
Halton	21.1%																								
St Helens	15.7%																								
Sefton	17.1%																								
Liverpool	17.9%																								
Knowsley	15.8%																								
Wirral	19.1%																								

**Appendix 3: Progress Against 'key' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
							Halton 26.3% St Helens 20.7% Sefton 19.5% Liverpool 20.4% Knowsley 19.3% Wirral 24.1% Next update June 2011.
<b>NI 146</b>	<b>Adults with Learning Disabilities in Employment</b>	9.14%	28%	7.8%			The economic recession has continued to have a detrimental impact on the number of disabled people moving into work. 32 people with learning disabilities remain in permitted work placements at the end of Quarter 4.

**Appendix 4: Progress Against 'other' performance indicators**





Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
-----	-------------	----------------	----------------	-----------	------------------	---------------------	-----------------------

Quality							
CS 1	% Overall satisfaction of Library Users (Previously BVPI 118c & CL LI4)	95	97	95			Overall satisfaction is a combination of scores for 'very good' & 'good' and Halton remains the joint highest in the very good category with a figure of 67%. The challenging target set has not been achieved, missed by 2% achieving the same performance as last year and therefore has been registered the same in terms of progress and direction of travel.
CS 2	% of residents satisfied with sport and leisure (Previously BVPI 119a & CL L15)	67.5	70	74.5			The Active People Survey 4 results released on 16 <sup>th</sup> December 2010 contained KPI 6, which relates to satisfaction, in terms of the percentage of adults who are 'very' or 'fairly satisfied' with sports provision in their local area. This satisfaction level is on the increase. Further results will be available in June 2011.

**Appendix 4: Progress Against 'other' performance indicators**

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 4	Current Progress	Direction of Travel	Supporting Commentary
-----	-------------	----------------	----------------	-----------	------------------	---------------------	-----------------------

**Service Delivery**

CS 10 (In place of NI 10)	% of adult population (16+) who have visited a museum or gallery at least once in the past 12 months	49.2	46.5%	46.4			This is the old NI 10 and is now a new local indicator in the Active Peoples Survey with a baseline for 2008. Though the target is nearly met, Performance is reduced compared to last year.
CS 11 (In place of NI 11)	% of adult population (16+) that have engaged in the arts at least 3 times in the past 12 months.	46.8	45.2	47.7			Progress indicates improvement against the target and the direction of travel indicator is slightly improved on the Q4 figure last year






**Appendix 5: Financial Statement**

The Department's quarter 4 financial statement will be prepared once the Council's year-end accounts have been finalised and will then be made available via the intranet by 30th June 2011.




<b>Appendix 6: Explanation of use of Symbols</b>
--

Symbols are used in the following manner:

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

#### **Direction of Travel Indicator**

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

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

**REPORT TO:** Employment, Learning, Skills and Community Performance Board

**DATE:** 08<sup>th</sup> June 2011

**REPORTING OFFICER:** Strategic Director – Policy & Resources

**SUBJECT:** Sustainable Community Strategy 2010 – 11 Year-end progress report.

**WARDS:** Borough-wide

### **1.0 PURPOSE OF REPORT**

1.1 To provide information on the progress in achieving targets contained within the Sustainable Community Strategy for Halton.

### **2.0 RECOMMENDED THAT:**

- i. The report is noted
- ii. The Board considers whether it requires any further information concerning the actions taken to achieve the performance targets contained within Halton's 2006 – 11 Sustainable Community Strategy (SCS).

### **3.0 SUPPORTING INFORMATION**

3.1 The Sustainable Community Strategy, a central document for the Council and its partners, which provides an evidenced-based framework through which actions and shared performance targets can be developed and communicated.

3.2 The current Sustainable Community Strategy included targets which were also part of the Local Area Agreement (LAA). In October 2010 the coalition government announced the ending of government performance management of local authorities through LAAs. Nevertheless, the Council and its partners need to maintain some form of effective performance management framework to:-

- Measure progress towards our own objectives for the improvement of the quality of life in Halton.
- Meet the government's expectation that we will publish performance information.

3.3 Following extensive research and analysis and consultation with all stakeholder groups including Elected Members, partners and the local community and representative groups, a new SCS (2011 – 26) was approved by Council on 20<sup>th</sup> April 2011.

- 3.4 The new SCS will be accompanied by a separate 'living' 5 year delivery plan. This approach will provide sufficient flexibility to evolve as continuing changes within the public sector continue to emerge, for example the restructuring of the NHS and public health delivery, implementation of Local Economic Partnerships and the delivery of the 'localism' agenda.
- 3.5 Work is presently underway to determine a range of performance information that will allow the systematic monitoring of the progress being made in achieving desired community outcomes over time.
- 3.6 Attached as Appendix 1 is a report on progress of the SCS (2006-11) for the year ending 31<sup>st</sup> March 2011. This includes a summary of all indicators within the existing Sustainable Community Strategy and additional information for those specific indicators and targets that fall within the remit of this Policy and Performance Board.
- 3.7 In considering this report Members should be aware that:-
- a) The purpose of this report is to consolidate information on all measures and targets relevant to this PPB in order to provide a clear picture of progress.
  - b) As the requirement to undertake a centrally prescribed Place Survey has now ceased the development of a localised perception based methodology is currently underway with a likely implementation date of autumn 2011.

