

Public Document Pack



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

Monday, 20 February 2017 at 6.30 p.m.
Civic Suite, Town Hall, Runcorn

A handwritten signature in black ink, appearing to read 'David W R'.

Chief Executive

BOARD MEMBERSHIP

Councillor Andrew MacManus (Chair)	Labour
Councillor Susan Edge (Vice-Chair)	Labour
Councillor Sandra Baker	Labour
Councillor Lauren Cassidy	Labour
Councillor John Gerrard	Labour
Councillor Geoffrey Logan	Labour
Councillor Joan Lowe	Labour
Councillor Carol Plumpton Walsh	Labour
Councillor June Roberts	Labour
Councillor Christopher Rowe	Liberal Democrat
Councillor Pamela Wallace	Labour

*Please contact Ann Jones on 0151 511 8276 or e-mail
ann.jones@halton.gov.uk for further information.
The next meeting of the Board is to be confirmed*

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

Part I

Item No.	Page No.
1. MINUTES	1 - 6
2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)	
Members are reminded of their responsibility to declare any Disclosable Pecuniary Interest or Other Disclosable Interest which they have in any item of business on the agenda, no later than when that item is reached or as soon as the interest becomes apparent and, with Disclosable Pecuniary interests, to leave the meeting during any discussion or voting on the item.	
3. PUBLIC QUESTION TIME	7 - 9
DEVELOPMENT OF POLICY ISSUES	
4. LEARNING AND SKILLS DEVELOPMENT	
(A) MERSEYLINK EMPLOYMENT AND SKILLS PERFORMANCE UPDATE	10 - 13
5. INVESTMENT	
(A) INWARD INVESTMENT SCRUTINY REVIEW UPDATE	14 - 17
6. COMMUNITIES AND LEISURE	
(A) PRESENTATION - THE BRINDLEY THEATRE	18 - 19
7. ECONOMY	
(A) AN OVERVIEW OF NATIONAL AND LOCAL ECONOMIC DEVELOPMENT AND REGENERATION STRATEGIES	20 - 41
(B) UPDATE ON ECONOMIC GROWTH ACTIVITY	42 - 45
8. BUSINESS PLANNING	46 - 52
PERFORMANCE MONITORING	
9. QUARTER 2 PERFORMANCE MANAGEMENT REPORTS	53 - 73

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.

EMPLOYMENT, LEARNING AND SKILLS, AND COMMUNITY POLICY AND PERFORMANCE BOARD

At a meeting of the Employment, Learning and Skills, and Community Policy and Performance Board on Monday, 21 November 2016 in the Civic Suite, Town Hall, Runcorn

Present: Councillors MacManus (Chair), Edge (Vice-Chair), Cassidy, Logan, J. Lowe, Rowe and Wallace

Apologies for Absence: Councillor S. Baker, J Gerrard and June Roberts

Absence declared on Council business: None

Officers present: W. Rourke, A. Jones, A. Bowen, J. Griffiths and R. Owen

Also in attendance: Alison Hoolihan and Helen Osborne - Libraries

**ITEMS DEALT WITH
UNDER DUTIES
EXERCISABLE BY THE BOARD**

Action

ELS21 MINUTES

The Minutes from the meeting held on 26 September 2016, were taken as read and signed as a correct record.

ELS22 PUBLIC QUESTION TIME

The Board was advised that no public questions had been received.

ELS23 EXECUTIVE BOARD MINUTES

The Executive Board minutes relevant to the Employment, Learning and Skills, and Community PPB were submitted to the Board for information.

ELS24 YOUTH EMPLOYMENT GATEWAY

The Strategic Director – Enterprise, Community and Resources, presented a report to the Board that provided an overview of the Youth Employment Gateway Project currently being delivered by Employment, Learning and Skills Division.

Members were advised that the Liverpool City Region (LCR) Youth Employment Gateway (YEG) project was an innovative programme for people aged between 18 and 24 years and who had been in receipt of Job Seekers Allowance (JSA) or Universal Credit (UC) for between 8 weeks and 9 months. The Programme provided all participants with a range of services, each aimed at moving them one step closer to their employment aspirations and ambitions.

The overview included achievements to date, income and expenditure and future strategy of the Programme.

Members praised the Programme and its success since its implementation. The following points were made following Members queries and comments:

- It was encouraging that clients were part of the Programme because they wanted to be; unlike a mandatory programme where people were forced to go to maintain benefit payments for example;
- The reasons for clients not achieving 26 continuous weeks of work were various; such as short term contracts; agency work or just that the job was not suitable for the client. In such cases the client would return to the advisor for further advice;
- Programme staff maintained contact with other agencies as sometimes clients needed to be referred to other services;
- It was suggested that one of the YEG clients be invited to share their experience with the Board, at a future meeting.

RESOLVED: That the report be noted.

ELS25 HALTON GROWTH HUB

The Board received a report and accompanying presentation which informed of the development, delivery and current performance of the Growth Hub initiative in Halton.

The report explained that the creation of Growth Hubs was a Government initiative intended to provide clarity, consistency and simplification across the business support agenda; increase migration business support from the public to the private sector and provide gateway support that was

information, guidance and brokerage to the business community. They were therefore not intended to be suppliers of business support but rather the interface between the business community and increasingly, commercial business support providers.

The report went on to discuss the Liverpool City Region (LCR) Growth Hub and Halton's approach to a local growth hub. The performance of Halton's Growth Hub to date was presented to the Board by Halton's dedicated Growth Hub Broker, Rachael Owen. Included in the presentation were examples of the work undertaken with companies such as *Clovemead*, *G-tec Ltd*, *Genlab* and *Apec Taxis*.

The following additional points were made following Members questions:

- People claiming Job Seekers Allowance who wanted to start their own business were eligible to apply to the Loan Fund, where they could borrow up to £25k at 6%;
- There were some projections made for future business growth in Halton, this data had been shared with Halton People into Jobs (HPIJ);
- A market needs assessment was needed to assess the available properties for businesses looking to move to Halton;
- The criteria for businesses accessing the Growth Hub service was that they must be in Halton or be planning to move to Halton to set up business;
- It was good to have a central source of information, which was convenient for businesses to access; and
- The Halton and Warrington Business Fair had been held and the stand was well visited.

RESOLVED: That Members note the performance of the Growth Hub in Halton to date.

ELS26 SCRUTINY TOPIC GROUP - CULTURE

The Strategic Director – Enterprise, Community and Resources, presented a report that put forward for consideration, the establishment of a topic group to evaluate Halton's cultural offer within the context of the Liverpool City

Region's (LCR) Cultural Devolution agenda.

It was noted that the LCR Combined Authority was developing a collaborative City Region approach to culture following the City Region Devolution Deal in November 2015.

The report advised of the 'Creative Conversion Group' that was created in February 2016 and provided details of the joint action plan that had been developed producing nine key areas, which were detailed in the report.

Appended to the report was a draft document containing the scrutiny review's aims, objectives and proposed methodology, for Members' consideration. Members agreed to establish this topic group and Councillors McManus, Wallace, Lowe, Edge, Logan and Rowe agreed to join the group. The initial invitation and papers for the first meeting would be sent to all Members.

REOLVED: That

- 1) Members agree to the establishment of a topic group to focus on Halton's cultural offer and its interface with the wider LCR;
- 2) the Board Members listed above agree to join the group; and
- 3) interim reports be presented to the Board no later than March 2017 and a final report be produced by June 2017.

Operational Director -
Economy, Enterprise
& Property

ELS27 UPDATE ON THE EUROPEAN SOCIAL FUND WAYS TO WORK PROJECT

The Board received an update on the Combined Authority ESF Ways to Work contract. It was noted that the 'Ways to Work' project was co-funded by the European Union (EU) and was being delivered across the Liverpool City Region (LCR) by all six local authorities.

It was reported that the project had commenced in January 2016 and would end in December 2018. It had a total value of £42m over 3 years and Halton's allocation was worth £3.3m. Officers advised that the Ways to Work project was one of a suite of projects currently being funded through the EU and further information on this was provided in Appendix 1 of the report.

Officers advised of the aims of the project and the activity to date, as presented in Table 1. The setting of targets was also discussed and Members were informed of the marketing plans in place for the project.

Members noted the numbers of ILM (Intermediate Labour Market) placements currently, as shown in Table 2 and the fact that interest in these was growing. The following was also noted after Members' comments:

- The Project was important for people not only to get qualifications but for raising their morale and general wellbeing;
- Although European Funding was secured up to 2019; there was no indication where future funding would come from to continue the Project;
- The potential £3.3m worth of investment into the Borough was dependant on achieving outputs and results. A pro rata approach was taken with regards to payments, which could always be clawed back; and
- Members requested a breakdown of Wards that residents were from who were accessing the Project; this would be sent once available.

RESOLVED: That Members welcome the progress made to date and support the growth and development of the Ways to Work project.

Operational Director -
Economy, Enterprise
& Property

ELS28 LIBRARY SERVICES ANNUAL REPORT

The Board received a presentation from the Library Strategy and Development Manager, Julie Griffiths, on the Library Service activity over the last 12 months which had focussed on increasing usage of the service across the community.

She advised Members of activities which had supported the delivery of the Library Service Strategy:

- Reading – the e-book challenge, e-platform and comics plus.
- Activities – such as Shakespeare week, Fun Palace, BBC's love to read competition and the new activities introduced: Wellbeing Wednesdays; Saturday Stories; and Homework Club. They also held a Lego

Club and the Summer Reading Challenge which was held every summer.

- Learning and Science – learning through technology such as coding and micro bits, (an example of which was passed around the room).

The Libraries Area Managers were introduced to Members, Alison Hoolihan in Runcorn and Helen Osborne in Widnes.

Following the presentation and Members questions, the following additional points were made:

- The take up of learning through technologies was very good and it was noted that coding was being introduced into the schools curriculum;
- Staff were trained to assist with customers who had dementia and had been accredited for this;
- The take up of reading e-books was good, with 400 people signed up so far; and
- Young people were encouraged to engage with the libraries through contact with the schools and the Library Service employed a Children and Families Officer, who was also responsible for communicating and promoting the Service.

RESOLVED: That the report be noted.

Meeting ended at 8.12 p.m.

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

DATE: 20 February 2017

REPORTING OFFICER: Strategic Director, Enterprise, Community 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 and Skills, and Community Policy and Performance Board
DATE:	20 February 2017
REPORTING OFFICER:	Strategic Director Enterprise, Communities and Resources
PORTFOLIOS:	Economic Development
SUBJECT:	Merseylink Employment and Skills Performance Update
WARDS:	Borough Wide

1.0 PURPOSE OF THE REPORT

- 1.1 To inform the Board through a PowerPoint presentation of the progress made to date against the Employment and Skills Key Performance Indicators associated with the new Mersey Gateway crossing. Merseylink's Employment and Skills Co-ordinator will attend PPB to make the presentation.

The last presentation to this Board was in March 2015

2.0 RECOMMENDATIONS:

- 2.1 That the report is noted.