#### **4.0 CONCLUSION**

- 4.1 The Sustainable Community Strategy for Halton, and the performance measures and targets contained within it will remain central to the delivery of community outcomes. It is therefore important that we monitor progress and that Members are satisfied that adequate plans are in place to ensure that the Council and its partners achieve the improvement targets that have been agreed.

#### **5.0 POLICY IMPLICATIONS**

- 5.1 The Sustainable Community Strategy for Halton is central to our policy framework. It provides the primary vehicle through which the Council and its partners develop and communicate collaborative actions that will positively impact upon the communities of Halton.

## **6.0 OTHER IMPLICATIONS**

- 6.1 The publication by Local Authorities of performance information is central to the coalition government's transparency agenda. This has been accompanied by a commitment to reduce top down performance management, with the pre-existing National Indicator Data Set (NIS), being replaced from April 2011 with a single comprehensive list of all data that Local Authorities are required to provide to Central Government.

## **7.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

- 7.1 This report deals directly with the delivery of the relevant strategic priority of the Council.

## **8.0 RISK ANALYSIS**

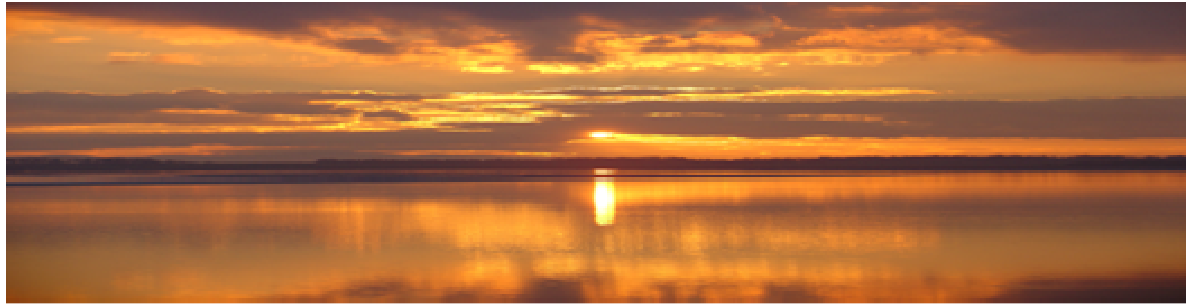
- 8.1 The key risk is a failure to improve the quality of life for Halton's residents in accordance with the objectives of the Sustainable Community Strategy. This risk can be mitigated through the regular reporting and review of progress and the development of appropriate actions where under-performance may occur.

## **9.0 EQUALITY AND DIVERSITY ISSUES**

- 9.1 One of the guiding principles of the Sustainable Community Strategy is to reduce inequalities in Halton.

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

Document	Sustainable Community Strategy 2006 – 11
Place of Inspection	2 <sup>nd</sup> Floor, Municipal Building, Kingsway, Widnes
Contact Officer	Hazel Coen



# **The Sustainable Community**

## **Strategy for Halton**

**2006 - 2011**

### **Year -end Progress Report**

**01<sup>st</sup> April 2010 – 31<sup>st</sup> March 2011**

**Employment, Learning, Skills &**

**Community Policy &**







**Performance Board**

<p><b>Document Contact (Halton Borough Council)</b></p>	<p>Hazel Coen, Divisional Manager Performance &amp; Improvement Municipal Buildings, Kingsway Widnes, Cheshire WA8 7QF <a href="mailto:hazel.coen@halton.gov.uk">hazel.coen@halton.gov.uk</a></p>
---	---







This report provides a summary of progress in relation to the achievement of targets within Halton's Sustainable Community Strategy 2006 - 2011.

It provides both a snapshot of performance for the period 01<sup>st</sup> April 2010 to 30<sup>th</sup> September 2010 and a projection of expected levels of performance to the year-end.









The following symbols have been used to illustrate current performance as against the 2011 target and as against performance for the same period last year.