3.0 REPORT

- 3.1 As reported in March 2015 Merseylink was selected in the summer of 2013 as the consortia to construct the new Mersey Gateway crossing and to maintain the existing Jubilee Bridge
- 3.2 The final submission of Merseylink's Employment and Skills Delivery Plan included a range of proposed key performance indicators.
- 3.3 As part of the procurement process, Merseylink consulted at length with HEP on employment and skills issues. This included through a number of 'bootcamp' events and attendance at HEP meetings. Merseylink then used the intelligence gathered to inform their Employment Skills and Delivery Plan.
- 3.4 Merseylink established an Employment and Skills Governance Board (ESGB). The Board is chaired by Merseylink's Project Director and includes Representation from the Merseylink consortia, the Halton Employment Partnership and the Mersey Gateway Crossings Board Ltd. Meetings take place and updates are received on progress against the Employment and Skills KPIs. In addition, Merseylink recruited a full time Employment and Skills Co-

Ordinator to support the implementation of the Delivery Plan and act as the interface between HEP and the Merseylink Consortia.

4.0 KEY EMPLOYMENT AND SKILLS PERFORMANCE INDICATORS

4.1 Merseylink proposed a comprehensive range of employment and skills key performance indicators within their Employment and Skills Delivery Plan. These are as follows:

- 'A minimum of 3,000 hours per year **volunteer opportunities** delivered linked to the activities of the Visitor Centres and Community Relations Programme'.
- '100% of Halton's primary school community engaged in a **creative public arts programme**, during the construction works. Art work to be displayed / performed throughout the construction period with the best selected for permanent display in a variety of venues throughout the borough'.
- 'The development of a set of **curriculum materials**, during the construction period, to support the delivery of project based work with a specific year group within an agreed number of school. Outcomes to be cascaded to a wider group of schools upon completion'.
- 'A minimum of **10% of all new construction employees** to be sourced from job Centre Plus, Work Programme and current local employment and career development'.
- 'The delivery of **four pre-employability programmes per year** in partnership with HEP providers, during the construction period involving a minimum of 10 people per programme'.
- 'A minimum of **40 days per year (during works) work based learning opportunities** for young people and adults living within Halton'.
- 'To deliver **15 weeks work experience** placements per annum, during the construction works to support both adults and young people'.
- '**10 % of all labour on the construction works being delivered by New Apprenticeships**, including higher apprentices'.
- 'The target of **80% of all new apprenticeships** recruited through the Mersey Gateway Project to **complete their framework**'.
- 'Delivery of at least **two "Meet the Buyer" events** within year one of the construction period – mapped against the capacity profile of prospective small and medium enterprise supply chain providers from the local area and wider region'.
- 'Delivery of an **annual programme of procurement support** in partnership with the HEP during the construction works, to include delivery of knowledge transfer in respect of Health and Safety best practice and requirements'.
- 'In partnership with HEP develop and deliver, within year one of the construction programme, a **cluster programme to assist SME's** to come together to bid in partnership for larger contracts'.
- **100 days Timebank support per annum** during the construction period for the delivery of targeted and meaningful support for Halton Borough Council, Local third sector community organisation and educational establishments'.
- A small number of amendments to KPIs and wording within associated SLAs have been agreed at ESGB level to reflect current practices.

- 4.2 Merseylink's Employment and Skills Co-ordinator maintains a master spreadsheet, detailing progress against each of the KPIs and this is shared with the ESGB on a monthly basis. The co-ordinator meets regularly with task group leads and is actively involved in HEP meetings and events. In addition, the portfolio holder for Economic Development, is engaged regularly in Merseylink events and contributes to relevant press releases.
- 4.3 Integral to the successful delivery of the activities detailed in the Employment and Skills Governance Board is an ongoing marketing and PR strategy. Good practice case studies and regular updates are included in both web based sites and local press. A number of individuals that have accessed the range of initiatives offered through Merseylink have since gone on to gain employment with them.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

A number of schools in Halton have benefited from the activities associated with the Employment and Skills Delivery Plan and KPIs as well as the marketing and PR strategy.

5.2 Employment, Learning and Skills in Halton

The Employment and Skills Delivery Plan and associated KPIs were developed in partnership with HEP colleagues with the objective of creating employment, learning and skills opportunities for the residents of Halton. Progress to date is very positive and the KPIs are being delivered on.

5.3 A Healthy Halton

The creation of the new Mersey crossing will also result in the existing Silver Jubilee Bridge being improved for pedestrian access. A Heritage Trail joining the original sites for the Visitor Centres (Wigg Island and West Bank) is still expected to be developed to encourage visitors to walk across the silver Jubilee Bridge as they visit both sites.

5.4 A Safer Halton

The new Mersey Gateway crossing will not be pedestrianised, with local residents being encouraged to use the Silver Jubilee Bridge for local access. It is expected that road accidents will be much reduced once the congestion associated with the current road network is reduced.

5.5 Halton's Urban Renewal

This major project will support economic growth as well as creating a landmark civil engineering structure. Improved road infrastructure will be a real positive for both existing and potential new businesses in the borough.

6.0 RISK ANALYSIS

- 6.1 There are financial risks associated with non-delivery of the KPIs set out in the Employment and Skills Delivery Plan.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 There are no equality and diversity points arising from this report.

8.0 FURTHER INFORMATION

8.1 Neil Wilcock, Employment and Skills Co-ordinator, MERSEYLINK CJV, mobile:
+44 (0) 7773 806 270, neil.wilcock@merseylink.com

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

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

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

DATE: 20 February 2017

REPORTING OFFICER: Strategic Director Enterprise, Communities and Resources

SUBJECT: Inward Investment Scrutiny Review Update

WARD(S): Borough Wide

1.0 PURPOSE OF THIS REPORT

1.1 The purpose of this report is to update the Board on the implementation of the recommendations arising from the Inward Investment Scrutiny Review which concluded in September 2015.

2.0 RECOMMENDATION: That

2.1 It is recommended that Members of the PPB note progress being made to implement the recommendations.

3.0 REPORT

3.1 A Scrutiny Review Topic Group on Inward Investment was established in 2015. The Topic Group was commissioned as the Liverpool City Region (LCR), together with Local Authorities were looking at the approach to inward investment and considering how a collaborative approach would make better use of resources.

3.2 The Topic Group made a number of recommendations.

3.3 The recommendations, together with a brief update on progress is provided below.

Recommendations on Inward Investment

Local Recommendations

- Implement rigorously the client management system (Evolutive) to iron out a number of inconsistencies with the information that we log.

This recommendation has been implemented. In fact, Halton was the first to adopt the programme. The system is being rolled out across the Liverpool City Region.

- Develops and implements an Investment Social Media Strategy to link Halton with export agencies from around the world.

This recommendation has been superseded by the approval of the ERDF Place Marketing project (which is covered elsewhere on the agenda).

- Pursue relationships and links with the top 50 businesses in Halton to ensure retention and growth of businesses.

The Business Improvement and Growth Team has been working with a locally based IT company to further refine the Council's Business Attractiveness model.

Liverpool City Region Recommendations

- Channel foreign investment enquiries through the LCR/LEP, where appropriate.

This is being picked up through the development of a Single Investment Agency for the Liverpool City Region described below.

The City Region Local Authorities, Liverpool Vision and the Local Enterprise Partnership have been working together for more than 18 months as a virtual inward investment service for the whole of the Liverpool City Region. This approach was given considerable impetus by the necessity to develop combined marketing messages and marketing collateral for International Festival of Business 2016 and MIPIM London and MIPIM Cannes.

Liverpool City Region prospectuses for all key growth sectors and a pan-City Region Commercial Property Prospectus have been developed informed by input from Sector Groups for each of the LCR Growth Sectors. Halton Borough Council is represented on all sector groups.

More recently partners have begun to share investment enquiries to develop a Liverpool City Region Investment Pipeline

A Single Investment Fund (SIF) application was submitted by the LEP in December 2016 seeking funding of £100,000.00 to develop further the City Region Single Investment Team concept. Significantly, the proposal included business aftercare\investor development, traditionally the preserve of the Local Authorities

On February 03 2017 it will be announced whether the SIF application has been successful. If successful there will follow a period of partner consultation to inform the development of a full business case for SIF funding for a June submission deadline.

- With limited resources, there is a need to focus on collaborative working across Local Authorities and the LCR.

As above

- Focus on strengths that Halton and the wider LCR has to offer.
As above

- There is an opportunity to demonstrate a collective approach and the Liverpool brand to potential investors, particularly of benefit to Halton.

The City Region ERDF Priority Axis 3d 'Place Marketing - Inward Investment' programme has been contracted with DCLG.

The bid is focused upon the development and promotion of a series of marketing proposition to attract new inward investment to the City Region and then to internationalise that offer with a series of overseas visit and attendance at key inward investment events.

The programme will also appoint, by competitive tender, a number of 'International Locational Consultants' who will promote the City Region offer in the key territories of the Americas, Asia, Indian and, to a lesser extent, Europe.

A detailed 'Activity Plan' for the lifetime of the programme is in development and the procurement exercise, managed by Liverpool Vision, has commenced.

The make-up of the Activity Plan will be driven by the LCR Sector Groups. Decisions with respect to which element of the Activity Plan are funded and which are not will rest with the LCR Inward Investment Board. Halton Borough Council are represented on the LCR Inward Investment Board

Halton Borough Council will provide cash match, not exceeding £25,000.00 each year, for a three year period. The total Halton Borough Council match will be £74,546.00 over the lifetime of the programme.

Other recommendations

- Focus skills required to support key sector business needs and their growth in Halton.

The Business Improvement and Growth Team has established an Advanced Engineering and Manufacturing Cluster Group. A sub-group of this is an HR Group which comprises Heads of HR from respective companies. They meet to discuss and share skills issues as a collective.

- Work together with planning to help ensure, where appropriate, that businesses in Halton expand and grow.

There are several examples of where this works well, for example, the development of the Inovyn Site and links to wider West Runcorn spatial priorities, or the bringing forward of the LPW expansion at the Widnes Waterfront.

4.0 POLICY IMPLICATIONS

- 4.1 Inward Investment is an important element in growing the economy of the Borough. It is highlighted as a key priority in the Liverpool City Region's Single Growth Strategy.

5.0 OTHER/FINANCIAL IMPLICATIONS

5.1 There are no “other or financial” implications arising from the report.

6.0 IMPLICATIONS FOR THE COUNCIL’S PRIORITIES

7.0 RISK ANALYSIS

7.1 There are no significant risks arising from this report.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no Equality and Diversity issues arising from this report.

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

None under the meaning of the Act.

REPORT TO:	Employment, Learning and Skills, and Community Policy Performance Board
DATE:	20 February 2017
REPORTING OFFICER:	Strategic Director, Enterprise, Community and Resources
PORTFOLIO:	Economic Development
SUBJECT:	Presentation Brindley Theatre
WARD(S)	Borough-wide

1.0 **PURPOSE OF THE REPORT**

1.1 To receive a presentation from the Brindley, Arts and Events Manager, Community and Resources Directorate

2.0 **RECOMMENDATION: That:**

- i) That the board notes the presentation and welcomes the positive progress being made to promote the Brindley as an important visitor destination.

3.0 **SUPPORTING INFORMATION**

3.1 Members received an update on the Brindley theatre in January 2016. Therefore, a further update is timely

3.2 It is anticipated that the Brindley, Arts and Events Manager will update Members on recent successes and future priorities for the theatre.

4.0 **POLICY IMPLICATIONS**

4.1 There are no further policy implications.

5.0 **OTHER/FINANCIAL IMPLICATIONS**

5.1 N/A

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

6.1 The theatre supports the Council's priorities. From an employment learning and skills perspective the theatre is an important selling point when attracting inward investors and businesses to the borough.

7.0 **RISK ANALYSIS**

7.1 There are no risks identified.

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

None under the meaning of the Act.

REPORT TO:	Employment, Learning and Skills, and Community Policy and Performance Board
DATE:	20 February 2017
REPORTING OFFICER:	Strategic Director, Enterprise, Community and Resources
PORTFOLIO:	Economic Development
SUBJECT:	An Overview of National, Regional and Local Economic Development and Regeneration Strategies
WARDS:	Borough wide

1.0 PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide PPB Members with a review and summary of the economic and regeneration strategies and interventions that are published by central government and regional agencies. It also provides a commentary on a range of local strategies from Halton-based organisations, including this Council.
- 1.2 This report also considers how these strategic documents and policies might influence aspects of this Council's future service delivery in respect of economic development and regeneration.
- 1.3 Particular focus is given in section two of the document to the government's Green Paper, entitled 'Building our Industrial Strategy' that was launched at Sci-Tech Daresbury by the Prime Minister on 23 January 2017. The consultation on the document will close on 17 April 2017.

2.0 RECOMMENDATION: That the report be noted.

3.0 SUPPORTING INFORMATION

- 3.1 The work undertaken by the Council's Economy, Enterprise and Property Department, to support the economy of Halton, is primarily driven by perceived local needs and priorities. These are determined by the Council. However, increasingly other public sector agencies and organisations operating both locally and at regional level intervene in numerous ways in the local economy. These organisations normally have published strategies and policies in place that outline their goals and the strategies and tactics that they intend to deploy to achieve them.

The attached document identifies some key documents that will, at varying levels, influence this Council's thinking and consequently, to

some extent, will shape the economic development activities and interventions that this department undertakes.

- 3.2 New and revised strategies emerge from National and Regional government on an increasingly frequent basis. For example, section 2 of the attached report highlights eight strategic central government strategy and policy documents in the past seven years. This Department monitors and reviews these documents periodically, to determine the relevance and potential impact and to ensure that informed choices can be made about local direction and to ensure that this Council does not overlook any emerging opportunity to boost our local economy.
- 3.3 Paramount in this category is the government's proposed new **Industrial strategy Green Paper entitled 'Building Our Industrial Strategy'** that was unveiled by the Prime Minister, at Sci-Tech Daresbury on 23 January 2017. The Green Paper is highlighted because it sets the agenda for government economic policy over the period of the current Parliament and beyond.
- 3.4 The document is also significant in that it marks a shift in government thinking about the economy and business. Principally, this is because an industrial strategy is needed as a critical part of the government's plan for post-Brexit Britain, as leaving the European Union requires making long-term decisions about Britain's economic future. In addition, this appears to be a notable step away from the approach of the Cameron government, as being more interventionist rather than 'laissez-faire' in approach.
- 3.5 In addition, although at the time of writing, the Green Paper has so far received less publicity than Brexit, it could have a more significant long-term impact on Britain than leaving the European Union. But that impact depends on the government not only producing a substantial plan but also sticking to it over years and parliaments, which will not be an easy task. Increasing Britain's post-Brexit economy will rely heavily on state intervention as the government looks to exploit the impending removal of EU state aid rules. The report considers the UK's skills base and examines its weakness when compared to other developed countries.

This document sets out to consider how a post Brexit Britain can reverse the UK's long-term problems associated with productivity. In general, the UK has an underlying weakness, in that we produce less for every hour we work than our competitors.

- 3.6 The attached report also outlines actions being undertaken to involve stakeholders and local business in the consultation process.
- 3.7 Section three of the attached document considers regional priorities policy and strategies relating to the Northern Powerhouse, The Atlantic Gateway and the Liverpool City Region.

- 3.8 The past five years have seen the biggest change in sub-national economic development arrangements for more than a decade with the abolition of the Regional Development Agencies and the creation of the new Local Enterprise Partnerships (LEPs) and the wide devolution of power to the regions. This focus on localism and the creation of The Liverpool City Region have changed the spatial scale of economic development. Nationally, economic interventions are no longer focused on single local authority areas. The spatial scale of economic development and regeneration has changed.
- 3.9 Section four examines local policies and strategies. This includes the Council's Unitary Development Plan that determines the allocation of employment land. Development strategies currently in preparation relating to opportunities linked to the forthcoming opening of the Mersey Gateway are identified. In addition, skills development is considered in some detail, - as building a workforce that is vital to support the skills needs of businesses in Halton. The skills agenda is a recurring theme, identified in numerous strategic documents from national government down. Businesses need a supply of talented and better trained people who can embrace change.
- 3.10 In conclusion, many of these strategic documents share a common element. Those concerned with direct delivery to business focus on three crucial elements; firstly, improving the skills of the workforce; secondly, reducing the cost of doing business; and thirdly, making available the resources (money or suitable premises etc) that all business need to compete and thrive in today's global economy.
- 3.11 Against these changes and challenges, The Economy, Enterprise and Property Department are currently involved in driving our economy forward, providing essential business support and infrastructure development to promote local growth. The services provided will need to adapt in future and change to suit the changing economic environment. Working with partners within both the Borough and in the broader City Region will be vital to this activity going forward. The Department will continue to monitor the strategic approach of partners and central government to identify potential linkages and possible benefits.

4.0 POLICY IMPLICATIONS

There are no policy implications associated with this report.

5.0 FINANCIAL IMPLICATIONS

None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

- 6.1 Whilst the analysis outlined in this report focuses of the development of economic development policies and strategies, a strong economy will

have a positive bearing on how the Council can support its wider priorities in the future.

7.0 RISK ANALYSIS

There are no risks identified.

8.0 EQUALITY AND DIVERSITY ISSUES

None identified.

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

None under the meaning of the Act.

Appendix 1

Halton Borough Council

Economy, Enterprise and Property Department

An Overview of national, local and regional strategies and policies

Section 1. Introduction

1.1 The work undertaken by this Department to support the Halton economy, is to a large extent determined by this Council in response to local needs and priorities. However, Economic Development and Regeneration activity is not undertaken in a vacuum or without reference to regional or national policies or direction. Many other agencies intervene in the local economy in numerous ways. Most organisations, if not all, have published strategies and policies in place. To some extent the contents of these strategies influence this Council's thinking and consequently, to some extent, shape our activities and service delivery.

1.2 The number of national and regional strategies relating to economic issues has proliferated in recent years. Everyone, so it seems, has a strategy. However, the number of strategies relating to the economy has undoubtedly increased because of the political focus on the economy in Brexit, and also as a consequence of an increase in the various powers to intervene in the economy being devolved to the regions.

1.3 The purpose of this document is to consider the contents of these strategy documents and how they could influence aspects of This Council's service delivery.

1.4 New and revised strategies frequently emerge from National and Regional government. This Department monitors and reviews the documents periodically to determine the relevance and potential impact and to ensure that informed choices can be made about local direction and to ensure that opportunities to advance our local economy are not overlooked.

Section 2. National Priorities, Policy and Strategies

2.1 The Government intervenes in the economy in numerous ways. These include regulation, taxation, subsidies and legislation. However, this document only considers the government's strategic policy and how this may impact on our local economy in Halton.

2.2 **The following key documents have been considered in the preparation of this section;**

- The Path to Strong, Sustainable and Balanced Growth, HM Treasury & Department for Business Innovation and Skills, November 2010.
- No Stone Unturned, the Heseltine Review, Department for Business, Innovation and Skills, 2012
- Government's response to the Heseltine review HM Treasury & Department for Business Innovation & Skills, March 2013.

- Growth Deals – Initial Guidance for Local Enterprise Partnerships HM Government, July 2013
28 Local authorities, Local Enterprise Partnerships and the Growth Agenda Derek Walker CEDOS/ADEPT, February 2014
- ‘Fixing the Foundations; creating a more prosperous nation’, July 2015
- Policy paper 2010 to 2015 government policy: industrial strategy Updated Department for Business Innovation and Skills, May 2015
- The Government’s Productivity Plan. House of Commons Business, Innovation and Skills Committee Second Report of Session 2015–16 (26 January 2016)
- Building Our Industrial Strategy. H.M. Government Green Paper, January 2017

Background

2.3 The Prime Minister launched a Green Paper to consult on future industrial strategy at Sci Tech Daresbury on Monday 23rd January 2017. The Consultation period is twelve weeks and will close on 17th April 2017.

Government thinking about the economy and business has shifted considerably since the start of the coalition government. There are several reasons for this. Firstly, an industrial strategy is a critical part of the Government’s plan for post-Brexit Britain, as leaving the European Union requires making long-term decisions about Britain’s economic future. Secondly, there is a need to reconsider economic policy in the light of changes in the international economy that have resulted in an increase both in terms of competition and opportunities from global markets. Thirdly, political change; a new approach has been adopted by the incoming Prime Minister. The Department for Business, Innovation and Skills (BIS) and the Department of Energy and Climate Change (DECC) were merged to form the Department for Business, Energy and Industrial Strategy (BEIS) soon after she succeeded David Cameron last July. That move was a notable step away from the previous approach. Under David Cameron’s leadership, the Government pursued a more hands-off approach to encouraging business growth.

2.4 The UK Government has had many industrial strategies over the years. In the late 1960’s and 1970’s the Government’s industrial strategies became almost synonymous with spectacular industrial failures, such as British Leyland and Upper Clyde Shipbuilders. As a consequence, for many years the concept of an industrial strategy became tainted in the UK and led to a more laissez faire approach being adopted. In countries, as diverse as South Korea, the United States and Germany, implementing ‘industrial strategy’ has led to successful interventions and good outcomes. Far from the experience of 1970s Britain, the international approach to industrial strategy has often been fruitful, leading to more productive and better balanced economies.

2.5 The UK in contrast, has mostly settled for incremental, targeted interventions from Government that range from tax breaks and deregulation to strategic procurement decisions and specific investment in skills. However there have been a series of strategic documents relating to economic policy, each containing common themes, that have been produced since the Coalition government was formed in 2010.

‘The Path to Strong, Sustainable and Balanced Growth’ -2010

2.6 The first of these strategic documents was produced when the Coalition Government first took office, entitled ‘The Path to Strong, Sustainable and Balanced Growth’.

2.7 The strategy emphasised that the best way for Government to support business was to provide the right conditions for success, by removing the barriers and putting the private sector first when making decisions on tax, regulation and spending.¹ A further paper, published by The Department for Business Innovation and Science, identified four pillars crucial to driving growth. These were: 1. Providing the stability business needs; 2. making markets more dynamic; 3. Effective government that supports investment and growth; and 4. supporting individuals to fulfil their potential.