	<p>Target is likely to be achieved or exceeded.</p>		<p>Current performance is better than this time last year</p>
	<p>The achievement of the target is uncertain at this stage</p>		<p>Current performance is the same as this time last year</p>
	<p>Target is highly unlikely to be / will not be achieved.</p>		<p>Current performance is worse than this time last year</p>

**EMPLOYMENT, LEARNING AND SKILLS**



<i>Page</i>	<i>NI</i>	<i>Descriptor</i>	<b>2011 Target</b>	<b>Direction of travel</b>
	153	<u>Working age people claiming out of work benefits in the worst performing neighbourhoods</u>		
	163	<u>Working age population qualified to at least Level 2 or higher.</u>		
	171	<u>VAT Registration rate</u>		

***Non Local Area Agreement Measures / Targets***

	ELS1	<u>Reduce the proportion of adults with no qualifications</u>		
	ELS2	<u>Increase the proportion of adults qualified to Level 3</u>		
	ELS3	<u>Increase the rate of self-employment</u>		
	ELS4	<u>Ensure unemployment in any Lower Super Output Area is less than 20% above the borough average</u>		



**NI 153****Reduce the proportion of working age people claiming out of work benefits in the worst performing neighbourhoods**

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
31.5% (2007/8)	<b>32.8% (Feb 2010)</b>	28.5%	-	-	<b>33.3% (May 2010)</b>	<b>32.8% (Aug 2010)</b>		

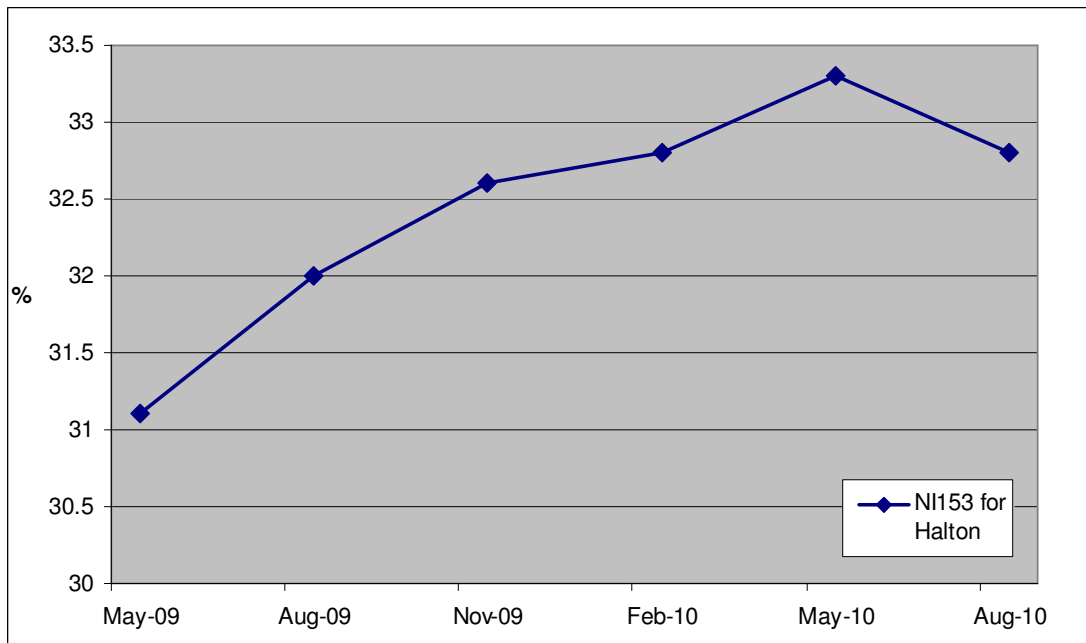
**Data Commentary**

The data supplied is taken from the Department for Work and Pensions claimant figures via the Office for National Statistics NOMIS reporting system. The data is available on a quarterly basis and is released six months in arrears.

The out-of work benefits included are Job Seekers Allowance, ESA (Incapacity Benefit), Lone Parents and Others on income related benefits.

The worst performing neighbourhoods included are the 25 most deprived LSOAs in Halton, taken from the Index of Multiple Deprivation.

Previously the target was set by Government Office North West to maintain a 0.4% gap below the North West average.

**General Performance Commentary**

The above graph illustrates the impact of the onset of the recession from early 2009, which had a disproportionate sustained impact on those neighbourhoods with existing high levels of economic inactivity.

However, by early Summer 2010 the 'gap' between the rates for the worst performing neighbourhoods and the rest of Halton started to close, albeit marginally. The August 2010 worklessness rate for the whole of Halton was 18.9%.



### **Summary of key activities undertaken during the year**

A programme of projects and services, supported by the Working Neighbourhoods Fund has been heavily promoted throughout our most disadvantaged neighbourhoods. Examples of activities undertaken during the year includes;

- The Neighbourhood Employment & Engagement Service, working in the three former neighbourhood management areas, engaged over 500 residents during the year through a range of community events, door knocking and working in partnership with local social landlords and other service providers. This resulted in over 200 progressing into either, paid employment, some for of adult learning or enterprise.
- A total of 260 residents (achieving 100% of the target) entered the Future Jobs Fund programme, co-ordinated through the Halton People into Jobs Service. The project performed well focusing on paid employment opportunities towards 18 – 24 year old jobseekers.
- The 'Inspiring Women' programme also targeting a group often viewed as 'difficult-to-reach' living in our most disadvantaged neighbourhoods. A total of 76 women were engaged in the programme during the year with 22 progressing into paid work.
- The local Job CentrePlus offices continued to deliver their Focused Partnership Delivery ('FPD') programme, offering flexible intensive support to long-term unemployed Job Seekers Allowance claimants, the majority of which live in neighbourhoods with high levels of unemployment. Experienced Job Centre Advisors have worked intensively with claimants together with a range of partners to help to identify and address issues and barriers the claimants may be experiencing, and thus help to reduce their barriers to work.