2.8 The strategy advocated some themes that are included in the new Green Paper, such as providing access to funding, creating incentives for innovation and reducing regulation and red tape. In addition, for the first time in many years, the document highlighted the need to prioritise public spending on infrastructure. A key element was also the need to ensure that the UK was well-positioned for a transition to a low-carbon economy.

2.9 Regarding the skills agenda, the report highlighted that businesses needed improved basic skills and called for an emphasis on the teaching of science, technology, engineering and mathematics (STEM) skills and a competitive and sustainable world-class higher education system. In a nutshell, the document indicated that the UK needed a simpler, more flexible skills system that responded better to the needs of employers and which repays the efforts of learners. Overall, the importance of this document was that for the first time it identified the type of issues that the Government is still striving to resolve in the latest Green Paper.

‘Fixing the Foundations’ – Productivity Plan 2015

2.10 ‘Fixing the Foundations’ – Productivity Plan was launched following the general election of 2015.

2.11 Until the outcome of the referendum vote, this document was considered to be the definitive statement in respect of the government’s policy agenda for business for the whole of the five year parliamentary term. The key objective was to try to reverse the UK’s long-term

¹ The Path to Strong, Sustainable and Balanced Growth, HM Treasury & Department for Business Innovation and skills, November 2010. p3

productivity problems compared to other G8 economies, through a number of small improvements. However, it was more a collection of existing policies than a new blueprint for the future.

2.12 The government's framework was built around two pillars and was an evolution of the ideas contained in the previous document, - The Path to Strong, Sustainable and Balanced Growth. Firstly, once again, it highlighted the need for investment in infrastructure, skills and training. Secondly; it sought to promote an economy that encouraged innovation and helped resources flow to their most productive use. The document set out a fifteen-point plan for productivity comprising the following elements;

1. A competitive tax system, **2.** Rewards for saving and long term investment, **3.** A highly skilled workforce, **4.** World leading universities, **5.** A modern transport system, **6.** Reliable low carbon energy, **7.** World class digital infrastructure. **8.** High quality science and innovation, **9.** Planning freedoms and more houses to buy, **10.** Higher pay, lower welfare society **11.** More people able to work and progress, **12.** Financial services that lead the world in investing for growth, **13.** Competitive markets with less regulation, **14.** A trading nation opens to international investment; and; **15.** A rebalanced economy and a thriving Northern Powerhouse.

2.13 The document highlighted that the UK has weaknesses in its skills base that has contributed to its longstanding productivity gap with France, Germany and the US. Results from the OECD show that England and Northern Ireland are in the bottom four countries for literacy and numeracy skills among 16-24 year olds.² The document recognised that a step change in the scale of the apprenticeship programme was needed in response to the decline in training. The government therefore introduced a training levy on large UK employers to fund the new apprenticeships. Levies to fund training are in place in Germany, France, Denmark and over 50 other countries, often supporting high quality apprenticeship systems.³

2.14 In addition to investment in rail, the report put road building in a position of prominence. England's roads carry over 95% of all passenger journeys and are used for over 85% of journeys by distance.⁴ As an illustration of how Britain's road building programme compares, since 1990 France has built 2,700 miles of motorway, more than the entire length of the UK motorway network⁵ In addition, there is an estimated backlog of maintenance works on the local road network of up to £8.6 billion.⁶

2.15 The document highlighted the need to support for Science, Technology and Innovation in recognition that technology based innovation is a major driver of economic growth. The UK produces 16% of top quality published research findings, with less than 1% of the world's population.⁷ The UK is ranked 4th in the world for business and university collaboration, and

² Adult Skills Survey, Organisation for Economic Co-operation and Development, 2013. Results are not available for Scotland or Wales.

³ Subsidies and Levies as Policy Instruments to Encourage Employer-Provided Training, OECD Education Working Papers, No. 80, N Müller and F Behringer, June 2012; A review of national training funds, Richard Johanson, November 2009

⁴ National Travel Survey, Department for Transport, 2013

⁵ Action for Roads, Department for Transport, 2013

⁶ Internal analysis conducted by the Department for Transport in 2015. This is based on a central spot estimate from a range of between £4.3 billion and £8.6 billion

⁷ International Comparative Performance of the UK Research Base, Elsevier, 2013

attracts more R&D funded from abroad than Finland, Russia, Canada, Japan and China combined.⁸ The expansion of Sci Tech Daresbury was specifically mentioned in the plan, in the context of the £200 million industry funding from IBM to drive forward Big Data research at Hartree.⁹

2.16 A core component of Government thinking at that time was that the economy required rebalancing from a low wage, high tax, and high welfare society to a higher wage, lower tax, and lower welfare society. The Government believed that the National Living Wage (NLW) was an essential part of a package of measures, including changes to tax, national insurance, and further welfare reform, to achieve this. The Government wanted to reduce reliance on the State topping up wages through the benefits system, and that low wage workers take a greater share of the gains from growth. The UK should do more to raise the wages of the low-paid compared to other countries - 22% of UK workers are low-paid, compared to the OECD average of 16%.¹⁰

‘Building Our Industrial Strategy’; – Green Paper January 2017

2.17 Although this industrial strategy has so far received less publicity than Brexit, it could, ultimately, have a more significant long-term impact on Britain than leaving the European Union. But that impact depends on the government not only producing a substantial plan but also sticking to it over years and parliaments, which will not be an easy task. Increasing Britain’s post-Brexit economy will rely heavily on state intervention as the government looks to exploit the impending removal of EU state aid rules.

2.18 The Prime Minister said at the launch that the new strategy represented a “new approach to government” of “not just stepping back but stepping up to a new, active role”. As mentioned previously, under David Cameron’s leadership, the government had pursued a more hands-off approach to encouraging business growth.

The proposed industrial strategy for the UK is based on 10 pillars:

1. Investing in science, research and innovation – to become a more innovative economy and do more to commercialise our world leading science base to drive growth across the UK.
2. Developing skills – to help people and businesses to thrive by: ensuring everyone has the basic skills needed in a modern economy; building a new system of technical education to benefit the half of young people who do not go to university; boosting STEM (science, technology, engineering and maths) skills, digital skills and numeracy; and by raising skill levels in lagging areas.
3. Upgrading infrastructure – upgrade digital, energy, transport, water and flood defence infrastructure, and better align central government infrastructure investment with local growth priorities.

⁸ Global Competitiveness Index 2014-15, The World Economic Forum, 2014; Main Science and Technology Indicators, OECD, 2015

⁹ Fixing the Foundations; Creating a more prosperous nation. July 2015 page 39 para 8.12

¹⁰ The OECD defines this as earning less than two thirds of median earnings. - http://www.legislation.gov.uk/ukia/2016/3/pdfs/ukia_20160003_en.pdf

4. Supporting businesses to start and grow – ensure that businesses across the UK can access the finance and management skills they need to grow; and we must create the right conditions for companies to invest for the long term.
5. Improving procurement – use strategic government procurement to drive innovation and enable the development of UK supply chains.
6. Encouraging trade and inward investment – government policy can help boost productivity and growth across our economy, including by increasing competition and helping to bring new ways of doing things to the UK.
7. Delivering affordable energy and clean growth – keep costs down for businesses, and secure the economic benefits of the transition to a low-carbon economy.
8. Cultivating world-leading sectors – build on areas of competitive advantage, and help new sectors to flourish, in many cases challenging existing institutions and incumbents.
9. Driving growth across the whole country – create a framework to build on the strengths of different places and address factors that hold places back – whether it is investing in key infrastructure projects to encourage growth, increasing skill levels, or backing local innovation strengths.
10. Creating the right institutions to bring together sectors and places – we will consider the best structures to support people, industries and places. In some places and sectors there may be missing institutions which could be created.

2.19 In many ways the 'Building our Industrial Strategy' is an evolution of recent government documents, including 'Fixing the Foundations' and 'The Path to Strong, Sustainable and Balanced Growth'. The Green Paper is focused around objectives to build and extend the UK's sectoral strengths, close the productivity gap and increase the UK's overall competitiveness. Whilst the number of key headings have reduced from 15 to 10 the elements contained in the 2015 document are largely the same.

2.20 There is however, a wider focus emerging in this Green Paper: improving UK productivity, while investing in research and innovation and improving skills across all sectors.

2.21 The Green Paper asks a series of structured questions at the end of each section.

2.22 The Green Paper calls for significant investment in research and development for nascent UK sectors, including an Industrial Strategy Challenge Fund which could go as far as to invest in innovations like modular housing.

2.23 The government has earmarked £4.7 billion in funding for R&D, first announced in November 2016, to help industries including robotics, artificial intelligence, 5G mobile technology and smart energy. Announced during the autumn statement, R&D investment will grow by an additional £2 billion over and above existing spending by 2020. An increase in investment year-on-year will give an overall boost of £4.7bn by 2020-21. This is the biggest increase in R&D investment in any parliament since 1979. This could be instrumental in supporting businesses to create new technologies.

2.24 There is additional funding for the British Business Bank (BBB) and a commitment to helping the BBB to provide finance to more businesses outside of London and the South East.

2.25 The Government will also offer a “range of support” to struggling sectors following the UK’s exit from the European Union, including deregulation and state assistance in trade deals. Five sectors that will receive government support are: nuclear, life sciences, low-carbon-emission vehicles, Industry 4.0 and the creative sector.

2.26 The Prime Minister’s suggestion that the government will look to intervene more in business once the UK has left the EU, represents a change of approach. Real-terms public spending on R&D has been in decline since the 1990’s, when it was decided that industry, not the state, should pick up the bill for more long-term, expensive research.

2.27 Business groups have largely welcomed the Green Paper. Carolyn Fairbairn, Director General of the Confederation of British Industry (CBI), said: ‘A modern industrial strategy will be a landmark opportunity to build a successful, modern economy as the foundation for a prosperous, fairer and more inclusive society.’

2.28 Meanwhile, Adam Marshall, Director General of the British Chambers of Commerce (BCC), commented: ‘Business communities across the UK will be pleased to see that harnessing the potential of our cities, towns and counties lies at the heart of the government’s approach to [the] industrial strategy.’

2.29 The actions outlined in the Green Paper sound sensible – but the point must be made that there has never been a government that was actually ever hostile to new business start-ups, and didn’t want to upgrade skills. The problem with the Green Paper is the basic premise. Until the terms of leaving the European Union are known, there is no idea what trade barriers will be in place, and how that might disrupt supply chains. Therefore, it is difficult to anticipate what industries will do well or badly in post-Brexit Britain and therefore what industries may need support from government interventions.

What does this mean for Halton?

2.30 As demonstrated in this section, government strategies relating to engagement with business have come and gone over the years. Few have really had any lasting effect because they have lacked enduring support and commitment from the government to deliver.

2.31 However, the latest seems to clearly identify the challenges, if not all the solutions. The focus on skills and technical education is welcome, but it must be recognised that this is only one part of what a modern industrial strategy needs. The UK requires a blend of improvements to transport, infrastructure, including superfast broadband and access to finance, if it is to flourish post-Brexit.

2.32 The government’s Green Paper talks of a string of new Institutes of Technology in England and Wales for students from 16-19 years of age. Throughout this region, the skills gap is widening and so we must work with partners to encourage more young people to study the STEM subjects – science, technology, engineering and mathematics.

2.33 This Council needs to be engaged with partnerships that can attract optimum levels of government finance and support to the local area. It will be particularly important that plans for development of science and technology, in particular those associated with Sic -Tech Daresbury, are aligned with this plan to take advantage of the strategic targeting of resources being pursued at a national level.

2.34 There are some very contradictory proposals in the Green Paper – it suggests we want to be an open market and yet suggest a procurement policy which buys British. This may be beneficial to local business, - but may also change how this Council sources external goods and services.

2.35 The Green Paper contains no mention of the Shared Society and inclusive business in the document outside the introduction. The social contribution of business is neglected. This needs to be emphasised.

2.36 Real opportunity exists for this Council in the future to work with universities to extend their contact with local employers, ensuring every employer that wishes to recruit locally is able to access local graduates.

2.37 This Council engaging widely with local business community and individuals and encouraging them to respond to the strategy. We believe that by the Government developing a clear industrial strategy, Halton's businesses will be best positioned to boost their competitiveness.

2.38 The government's emerging Industrial policy will be monitored on an ongoing basis. In particular, how changes to government policy may impact on local businesses and in particular how they might affect vulnerable small local businesses and low paid, local people. Alongside other businesses and organisations and public sector bodies, Halton Borough Council will submit a response to the strategy before the 17th April deadline.

Section 3. - Regional Priorities, Policy and Strategies.

3.1 **The following key documents have been considered in the preparation of this section;**

- The Northern Transport Strategy;
- The Northern Powerhouse: One Agenda, One Economy, One North A report on the Northern Transport Strategy March 2015
- Liverpool City Region Growth Strategy 2015
- Atlantic Gateway Business Plan July 2012
- The State of Liverpool City Region Report: Making the Most of Devolution January 2016,
- Liverpool City Region Innovation Plan 2014-2020
- Liverpool City Region Skills for Growth 2015-16
- Sectoral Strategies, Liverpool City Region, - various dates.

The Northern Powerhouse;

- 3.2 This initiative was instigated by Central Government. However, it is included here, rather than the previous section on Government policy, because it relates entirely to the North of England, as opposed to a national policy or initiative.
- 3.3 The Northern Powerhouse project proposal to boost economic growth in the North of England by the 2010-15 coalition government and 2015-20 Conservative government. It relates particularly in the "Core Cities" of Manchester, Liverpool, Leeds and Sheffield.¹¹ The proposal is based on urban agglomeration and aims to reposition the UK economy away from London and the South East.
- 3.4 The proposal involves improvement to transport links, investment in science and innovation, and devolution of powers in City Deals
- 3.5 Transport for the North (TfN) represents all 11 Local Enterprise Partnerships and all Combined Authorities and Local Transport Authorities in the North. Its role is to enhance and add value to the existing governance framework between local and central government – filling a strategic gap to plan and develop the strategic transport networks of the North with its partners to help achieve the vision Northern Powerhouse. However, especially so, as it is underpinned by the first Independent Economic Review for the North, identifying the region's key prime and enabling capabilities¹² and The TN Economic Study identifies that the North has four distinctive prime capabilities within the world economy that have the highest potential to drive growth and increased productivity:¹³
- digital technology, including software and content;
 - advanced manufacturing, especially materials and processes;
 - energy, including nuclear and offshore wind; and
 - health innovation, including life sciences, medical technology and service delivery.
- 3.6 The study suggests that to support these prime capabilities and drive job numbers, there are three key enabling capabilities; **financial** and **professional services, higher education, and logistics**.
- 3.7 The economic assets represent activities in which the North has distinctive specialisation, highly productive jobs and which export to and compete in wider UK and global markets. The North accounts for 19% of total exports in the UK.¹⁴

¹¹ The Northern Powerhouse: One Agenda, One Economy, One North, TfN 2015

¹² The term 'capabilities' is used in spring TfN 2016 update report, rather than 'sectors' because the capabilities cut across the conventional statistical definitions of sectors, and include wider competencies in the knowledge and asset bases. For example, 'Health Innovation' comprises activities found in both manufacturing industry, in services, and across the research base. Prime capabilities are those that are distinct and specialist across the North and competing on a global stage.

¹³ TfN Economic Study, Spring 2016

¹⁴ 2014 data from HM Revenue and Customs:

<https://www.uktradeinfo.com/Statistics/RTS/Pages/RTSArchive.aspx>

- 3.8 Transport connectivity is key allowing the agglomeration effects to be more fully realised across the network of the largest towns and cities in the North – creating a single economy. The report identifies the important role of transport connectivity in closing the productivity gap, alongside other key components of the economic ecosystem such as skills improvement and pervasive innovation.
- 3.9 TfN is also planning improvements to the strategic road network. The shared vision for roads, first stated in the March 2015 report, is for a faster, less congested strategic road network, which is crucial to delivering the Northern Powerhouse. Central to this vision of motorways and expressways increasingly offering a ‘mile a minute’ journey times, linked to local networks and key locations including ports, airports and other logistics hubs. Northern City Regions have developed Strategic Economic Plans to demonstrate how they will develop their strengths in the knowledge-based growth sectors of the future: creative industries in Liverpool; media in Manchester; legal in Leeds; advanced manufacturing in Sheffield; energy in Hull; and software development in Newcastle.
- 3.10 The number, capacity, and reliability of east-west road connections are seen as a constraint on the Northern economy. The M62 is the only east-west motorway spanning the North. The road that connects Greater Manchester and the Sheffield City Region is a single carriageway road through the middle of the Peak District National Park. East-west travel across the Pennines and so can be unreliable with severe delays and closures in bad weather.
- 3.11 High demand for freight travel to and from the North’s ports, for commuting to work, and for other business trips means that many parts of the North’s road network are heavily congested. Some of the most congested parts of the network include the M60 in Greater Manchester, the M62 in the Liverpool City Region, Cheshire and Warrington. The first Road Investment Strategy also announced three strategic studies to consider some of the biggest challenges in the north of England and potentially transform east–west strategic road connectivity:
- The case for a new high performance tunnel under the Pennines between Sheffield and Manchester;
 - Upgrading of the east–west A66 and/or A69 to dual carriageway across the Pennines north of the M62; and
 - Improvements to the M62/M60 between Warrington and the north and west of Manchester.
- 3.12 The Annual Update of the Northern Transport Strategy in March 2017 will present a prioritised programme of investment.
- 3.13 Highway England’s current Road Investment Strategy 2015 to 2020 recognises that increased demand on roads to ports and airports is making it harder to access export markets. Already in development are schemes to improve linkages, such as improving road access to the Port facilities at Liverpool. TfN is, therefore, identifying the trade links that best secure competitive advantage and export growth potential for the North. Existing and future barriers to growth will be identified, along with ways in which the competitiveness of the North’s airport, port and inland waterway facilities can be enhanced. This will then lead to

an assessment of the infrastructure improvements likely to be required to allow the North to be adequately connected to airports, ports and multi modal facilities, including rail interchanges. This, if implemented may have positive benefits for the economy of Halton.

- 3.14 HM Treasury analysis shows that realising the ambition of the Northern Powerhouse to rebalance the UK economy would be worth an additional £56 billion in nominal terms to the northern economy, or £44 billion in real terms equal to £1,600 per individual in the North¹⁵. The idea of the Powerhouse is to fully harness the talent and potential offered by an area of 15 million people, which already generates around £290 billion output per year
- 3.15 The Northern Powerhouse agenda would generate an additional 48,000 jobs by 2040¹⁶. It must be emphasised that these potential jobs would be additional to the anticipated growth identified by Oxford Economics in its Economic Outlook document, prepared for the Liverpool City LEP in July 2016. This growth will have implications for Halton Borough Council and other authorities as demand for public services will increase as a consequence.

The 'North West'

- 3.16 The Atlantic Gateway is a key project for the North West Region. It claims to be is the most significant opportunity in the UK to attract investment, accelerate growth and rebalance the economy.¹⁷ As such, it certainly has potential to create a critical mass that will attract growth. By 2030, there is the potential for some 250,000 new jobs to be created in the Atlantic Gateway area and around 140,000 of these jobs will be associated with Atlantic Gateway priority projects, involving £14 billion of new investment. With a current focus on the Liverpool and Manchester City Regions and the surrounding areas of Cheshire and Warrington, Atlantic Gateway is driven by the private sector with public sector support. This includes the area's Local Enterprise Partnerships (LEPs) who, in conjunction with other partner agencies, will play a key role in delivery. An independent report¹⁸ written by Lord Heseltine and Sir Terry Leahy, stated that 'if anywhere in the UK can develop the critical mass and momentum to become an alternative growth pole to London, it is the Atlantic Gateway... there has never been a credible proposition of that nature in Britain to achieve something decades of regional policy failed to achieve'. The Atlantic Gateway seeks to draw upon the area's key assets – several high growth economic sectors, excellent infrastructure, emerging enterprise zones and a talented skilled workforce. It seeks to unlock this potential in a way that supports sustainability and promotes the use of low carbon technologies.
- 3.17 Atlantic Gateway has a focus on five key themes: growth, connectivity, infrastructure, sustainability and talent. It will focus on securing investment for projects, supporting cross

¹⁵ If the northern economy grows in line with the OBR's forecast for the average across the UK between now and 2030, its GVA would be £56 billion higher in nominal terms or £44 billion in real terms, than if it grew at its historic average (1994-2012): <https://www.gov.uk/government/news/northern-powerhouse-chancellor-sets-out-pathway>

¹⁶ Liverpool City Region, Economic Outlook, Oxford Economics, July 2016, p47

¹⁷ Page 1 Atlantic Gateway Business Plan 2012

¹⁸ Rebalancing Britain; Policy or Slogan Liverpool City Region – Building on its strengths. An independent report by the Rt Hon Lord Heseltine CH & Sir Terry Leahy (Oct 2011)

LEP collaboration on critical issues, strategic leadership on key Atlantic Gateway issues and informing policy. Halton is in a key location for distribution; the proximity of the Port, Manchester Ship Canal and John Lennon Airport, (JLA) offers a particular opportunity for Halton to maintain and enhance its role as a major hub for cargo distribution. The common ownership of these transport assets by the wider Peel Group can ensure that the synergy between the businesses and their economic potential for the Liverpool City Region are maximised. The Manchester Ship Canal is unique as an inland waterway in the UK. It is capable of handling vessels of up to 15,000 tonnes to Runcorn. Runcorn Docks can accommodate vessels up to 6,500 tonnes and specialises in the import and export of bulk minerals for the chemical, glass and pottery industries. The port, with its excellent road connections has strong locational advantages for these industries. Runcorn lay-by, adjoining Runcorn Docks is the seaward end of feedstock pipelines, serving the North West's chemical industry. Large volumes of hazardous chemicals are imported and exported in this way, without impact on the local highway network.