FPD is now being wound down as JCP now has greater flexibilities at local level.

<b>NI 163</b>	<b>Increase the proportion of the working age population qualified to at least Level 2</b>
---------------	--

Baseline (2006)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
55.9%	57.6% (2008)	67.5%	-	-	-	60.4% (2009)		

### Data Commentary

This measure is taken from the ONS Annual Population Survey and refers to calendar year (the latest being 2009). The initial measure of the NI stated that a population of 19-59/64 should be used in the measure; this isn't available as a breakdown from the Annual Population Survey anymore (upon the demise of the NI set) so 16-64 (working age) is now used. The ONS population estimates have also been revised in May 2010. Figures for previous time periods have been recalculated to reflect these changes and the baseline has also been recalculated.

These revised figures have been used to provide the most accurate measure.

### General Performance Commentary

As stated above there has been a significant change to how the data for this indicator is recorded and reported.

Using the revised data the percentage increase of the working age population qualified to at least level 2 has increased by 2.8% comparing 2008 to 2009.

### Summary of key activities undertaken during the year

An ongoing co-ordinated programme of services and projects targeting residents for whom a traditional 'talk & chalk' classroom-based approach may not be appropriate continues to be delivered by a wide range of partners from the public and voluntary sectors. Examples of the work over the past year includes;

#### Adult Learning and Skills Development

436 Skills for Life assessments were completed and, from these, 119 learners were referred to a Skills for Life learning programme, 28 to the Employability Skills Programme, 80 to the HEP Award programme (20 of which completed the HEP Award programme)

88 City and Guilds Literacy and Numeracy qualifications were achieved in this quarter

During Q4, 1349 individual learners (equating to 1847 enrolments) were on an adult learning programme. Of these, 18.24% had no previous qualifications; 2.37% had not been involved in learning in the previous two years; 15.86% had disclosed a disability; 6% reported they wanted additional help with literacy, number and/or ICT; 31.95% were male; 3.85% were BME learners; and 31.43% of all enrolments came from residents from Halton's LSOAs.

### Family Learning

During Q4, 292 parents or carers (equating to 373 enrolments) were on a family learning programme.



18 schools, including 2 secondary schools hosted family learning programmes.

5 Children's Centre tutors delivered a wide range of programmes, attracting new parents to adult learning.

40 learners were registered for the Award in Supporting a Child's Learning & Development.

There were also several small projects, delivered by a range of partners from the statutory and voluntary sectors that offered co-ordinated help targeted at some of Halton's residents that were currently excluded for some reason from accessing mainstream education, employment, or training opportunities.

## NI 171 Maintain the VAT registration rate

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
47.3 (2007)	<b>43.9 (2008)</b>	42.8	-	-	-	<b>39.1 (2009)</b>		

### Data Commentary

This data is taken from the Business Demography 2009 dataset provided by ONS: <http://www.statistics.gov.uk/StatBase/Product.asp?vlnk=15186>

This replaces the previously used VAT registrations dataset from BERR. The ONS population estimates used in the denominator for this measure have also been revised.

These figures have been used to provide the most accurate measure. Figures for previous time periods have also been re-calculated to reflect these changes. The figures shown are rates per 10,000 for the age 16+ population.

## General Performance Commentary

Historically, Halton has had low levels of new VAT registrations, but equally has also seen relatively low levels of 'de-registrations'. This is reflective of the fact that once a business is set up in Halton it tends to continue as a self-sustaining business.

The most up to date data is from 2009, during the worst period of the recent recession. Therefore, it is hoped that future figures will show an increase in the rate of new registrations. Figures to date for the rate of self-employment show a positive direction of travel.

## Summary of key activities undertaken during the year

The thriving Enterprising Halton business start-up programme has operated since 2007, with the aim of developing a culture of enterprise within the Borough to promote self-employment as a realistic option, and to provide 1-to-1 business advice and support to potential entrepreneurs. It delivers a range of projects including:

Business start up support (the local scheme has been integrated with the regional programme under the management of HBC into one programme operating under the new business simplification programme.

Start up centre – at the health business and technical park for people who need a desk and business address to help launch their business.

Next generation – enterprise in schools

Aftercare Academy – workshop sessions to help businesses on topics of importance to new businesses e.g. how to network.