- 3.18 The Mersey Gateway Port (formerly known as the Port of Weston) also lies alongside the Manchester Ship Canal and is being considered for redevelopment. This Port located just a couple of miles from the 3MG terminal is within easy reach of Manchester and Liverpool, as well as being in close proximity to the M62, M57 and M56 motorway hub, the West Coast Main Line, the increasingly important Manchester Ship Canal and the Mersey Gateway Crossing. The site was recently awarded its Harbour Revision Order, giving the go ahead for developments that will realise the full potential of the long-under-utilised site. Following the planned developments, the Mersey Gateway Port will be capable of handling ocean-going container ships of up to 15,000 tonnes. With its extensive road and rail connections, the Mersey Gateway Port has the potential to be a major new facility for the North West. Having this complimentary facility in the Borough only strengthens the position of 3MG as a freight hub for the region.

The Liverpool City Region

- 3.19 The overarching goal for Liverpool City Region is to produce a step change in the scale of enterprise and business activity, to expand the business base and accelerate economic growth. A healthy business base with strong business growth is crucial to increasing economic performance and competitiveness.
- 3.20 Political devolution and the emerging Liverpool City Region governance structure from May 2017, including the Combined Authority and a directly elected City Region Mayor, will bring new powers and responsibilities to deliver growth and manage public services at the city-regional scale. The City Region Mayor will exercise powers over strategic planning, supported by the creation of a Mayoral Development Corporation, a Single Statutory City Region Framework, and a Land Commission and a Joint Assets Board for economic assets; as well as a devolved local transport budget. The Combined Authority will gain control over a devolved budget for post-19 adult skills funding from 2018/19 and will be in a position to co-design future employment support for harder-to-help claimants. They will also oversee the Liverpool City Region Single Investment Fund – comprised largely of an annual £30m funding allocation over 30 years.

- 3.21 The Liverpool City Region's Growth Strategy (2015) categorises activities in three pillars of activity; Productivity, People and Place.¹⁹

Productivity; the strategy puts a focus on sectoral strengths and related assets to ensure they are maximised to their full potential. Encouraging people to start and grow more successful businesses by promoting innovation and entrepreneurial activity.

People; Improve and increase skills, developing existing talent and attract new talent for sustainable growth.

Place; Improve transport, energy and digital infrastructures, and protect and enhance cultural and environmental assets. This will improve quality of life for residents and attract and retain investors, skilled workers and visitors who will contribute to growth. This is our bold and ambitious Growth Strategy which aligns our City Region ambitions and

- 3.22 The plan sets targets that by 2040 it will create 20,000 businesses, add an additional 100,000 jobs and increase GVA of the LCR by over £20bn to £50bn.²⁰

What Does being part of the City Region mean for Halton?

- 3.23 Being part of the Liverpool City Region gives access to increased levels of funding allocated to the region. Halton has already benefited, with the Alstom project having been allocated £5million from SIF funding.
- 3.24 Despite considerable strengths, Liverpool City Region faces challenges which highlight the Need for co-ordinated intervention and investment. This is to ensure the City Region's Potential is exploited and that 'challenges' within the region (both technology and social) are overcome. It is important to work collectively to incentivise the development of new technologies and business processes, and to encourage strategies to access new markets and to attract and retain inward investment.
- 3.25 The Liverpool City Region LEP brings together all sectors to create one powerful voice to develop economic priorities, engage with government and secure investment. This enables support for business and key sector growth. The enhancement and development of relevant skills, the creation of jobs for local people and will ensure the future prosperity of the region.

3.26 The Liverpool City Region oversees Strategic Economic Development, by contributing to the development of spatial planning, housing, transport, skills and infrastructure. We are the main economic development interface with Government and form part of the Liverpool City Region Combined Authority where our role is to lead on economic development;

¹⁹ Liverpool City Region Growth Strategy 2015

²⁰ Liverpool City Region Growth Strategy 2015

Section 4 Local Priorities, policy and strategy

The following key documents have been considered in the preparation of this chapter;

The Council Plan

The Council Corporate Strategy

The Third Local Transport Plan for Halton Transport 2011: Providing for Halton's Needs

The Council's corporate plan 2015-18 Halton's Local Plan, Core Strategy April 2013 – to 2028

Halton Unitary Development Plan April 2005 (to be read in conjunction with the above)

Halton sustainable Community Strategy 2011-2026

Mersey Gateway Regeneration – Development, Investment & Delivery Plan 2017- 2027.

Sic-Tech Daresbury: Skills Pipeline – August 2016

The Apprenticeship Hub Strategy & Action Plan 2015-2020. (March 2016)

Riverside College/Croton sixth form College Strategic Plan 2016/17

The Business of Success: Our Strategy for Science, Innovation & Growth.

The Masterplan for the development of Sic-Tech Daresbury.

Daresbury Framework Strategy and Action Plan. 2007

The Council Vision.

4.1 Halton Borough Council has an overarching vision that Halton will be a thriving and vibrant location where people can:

- Learn and develop their skills,
- Enjoy a good quality of life with good health,
- Benefit from a high quality, modern urban environment,
- Have the opportunity for all to fulfil their potential,
- Develop greater wealth and equality, sustained by a thriving business community, and;
- Live in safer, stronger and more attractive neighbourhoods.

4.2 The Council's Corporate Plan has five strategic priorities for the Borough which will help to build a better future for Halton. These are;

- A Healthy Halton,

- Employment, Learning & Skills in Halton,
- A Safer Halton,
- Halton's Children & Young People,
- Environment and Regeneration in Halton, and;
- Corporate Effectiveness and Business Efficiency.

4.3 The Environment

4.4 Halton has a historic legacy of obsolete and poor quality land, housing and commercial buildings, physical infrastructure and contaminated land²¹. The physical appearance of the Borough has improved considerably over recent years, through a number of regeneration schemes, challenges still remain, including revitalising the image of the Borough.

Availability of Employment Land

4.5 The Halton Local Plan Core Strategy indicates that the Spatial Strategy for Halton is focused around a balanced mix of prioritised urban regeneration, supported by appropriate levels of Greenfield expansion.²² The strategy will largely be realised by the delivery of four Key 'Areas of Change' across the Borough where the majority of new development will be located. The four areas are;

- a) 3MG in Widnes
- b) South Widnes
- c) West Runcorn
- d) East Runcorn, Allocation of a strategic site encompassing Sic -Tech Daresbury and Daresbury Park.

4.6 Outside of the Key areas of Change, the Plan indicates that overall, the re-use of previously developed land will be prioritised, notably where regenerating or bringing sites back into use will bring wider benefits to the Borough. However, the Local Plan also identifies that is concentrated in a limited number of large sites, particularly in Widnes, where land forming the 3MG development is likely to be developed in the next five years.

4.7 Employment land will be provided over the lifetime of the Core Strategy to strengthen Halton's economy and to offer business and industry a choice of sites, so that differing requirements and locational needs can be met.

²¹ Halton's local Plan, Core Strategy 2013 P27 para 2.39

²² Halton core local strategy, local plan 2013 p 29

4.8 That said, the supply of employment land in Halton has become increasingly constrained in recent years, with competing pressure to redevelop former or existing employment areas for housing.

4.9 The Core Strategy document attempts to identify both how provision for new employment land for future use by business.

4.10 The Core Strategy assessed average take-up rates for employment land (past trends of employment land planning applications) to project the likely future requirement for employment land needed within the Borough to 2026. A 20% flexibility factor was also added to provide some choice of sites for investors. The annual figure calculated in the Plan has now been revised and recalculated based upon more sophisticated data at an annual requirement of 7 ha (circa 17 acres) per year.

4.11 Clearly, actuality is much more complicated. Demand for sites fluctuates. The types of development are often varied and depend on many variable factors, such as site location, configuration and specific end user requirements. However, the above indicates that the supply of suitable and attractive sites is important to the economic health of the Borough.

4.12 A number of strategic projects are either underway or at an advanced planning stage. Local priority projects include;

The Mersey Gateway Regeneration Strategy

4.13 The Mersey Gateway Regeneration Plan is a document currently in preparation. Its authorship is triggered by the completion of the Mersey Gateway Bridge project in autumn 2017. Although the benefits that the Gateway Crossing brings to the wider regional road network are significant, it is also important to recognise that the Gateway is more than just a new bridge across the Mersey. It gives further impetus to our ambition to move our economy forward.

4.14 The new road network associated with the Gateway will upgrade access and prominence of various underutilised sites. These sites are in locations on both sides of the bridge. These will be places where the new crossing and wider project help unlock land for new development and reposition the area for growth. In total, around 230 hectares of new and existing employment land could be released over the next decade. This total is of regional, not just local significance. It is a large area of land, equivalent, in total, to around 200 football fields. Once fully developed, these sites have the potential to accommodate up to 20,000 new jobs over the next fifteen to twenty years.

4.15 The Mersey Gateway Regeneration Project Delivery Plan will be a key regeneration strategy for the Borough. The future prosperity of Halton Borough is to some extent linked to the strategy that will instigate a steady pipeline of regeneration and development opportunities over a 10 year period.

Skills Development

4.17 There is no overarching specific local skills plan for Halton. That said, there are a range of individual strategies such as the Apprenticeship Hub Strategy & Action Plan 2015-2020 and

Riverside College/ Croton Sixth form College have a strategic plan for the 206/17 Academic year outlining priorities, vision, values and strategic aims.

4.18 The work of the Department's Employment Learning and Skills Division links to the city region priorities. This Council is no longer required by the Skills Funding Agency to produce a local learning plan. When the Adult Skills budget is devolved to the City Region This Council will need to complete an outcome based agreement with the Liverpool City Region team.

4.19 That said, there is a wide acknowledgement locally that the development of skills and expertise are the bedrock of boosting economic growth. They are also a key component in the quest for competitiveness and productivity and therefore link to key economic policies of central government. Attracting and developing the best talent is therefore a key component of economic planning.

4.20 The Skills Strategy Group

The Skills Strategy Group was established in 2013 to identify the issues for Sci-Tech Daresbury and to develop a strategy to deliver the priorities identified in 'The Business for Success' Strategy. The Group comprises representatives from the Joint Venture partners, alongside Local Enterprise Partnership, Liverpool City Region Apprentice Hub, Skills Funding Agency and other relevant agencies.

4.21 The Skills Strategy Group has explored the establishment of a Skills Factory for Sci-Tech Daresbury, based on the Black Country Skills Factory (BCSF). This translates into a series of activity strands including the Up-skilling of Existing Workforce – to counteract ageing workforce and to reflect new technology; Apprenticeships – to extend and encourage SME's to take on apprentices; School Engagement – to increase the pipeline of people wishing to enter the sector; Links with Universities and Graduate retention.

4.22 The Halton Employment Partnership, (HEP) is Halton's approach to supporting skills and recruitment for businesses locating to the area or seeking to expand.

4.23 The aim is to engage with businesses very early in the life of a project. This is important to understand their skills and recruitment requirements. Once needs are identified, bespoke pre-employment training programmes are developed, which are delivered with other HEP partners (e.g. the college). All HEP partners have access to residents who are seeking employment/better employment and these pre-employment opportunities are offered out to them. Residents are then better skilled to apply for the vacancies once they become available.