Business mentors – new project commenced early 2010.

Construction Halton – aimed at increasing local contracting/tendering opportunities for local businesses in the construction and also general procurement systems of major public and private sector organisations in the borough.

## Annual Performance Statistics

	2009 Actual	10-11 Target	10-11 Actual
New Start up enquiries	565	420	<b>555</b>
New Business Start Ups	154	110	<b>148</b>
New Jobs Created	61	46	<b>22</b>
Sustainability Grants	7	50	<b>33</b>
Kickstart Courses Delivered	10	10	<b>11</b>
New VAT Registrations	13	10	<b>6</b>
Business Survivability (%)	68	50	<b>69</b>

**ELS 1****Reduce the proportion of adults with no qualifications**

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
15,000 (2007)	<b>15,300 (2008)</b>	12,240	-	-	-	<b>13,100 (2009)</b>		

**Data Commentary**

This measure is taken from the ONS Annual Population Survey and refers to calendar year (the latest being 2009).

**General Performance Commentary**

Whilst the number of adults in Halton without any formal qualifications continues to fall, the December 2009 total of 13,100 still represents 16.8% of our working age population (16-64) against figures of 13.8% for the north west region and 12.3% for Great Britain.

This is a significant improvement from 2008 to 2009 falling by 2200 adults with no qualifications. Previously the working age population used to be counted from 16 – 64 males and 16 – 59 females. By now counting 16 – 64 females the 2009/10 comparative actual was revised from 13,800 to 15,300 adults with no qualifications.

**Summary of key activities undertaken during the year**



An example of the practical application of programmes to help residents acquire basis skills and knowledge is the work of the Halton Employment Partnership that undertook the pre-recruitment programme for Tesco at the 3MG site.

A total of 31 pre-recruitment sessions were organised to support local people into work. The sessions included tips on making job applications and preparing for interviews. Tesco Human Resources staff set up a recruitment centre at the Stobart Stadium, Halton, with the help of Halton Borough Council and Halton Employment Partnership. Halton Employment Partnership staff then spent a number of weeks at the Stadium supporting the Tesco interview process while other staff organised the interview schedules.

The final figures for this innovative project are impressive;

- **422** new starts in total.
- **73% (308)** of which were Halton residents
- A 60:40 split between Widnes and Runcorn).
- Of the 422 starters, 36 were female and 386 male.

**ELS 2****Increase the proportion of adults qualified to Level 3**

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
10,200 (2007)	<b>10,400</b> <b>(2008)</b>	15,875	-	-	-	<b>11,500</b> <b>(2009)</b>		

**Data Commentary**

This measure is taken from the ONS Annual Population Survey and refers to calendar year (the latest being 2009). Only people who have NVQ Level 3 (but not level 4 or above) are counted. This exact figure has only recently been made available as an output. These revised figures have been used to provide the most accurate measure and figures for previous time periods have also been re-calculated to reflect these changes.

**General Performance Commentary**

The latest (December 2009) figure of 11,500 represents 14.6% of Halton's working age population (16 – 64).

Again, whilst the situation is continuing to improve, Halton remains some way behind the rates recorded for both the north west region (15.5%) and Great Britain (15.7%).

**Summary of key activities undertaken during the year**

In addition to the wide range of learning opportunities already offered, an exciting project recently developed is the Science Halton (formerly called 'STAM' (Science Technology Advanced Manufacturing) Routeway, which was formally launched early in 2011.

This is a web-based resource to enthuse young people about learning and careers in new and growing sectors of the economy which they may have formerly not seriously considered, and are under-represented in Halton's workforce. It offers a wide range of information on clubs, activities, careers, local employers in the sector and qualification requirements.



It can be accessed here; [Halton Science - Where Science and Innovation Succeed](#)

During 2010/11 a total of 48 new apprenticeships were secured with a wide range of local employers, who could, in turn, receive up to £3,000 towards the employment and training costs of employing the new apprentice.

Within the above total, 10 care leaver apprenticeships were created and filled.

It was also apparent that there was demand for around 100 more apprenticeships through this project if access to additional funding had been available.

### ELS 3 Increase the rate of self-employment

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
4.1% (Apr 08 – Mar 09)	5.7% (Apr 09 – Mar 10)	6.8%	-	-	5.8% (Jul 09 – Jun 10)	5.8% (Oct 09 – Sep 10)		

#### Data Commentary

This measure is taken from the ONS Annual Population Survey and is reported on a quarterly basis (the latest being Oct 2009 – Sep 2010), with a rolling annual time period.

#### General Performance Commentary

The maintenance of a generally positive direction of travel during a period of economic recession is notable, but Halton is still some way behind the regional and national self employment rates. In 2010 – 11 the Enterprising Halton programme has supported 148 business start ups against a target of 110.