4.24 HEP partners are able to offer a range of support to residents and businesses to ensure sustainable outcomes including access to apprenticeship grants, in-work support and help with interview clothes. The largest project supported was the recruitment to the Tesco Chilled Distribution Centre that processed around 6000 applications.

Section 5 – Summary

What do these strategies tell us?

5.1 Firstly, these strategies assist in identifying trends & patterns in the wider context of economic intervention and support for business. This helps to shape policies and strategies for Halton. Secondly, they articulate the intentions of other agencies and therefore promote an opportunity to enhance co-operation and 'joined up' working. Finally, and most persuasively, they often align with the availability of regional or national funding programmes.

5.2 Fundamentally, at a high level, all of these strategic documents share a common theme. All of those concerned with direct delivery focus on three crucial elements; firstly, improving the skills of the workforce; secondly, reducing the cost of doing business (by improving infrastructure or reducing bureaucracy) and, thirdly; making available the resources (money or suitable premises etc.) that all business need to compete and thrive in today's global economy.

5.3 Being part of the City Region needs to be central not peripheral to our thinking going forward. It is important that we have a strong voice in the debate relating to the Northern Powerhouse. The City Region will assist this Council to positively influence central government. The resources within the region will help us to build powerful evidence and develop arguments when cases are made for funding to government in general and the Treasury in particular.

5.4 It is clear that going forward that in the current environment it is important to showcase our existing assets and growth potential. There is a need to promote the identity of Halton Borough more effectively and tenaciously. The local economy is now broad-based and has considerable strengths in key sectors, including Logistics, Advanced Manufacturing and Scientific Research. As a result, the popular image of the area is outdated and work needs to be undertaken as part of a considered, structured, long term plan to change public and media perception to ensure that this area attracts its share of government resources.

5.5 Over the next decade an ageing population will have a serious effect on the skilled population and those working in manufacturing. However, it will also impact upon the products we need to develop. Medicine and products designed to support end of life will be increasingly important. Building a young, skilled manufacturing and engineering workforce is vital. Businesses need better trained and new, often younger talented people, need to be embedded in our businesses to embrace change. We will seek to "grow our own" and will need to work to retain our brightest graduates and attract new key workers to the Borough.

Conclusion.

Against these changes and challenges, The Economy, Enterprise and Property Department are currently involved in driving the economy forward, providing essential business support and infrastructure development to promote local growth. Our services and support will need to adapt and change. Working with partners within both the Borough and in the broader area of the City Region will be core to our activity going forward. We will continue to monitor the strategic approach of partners and central government to identify potential linkages and possible benefits.

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

DATE: 20th February 2017

REPORTING OFFICER: Strategic Director Enterprise, Communities and Resources

SUBJECT: Update on Economic Growth Activity

WARD(S): Borough Wide

1.0 PURPOSE OF THIS REPORT

1.1 The purpose of this report is to provide Members with an update on work being undertaken by the Council's Business Improvement and Growth Team to support economic growth and prosperity in Halton.

2.0 RECOMMENDATION: That

2.1 It is recommended that Members note progress being made on activities aimed at supporting economic growth in the borough

3.0 REPORT

3.1 Members will recall that in 2014 the Economy, Enterprise and Property Department appointed, for nine months, a Masters student from the University of Chester to undertake a Halton Business Survey. The student also carried out a desk top evaluation of previous regeneration activity in order to better measure the economic impact of the interventions and ensure that future resources were deployed to maximum benefit.

The Chair of this PPB has requested a progress report on this work and how the department is contributing to growing the borough's economy.

3.2 Unfortunately, owing to budget pressures, the Economy, Enterprise and Property Department was unable to retain the student for a longer period. This meant that the student was asked to focus primarily on developing a Business Attractiveness Model for the borough. This work was completed and the findings were presented to the Board in March 2015.

Understandably, given time pressures, the student could only undertake a 'high-level' business survey to determine the views of property developers, investors and commercial property agents about their perceptions of the attractiveness and obstacles to inward investment in Halton.

3.3 Whilst the results from the survey were mixed and the size of the sample made it difficult to validate the information received, the survey was extremely

useful in presenting some pointers for how Halton’s support to businesses could be further enhanced.

- 3.4 At the time, most responses complimented the Council on its Account Manager approach to supporting businesses, i.e. businesses can expect to have one officer contact point to handle any support requirements.
- 3.5 Areas of improvement related to how the Council might raise the profile of its services. However, there needed to be a balance between managing expectations against the limited resources the Council has available.
- 3.6 There were also recommendations made in respect of how the Borough promotes its assets and opportunities.
- 3.7 It is helpful to note that these recommendations and areas for improvement have been taken forward. Some of the interventions were outlined in an update report to the Board in November 2015, but more recent developments are outlined in the interventions and activities below:

1. ‘This is Halton ’Living Brochure

- A brochure entitled ‘This is Halton. An Essential Guide to Working and Living in Halton’ has recently been produced (January 2017).
- The brochure is aimed at key decision makers within potential inward investing companies and key workers who are considering relocating to Halton. It is not, therefore, a traditional inward investment brochure. However, it is being used to support the wider City Region inward investment message.
- The brochure contains information about housing, schools, educational attainment, communication links, health and wellbeing and leisure opportunities in Halton.

A copy of the document will be made available for PPB Members.

2. Liverpool City Region Inward Investment Team Tour

The Business Improvement and Growth Team has been working hard to raise the profile of the borough and what it has to offer. Last month, Twenty members of the ‘informal’ Liverpool City Region Inward Investment Team were invited to tour Borough’s key assets. The tour itinerary comprised:

Time	Location	Purpose
09.20	MB	Meet Municipal Buildings, Widnes
09.30	MB	Presentation Board Room ‘key assets, projects and opportunities’
10.00	Catalyst	Mersey Gateway presentation
10.40	Sci-Tech	Campus overview + Tech Space 1 & 2, Hartree, VEC and CTH
12.00	Norton	Lunch and networking with invited audience of

	Priory	businesses
13.00	Heath	Tour
14.00	3MG	3MG tour + drive by of Alstom site and Liberty Park
15.00	Various	Return to Municipal Buildings & Debrief
15.30	MB	End

- The purpose of the tour was inform City Region inward investment colleagues about Halton's key assets and opportunities and was universally well received.

3. Business Growth Hub

At its last meeting in November 2016, the Board received a report and accompanying presentation which informed Members of the development, delivery and current performance of the Growth Hub initiative in Halton.

Growth Hubs are a Government initiative intended to provide clarity, consistency and simplification across the business support agenda; increase migration business support from the public to the private sector and provide gateway support that was information, guidance and brokerage to the business community.

The Growth Hub Coordinator is based in the Council's Business Improvement and Growth Team.

4. Evolutive Data Management System

Evolutive is widely used in Economic Development, Business Support and Inward Investment organisations throughout the UK.

It is the leading cloud based CRM software system for enquiry management, business support, funding and grant management, property/land recording and marketing.

Halton was the first Local Authority in the Liverpool City Region to adopt the system and after a lengthy period, it is now being rolled out to other City Region partners.

Put simply, it allows the Business Improvement and Growth Team to track capture and monitor any transactions or interface the team and other partners will have with businesses in Halton, thereby hopefully ensuring that any support we provide to companies adds value and is relevant to their needs.

5. Local Economic Assessment

Work is focusing on developing a more 'forward looking' local economic assessment. Previous Assessments have reported on retrospective data and have provided a quantitative analysis of the borough's economic indicators.

The new approach will be used to create the vision for the future for the borough

by considering how future trends will shape and inform the borough’s economic priorities.

A future report will be provided to this Board.

6. Miscellaneous

Members receive regular updates on the externally funded Business Support projects being managed by Halton Borough Council. Further details are provided in this quarter’s performance monitoring report.

4.0 POLICY IMPLICATIONS

Despite ongoing challenges, the borough has seen an improvement in its economy in recent years. This is evidenced by the fact that Halton is home to 3,430 active businesses and several globally significant companies. It is well placed economically with a strong business base in a number of growth sectors. Average earnings of Halton residents have increased by 11.1% over the last 5 years and the number of people out of work has fallen by 32.6% over the same period. (Out of Work Benefit Claimants, DWP, 2011-16).

5.0 OTHER/FINANCIAL IMPLICATIONS

5.1 There are no further implications arising from this report.

6.0 IMPLICATIONS FOR THE COUNCIL’S PRIORITIES

Economic growth is a key priority for both the Council However, if we are to ensure that the benefits of economic growth reach everybody then making economic inclusion part of our business support and local growth strategies is essential.

7.0 RISK ANALYSIS

7.1 There are no anticipated risks arising from this report.

8.0 EQUALITY AND DIVERSITY ISSUES

There are no Equality and Diversity issues arising from the report.

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

Document	Place of Inspection	Contact Officer
‘This Is Halton’	5 th Floor Municipal Building	Tim Leather

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

DATE: 20th February 2017

REPORTING OFFICER: Strategic Director Enterprise, Communities and Resources

SUBJECT: Business Planning 2017-20

WARDS: Boroughwide

1.0 PURPOSE OF THE REPORT

- 1.1 To offer a timely opportunity for Members to contribute to the development of Directorate Business Plans for the coming financial year.

2.0 RECOMMENDATION

That the Board receive the information provided and indicates any areas of service activity that are considered relevant to plan development.

3.0 SUPPORTING INFORMATION

- 3.1 The Council develops a 'one Council' medium-term business plan, in parallel with the budget, that is subject to annual review and refresh. The process of developing such plans for the period 2017-2020 has now begun.
- 3.2 Appended to the report are suggested key priority areas that relate to the Employment Learning and Skills and Community PPB. Members are asked to consider this a small number of priorities for development or improvement for inclusion.
- 3.3 Whilst providing a Directorate and an organisational context each of the Directorate Business Plans will contain appendices identifying specific Departmental activities and performance measures and targets that would provide a focus for the on-going monitoring of performance throughout the year.
- 3.4 It is important that Members have the opportunity to provide input to the process in order that their knowledge of local and organisational issues forms an integral element of plan development.
- 3.5 It should be noted that plans can only be finalised once budget decisions have been confirmed in March and that some target information may

need to be reviewed as a result of final outturn data becoming available post March 2017.

- 3.6 To assist the Board the Operational Director (Economy, Enterprise and Property) and the Operational Director Community and Environment will give a short presentation on the issues and challenges facing the areas that fall within the Board's remit over the period of the next plan and will circulate the outline of that presentation in advance of the meeting.

4.0 POLICY IMPLICATIONS

- 4.1 Business Plans form a key part of the Council's policy framework and as such will be developed taking account of known and anticipated changes within the Council's operating environment.

5.0 OTHER IMPLICATIONS

- 5.1 Directorate Plans will identify known or anticipated resource requirements relating to finance, HR, ICT and accommodation needs.
- 5.2 Arrangements for the provision of Quarterly Priority Based Performance Monitoring Reports to Members would continue. Such reports would routinely contain information concerning key developments and emerging issues and departmental objectives and performance indicators.