Given that this measure is 6 months in arrears and VAT registration rates are 2 years in arrears (latest data 2009) it is anticipated that the VAT registration rate will increase further as data becomes available.

#### Summary of key activities undertaken during the year



In addition to the work of the Enterprise Board detailed under NI 171 earlier in the report the Department for Work and Pensions New Enterprise Allowance Scheme was piloted in Halton and the other city region authorities from 1<sup>st</sup> February 2011, being rolled out nationally from 1 April 2011.

This scheme is available to Jobcentre Plus customers aged 25 years and over who have been claiming JSA for between 6-12 months and who move into self-employment with an allowance of £65 per week for 26 weeks, £32.50 for following 26 weeks. Those new businesses that remain trading after 52 weeks will be able to access a low interest loan to be repaid in a period of 3 years



**ELS 4**

**Ensure unemployment in any Lower Super Output Area is less than 20% above the borough average**

Baseline (Year)	09 – 10 Actual	2011 Target	2010 – 11 Cumulative outturn data				Current Progress	Direction of Travel
			Q1	Q2	Q3	Q4		
-	29 LSOAs (Out of 79) More than 20% above the Borough average	Ensure unemployment in any Lower Super Output Areas are less than 20% above the borough average	25 (Jun 10)	28 (Sep 10)	31 (Dec 10)	30 (Mar 11)		

**Data Commentary**

The data supplied is taken from the Department for Work and Pensions claimant figures via the Office for National Statistics NOMIS reporting system. The data is available on a monthly basis (the latest available is for March 2011).

**General Performance Commentary**

Currently (March 2011), 30 (38%) out of the 79 Lower Super Output Areas ('LSOA's) in Halton have unemployment rates over 20% higher than that for the borough as a whole.

This echoes the picture with regard to NI 153 above, in that the level of 'Worklessness' in neighbourhoods suffering high levels of multiple deprivation is continuing to remain stubbornly high, and in some places is increasing. In Windmill Hill the rate is now approaching 40% of adults aged 16-64 being categorised as 'economically inactive'.

**Summary of key activities undertaken during the year**

As noted with regard to NI 153 earlier in the report, a programme of projects and services, largely supported by the Working Neighbourhoods Fund was heavily promoted throughout all of Halton's most disadvantaged neighbourhoods, with the Neighbourhood Employment & Engagement Service working exclusively in the three former neighbourhood management pilot areas.

Additional a portfolio of projects primarily delivered by local voluntary sector partners including Halton Credit Union, Halton Citizens Advice Bureau, Halton YMCA and the Halton & St Helens CVS has delivered a range of initiatives to help residents move closer to full time employment by removing some of the 'barriers' to employment. Examples include supporting residents to move into the adult education programmes mentioned elsewhere in this report, access to employment advice outside 'office hours' and access to affordable credit and independent advice of both out of work and in-work welfare benefits etc.

**REPORT TO:** Employment, Learning, Skills  
& Community Policy & Performance Board

**DATE:** 8<sup>th</sup> June 2011

**REPORTING OFFICERS:** Strategic Director – Children and Enterprise

**SUBJECT:** Scrutiny Topic Reports

**WARDS:** Borough Wide

### 1.0 PURPOSE OF THE REPORT

1.1 To update Members on existing and future scrutiny topic group titles.

### 2.0 RECOMMENDATION: That

- i. Members support a joint scrutiny topic group on Apprenticeships
- ii. Members note progress being made regarding the topic 'Assessing the Impact of the Government's Deficit Policy on Employment, Learning and Skills in Halton'
- iii. Agree to carry over the topic Barriers to Employment from an Employer perspective into the Municipal year 2011/2012

### 3.0 SUPPORTING INFORMATION

- 3.1 For the Municipal Year 2010/11 Members proposed that two scrutiny topic groups should focus on '**Assessing the Impact of the Government's deficit policy on Employment Learning and Skills**' and '**Barriers to Employment from an Employer perspective**'.
- 3.2 At the beginning of April 2011, the Employment, Economic Regeneration and Business Development department moved to the Children and Young People directorate and the Children and Enterprise directorate was established.
- 3.3 By bringing together Children and Enterprise within one directorate it is recognised that for most young people it is the transferable skills that are developed at school and in further education that will determine their success in a range of jobs throughout their lives. It is, therefore, proposed that a topic title on apprenticeships would further cement these principles. It is proposed that the topic would be jointly overseen by members of both the ELS and Community PPB and the Children's PPB.
- 3.4 The scope of this topic is set out below:

## **To review the provision of apprenticeships in the borough**

### **Context**

Britain has a long history of apprenticeships but the level of state intervention and the types of programme have varied over recent decades. The National Apprenticeships Service (NAS) was launched in 2009 and has end to end responsibility for the delivery of Apprenticeships. In the past, apprenticeships in the borough have been supported by a number of funding pots, in particular WNF. With reductions in funding, Local Authorities and partners will need to work even more closely with NAS to ensure that resources are deployed to create apprenticeships that are relevant to both the needs of employers and young people.

### **The topic will consider the following: -**

- 1. The implementation of an apprenticeship programme for Halton;**
  - 2. Monitoring and Review of the programme i.e. the effectiveness of the programme;**
  - 3. Engagement with the Private Sector;**
  - 4. Roles and Responsibilities of respective agencies to drive forward the apprenticeships agenda in Halton.**
- 3.5 In regard to the **Barriers to Employment from an Employer perspective** topic, the scrutiny topic group has met twice. Consideration has been given to how partners support local people to gain employment, but more importantly how we provide local people with the skills, knowledge and experience needed by employers to ensure that support is demand led not supply led.
- 3.6 The intention had been to engage with the following agencies and groups.  
Halton Chamber of Commerce;  
North West Employers;  
Halton Enterprise Board;  
North West Business Link;  
Employers' Engagement Service.
- 3.7 Unfortunately, the topic has not progressed as quickly as anticipated, not least because of a lack of clarity which has surrounded the Government's approach to providing business support to date and uncertainty surrounding roles and responsibilities of national and regional agencies in respect of this agenda.
- 3.8 With the launch of the Bigger Better Business initiative, it is anticipated that this will give the topic group a steer and this work can be reignited in the new Municipal Year.

- 3.9 In regard to the second topic, much of the early work of the group has been dependent upon the outcome of the Government's Spending Review, which was announced at the end of October.
- 3.10 Good progress has been made in undertaking an initial audit/assessment of emerging Government policy relating to the Employment, Learning and Skills agenda. Reference has been made for example, to the Local Growth White Paper, and wider welfare reform agenda and its relationship with worklessness and potential return to work incentives.
- 3.11 Arising out of these discussions Members have suggested that it would be useful to map current activities and the organisations undertaking this activity with likely future arrangements.
- 3.12 Work is progressing on evaluating which activities/actions have "worked" for Halton, and will Government policy accommodate these activities in the future.
- 3.13 Consideration is being given to whether this activity will continue albeit with a different emphasis or a different delivery organisation. Similarly, whether activity has ceased but is being replaced by a different approach to solving or tackling a particular issue?

#### **4.0 POLICY IMPLICATIONS**

There are no immediate policy implications for the organisation. However, the proposed and existing topic groups will support the Council in: -

Presenting key facts, figures and other key evidence that define a problem and establish a baseline for service improvement;  
Identifying any developments and relevant future issues or trends that are expected to impact significantly on the services we provide;  
Mapping out any relevant current key policies, initiatives, facilities and patterns of service;  
Identifying relevant best practice and develop a 'model' response to the issues previously identified

#### **5.0 OTHER IMPLICATIONS**

N/A

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

Members are advised that the Employment Learning and Skills SSP is giving consideration to the future direction of partnership activity in Halton. This includes an exercise to link the Sustainable Community Strategy to future provision and will consider respective roles and responsibilities.

## **7.0 RISK ANALYSIS**

There are no risks anticipated in developing the proposed Scrutiny Topic Titles.

## **8.0 EQUALITY AND DIVERSITY ISSUES**

The choice of Scrutiny Topic Titles reflects a commitment to ensure that our employment service provides support for all our residents.

**REPORT TO:** Employment, Learning, Skills and Community PPB

**DATE:** 8<sup>th</sup> June 2011

**REPORTING OFFICER:** Strategic Director - Children and Enterprise

**SUBJECT:** Single Work Programme Progress Report

### **1.0 PURPOSE OF THE REPORT**

The purpose of the report is to provide an update on the Single Work Programme and to set out progress being made to implement the programme in Halton.

### **2.0 RECOMMENDATION**

It is recommended that members note the progress made to date and that members support the negotiations and proposed next steps in delivering the programme in Halton.

### **3.0 SUPPORTING INFORMATION**

- 3.1 At its meeting on 7<sup>th</sup> March 2011 the PPB agreed that a key priority for the year ahead would be maximising single work programme opportunities for Halton.
- 3.2 Members will recall that as part of the Government's welfare reform proposals, a number of existing employment support programmes have ceased and have been replaced by a new initiative called "The Single Work Programme".
- 3.3 The work programme will be a mandatory programme for residents reaching key milestones of unemployment. For 18 – 24 year olds, referral will be after 9 months of claiming Jobseekers Allowance. Those aged 25 and over will be mandated to attend after 18 months of claiming benefit. Other groups, for example, those on sickness benefits found fit for work, will also be referred. Once referred, support will be given for a period of up to 3 years.
- 3.4 The work programme is being delivered through a number of contract areas. Halton is part of a large contract area which includes Merseyside, Lancashire and Cumbria.
- 3.5 In April the Department for Work and Pensions (DWP) awarded contracts for the Merseyside, Lancashire and Cumbria area to A4e and Ingeus. They are described as 'Prime Contractors'. A description of the two companies is set out in appendix 1.0
- 3.6 Prior to the awarding of the contracts, Halton Borough Council undertook to meet bidders with the purpose of ascertaining whether successful bidders would wish to enter into a Sub-Contracting arrangement for the Council to deliver the contract in Halton.
- 3.7 Both A4e and Ingeus have expressed an interest in working with Halton Borough Council via the Halton People into Jobs team.

- 3.8 Discussions regarding how the contract will be operated in Halton are at an early stage. For example, further clarification is needed regarding the potential TUPE transfer of employees from Ingeus and A4e as well as other contractors who provide frontline services under the current arrangements. Confirmation on targets and numbers of beneficiaries is still being worked up by the two external organisations and will be subject to formal ratification by the Council. There is a remote possibility that the proposed transferees will not be acceptable in its entirety. The support of our HR and Legal colleagues has been invaluable to date and it is proposed that an internal implementation group will be established to oversee and scrutinise the process.
- 3.9 Similarly further negotiations are taking place regarding an implementation date in June.

#### **4.0 POLICY IMPLICATIONS**

- 4.1 Members are advised that as part of the contract negotiations, a balance will need to be achieved which ensures that the priorities of the organisation are met, whilst at the same time the maximum number of residents benefit from a close working relationship between the prime contractors and Halton Borough Council. On the one hand prime contractors see the benefit of working with Halton Borough Council; not least in respect of the networks and expertise that we can provide. On the other hand, by operating as a sub-contractor this is an advantage to the Council, as we will have influence and a degree of control in how the contract operates in the Borough.

#### **5.0 OTHER IMPLICATIONS**

- 5.1 Members are advised that The Single Work Programme operates on a payment by results basis. This means that if a person is helped into work, a fee will be provided. In summary only 10% of the total fee will be paid by Government when an individual starts the work programme. A job outcome fee is paid only after an individual has been in work for 6 months. Then a sustainment payment is spread over 1-2 years once this person has been in work longer than 6 months. This approach will result in Halton Borough Council being required to invest staff in managing the process, but a return on this investment will only take place once a person has entered into work. Therefore, it is probable that payment will only be paid to Halton Borough Council, 6 months after the initial support provided by Halton People into Jobs has been made.

#### **6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

##### **6.1 Children and Young People**

Government policy places emphasis on getting people off benefits and into work and 'making work pay'. Economic Regeneration colleagues will work with other colleagues within the wider Children and Enterprise directorate to ensure that training and development opportunities provided by the Single Work Programme dovetail into existing courses and provision provided in our schools and college. By working with Learning and Achievement Services and the Education

Business Partnership, we will promote employment as a viable option for our young people.

### **6.2 Employment Learning and Skills in Halton Borough Council**

Some aspects of the Single Work Programme will build on a model that has been used for many years through the Halton People into Jobs 'one stop' job brokering and job support initiative.

### **6.3 A Healthy Halton Borough Council**

There is a relationship between poor health and low levels of wealth in the borough and, therefore, by reducing the number of people on benefits and increasing the income of local people, will help to reduce levels of illness often associated with low levels of income in families.

### **6.4 A Safer Halton Borough Council**

It is argued that by helping people into work the risk of some individuals resorting to crime and anti-social behaviour is reduced.

### **6.5 Halton's Urban Renewal**

There are a number opportunities in the pipeline arising from Halton's portfolio of employment sites and this makes Halton an attractive proposition for the prime contractors; i.e. they can see a return on their investment as they can see the availability of jobs in the Borough over the next few years.

## **7.0 RISK ANALYSIS**

It is clear that prime contractors will be waiting for a number of years before realising a return on their investment. The extent to which sub-contractors share this payment risk will vary. However, once targets and volumes are known, a cash flow analysis will be prepared which will seek to minimise risk to the Council. A further area of risk relates to the transfer of employees from existing frontline providers to the council as it takes on the role of service provider under the new scheme. High quality, accurate and comprehensive information from existing providers about liabilities transferring to the Council is essential. This information will include details of numbers and identities of employees. This will include compensation claims by employees and claims associated with the TUPE duties to consult and inform. Information will need to be transferred to the Council in a timely way well before the transfer takes place and before the Council begins providing services.

## **8.0 EQUALITY AND DIVERSITY ISSUES**

The Single Work Programme is open to all and indeed is founded on the premise that work must pay. There is, however, a danger that prime contractors will be tempted to work with those residents who will find it easier to get into work. The role of the Council will be to work with the prime contractors through our networks and existing arrangements to work with our more disadvantaged residents.

## **9.0 LIST OF BACKGROUND PAPERS UNDER THE SECTION 100D OF THE LOCAL GOVERNMENT ACT 1992**