6.0 IMPLICATIONS FOR THE COUNCILS PRIORITIES

- 6.1 The business planning process is one means by which the progression of the Councils strategic priorities is integrated into the operational activities of Departments and Divisional Teams throughout the organisation.

7.0 RISK ANALYSIS

- 7.1 The development of a Directorate Plan will allow the authority to both align its activities to the delivery of organisational and partnership priorities and to provide information to stakeholders as to the work of the Directorate over the coming year.
- 7.2 Risk Assessment will continue to form an integral element of Directorate Plan development. This report also mitigates the risk of Members not being involved in setting service delivery objectives.

8.0 EQUALITY AND DIVERSITY ISSUES

- 8.1 There are no equality and diversity issues directly related to this report. However such matters will continue to be reported annually through the performance monitoring process.

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

There are no relevant background documents to this report.

Employment Learning and Skills

1. To facilitate and create employment

The borough has experienced strong performance in reducing the number of people out of work. However, a number of challenges remain. For example, not as many local people are securing higher paid jobs at our prestigious sites in the borough. We want to further develop our relationships with the business community to improve this.

2. To promote access to learning for those who need it most

Low skills levels are still prevalent in the borough. Some residents are dissuaded from or are unable to participate in training and learning opportunities. We want to provide opportunities to all our residents, particularly the vulnerable or disadvantaged to support them in preparing for work.

Overview

The recent **Autumn Statement 2016** presents a number of opportunities and challenges for the department. The Statement emphasised a drive by Government to tackle long-term weaknesses in the national economy particularly around reducing the productivity gap. This presents opportunities for further investment in the borough through the recently announced National Productivity Investment Fund and Housing Infrastructure Fund. There were significant announcements relating specifically to the Northern Powerhouse and the launch of the Northern Powerhouse Strategy and Infrastructure Investment Plan. One of Halton's economic strengths has been its location and connectivity with road, rail, air and water. However, there are a number of the borough's regeneration sites which would benefit from improved access and public transport infrastructure.

The Chancellor also announced a further allocation of Growth Deal funding, some of which will provide support to enable businesses to grow and expand, will support skills development of the work force and, again improve transport infrastructure. There were also some measures that were targeted at families that are 'just about managing'. This again, has resonance with our Employment Learning and Skills Division, with a focus on 'making work pay'.

This brings added pressure on the team to deliver employment support and training particularly to those residents with significant challenges. Following on from this it was confirmed that the Work Programme will be replaced by the Work and Health Programme. This will see a significant down-sizing of our current employment support offer as the focus will be on people who are out of work owing to health reasons. In the past, the work programme has cross-subsidised some of our wider

employment, learning and skills functions and it may no longer be possible to provide these services.

There are also broad fiscal and legislative changes which may not immediately register as important to the borough, but will ultimately influence how the department's services will be delivered.

For example, whilst there will be a small increase in the minimum wage for all age categories and apprentices which helps with the department's employment, learning and skills remit.

But, this will potentially be a further increase in costs for traders at our markets, which could affect their profitability and therefore viability.

Ongoing discussions relating to Business Rates retention by Councils will probably influence where and when the Council would wish to invest resources in regeneration sites and assets.

Delivery of the Area Based Review of Further Education

The Review was completed in November 2016. However, there are a number of recommendations which will have an impact on service delivery in Halton, particularly in regard to the establishment of a Skills Commission which should improve the communication channels between businesses and skills training providers.

Business Growth Hub

The Business Growth Hub was launched in May 2016. The Growth Hub aims to simplify and provide consistent advice to businesses across the City Region. An emerging issue for the department will be to consider how we work more collaboratively with partners including the Halton Chamber of Commerce to deliver this.

Devolution of the Adult Education Budget

Devolution of the Adult Education Budget from 2018 will mean adult education funding is used to procure services rather than current set up of grant award. The department will need to oversee the processes to ensure that Halton continues to receive funding to deliver its adult education provision.

Ofsted Inspection

'Ofsted's Education and Skills Annual Report 2015/16 (published December 2016) is underpinned by the findings from inspection across early years, schools, and further education and skills. The Division's next Ofsted inspection is expectedly imminently (early 2017).

Employment, Learning and Skills Priority Actions 2017/18

1. Prepare for changes to work programme post June 2017 and forward plan to help advisers to prepare for this.

2. Apprenticeships Hub – broadening remit, managing the revised funding contract and monitoring progress.
3. Supporting the Council’s Apprenticeships plan by providing specialist support and access to HEP courses
4. Supporting Skills Group at Sci-Tech.
5. Developing and Implementing European Projects and Programmes.
6. Adult Learning changes to the curriculum for next year given reductions in funding.
7. Preparing for Inspection.
8. Deliver Youth Employment Gateway
9. Further developing our Employment and Business Partnership
10. Manage the Halton Employment Partnership

Culture & Community

- Ongoing delivery of Universal Library Offers
- Community Centres – Neighbourhood Hubs of opportunity
- Community Development – enablement and support

Overview

The Library Service continues to support a broad range of activities across the whole of the spectrum that provides services tailored to the needs and aspirations of local communities.

These include interventions targeted at both educational and recreational activity to support positive outcomes in terms of individual health and wellbeing for all age groups. Such work will include both traditional and innovative forms of interaction that simulate and sustain libraries as hubs of community learning and leisure.

The library will continue to focus upon developing and delivering initiatives to children and young people in the area of science and technology to develop digital skills and creativity. The service will also continue to deliver a programme of cultural activity, such as interactive theatre and sessions by authors.

New technology will continue to be deployed to deliver an inclusive approach and broaden reading experiences that are compatible with individual preferences, such as e-books and digital newspapers alongside hard copy titles.

The Council's community Centres also provide a range of services supporting individual communities and social interaction. Centres now provide increased digital access for users extending community library IT provision and deliver opportunities through skills development, adult education and job clubs.

During the coming year a marketing strategy will be developed to promote the Centres and seek new areas of business. This will contribute further to the financial sustainability of the centres and working towards a 7 day demand model will provide an enhanced offer to local residents and strengthen the hub concept of neighbourhood access.

The Community Development service will act collaboratively to identify gaps in existing Centre usage to develop further opportunities for engagement, access to services and community events.

The service will also focus upon its enabling role in supporting and advising local community groups in identifying and accessing funding from a range of sources to provide sustainable opportunities for local residents.

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

DATE: 20 February 2017

REPORTING OFFICER: Strategic Director People

SUBJECT: Performance Management Reports for
Quarter 2 of 2016/17

WARDS: Boroughwide

1.0 PURPOSE OF REPORT

- 1.1 To consider, and raise any questions or points of clarification, in respect of performance management for the second quarter period to 30th September 2016.
- 1.2 Key priorities for development or improvement in 2016-17 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board as detailed below:
- Enterprise, Employment and Skills
 - Community and Environment

The report details progress against service objectives and milestones, and performance targets and provides information relating to key developments and emerging issues that have arisen during the period.

Progress concerning the implementation of any high-risk mitigation measures relevant to this Board is included within Appendix 1.

2.0 RECOMMENDED: That the Policy and Performance Board

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

3.0 SUPPORTING INFORMATION

- 3.1 Departmental objectives provide a clear statement on what 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.

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 Thematic Priority Based 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

Not applicable

Employment, Learning, Skills and Community PPB – Priority Based Monitoring Report

Reporting Period: **Quarter 2 – 1st July 2016 – 30th September 2016**

1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the second quarter of 2016/17 for service areas within the remit of the Employment, Learning, Skills and Community (ELSC) Policy and Performance Board.
- 1.2 Key priorities for development or improvement in 2015-18 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to Employment, Learning, Skills and Community (ELSC) Policy & Performance Board i.e.:
 - Employment, Learning and Skills
 - Community Services
- 1.3 The way in which traffic light symbols have been used to reflect progress to date is explained within Section 8 of this report.

2.0 Key Developments

- 2.1 There have been a number of developments within the Directorate during the period which include:-

Employment, Learning & Skills

- a. Liverpool City Region Integrated Business Support (LCRIBS) Programme

The Halton element of the Liverpool City Region Integrated Business Support (LCRIBS) programme is progressing well. There are 92 businesses listed on the Halton LCRIBS database. Of these 56 are engaged in the programme and are either in or have completed the Diagnostic phase in the programme. Of these 41 are in the Specialist Assistance phase. It is anticipated that by the end of September there will be 17 outputs achieved by the programme against a target of 14 outputs.

- b. Business Growth Hub Brokerage Service

The Growth Hub Service is a national initiative put in place to help make sense of the range of business and enterprise support services available at a local, regional and national level, all 39 UK Local Enterprise Partnerships (LEPs) now have a Growth Hub in place.

Halton Borough Council, in partnership with, Halton Chamber of Commerce and Enterprise, successfully bid for the contract to deliver the Growth Hub Service in Halton for a period of three years.

Since the official launch in May 2016, the Halton Growth Hub has responded to **288** business enquiries helping businesses access over 419 initiatives including :-

No.	Description
16	Referrals to St Helens Chamber of Commerce for Regional Growth Fund 6 (RGF) support
27	Referrals to MSIF for RGF 6 and other financial support
13	Referrals to other agencies for tailored pre-start and start-up support
02	Referrals to UKTI for export advice
116	Referrals to HBC Business Improvement & Growth Team for commercial property\general business support
105	Referrals to the HBC LCRIBS programme for fully funded business support

c. Divisional Restructure

The ELS new divisional structure was implemented in Q2, with just a handful of vacancies remaining unfilled and staff still to be recruited.

d. Ways To Work Programme

The ESF Ways to Work project launch events took place in Q2 and targeted both referring agencies and potential customers.

e. Employment, Learning & Skills Events and Workshops

Staff from across the Division took part in the North West Vintage Rally to promote the various employment, learning and skills initiatives offered through the Division – enquiries taken on the day are used to help inform future curriculum. A curriculum planning day as part of the Area Based Review process also took place in Q2; this will take into account the future devolution of the Adult Education Budget which currently funds the majority of the Adult Learning provision in the division

The Continuous Improvement Workshop in September 2016 focused on Professional Standards within the FE sector – the division is expecting an Ofsted inspection within the next 6 months so the focus from now until then is to ensure we are inspection ready

The division was involved in two city region external visits organised by the LEP during Q2 – the first was Baroness Williams’ visit to Gertrag which was supported by the Portfolio Holder for Economic Development and the City Region Apprenticeship Hub and focused on apprenticeship delivery/success; the second was a Chinese delegation from Chongjing who were keen to hear about employment support for local unemployed residents.

f. Liverpool City Region Apprenticeship Hub

The division continues to manage the city region’s Apprenticeship Hub. During Q2 a number of key apprenticeship developments took place including: submitting a bid to Skills Funding Agency (on behalf of the Combined Authority) for £875k for a range of apprenticeship services; establishing a new Apprenticeship Hub Board (which reports into the ESB); latest announcements on the proposed Apprenticeship Reforms and Apprenticeship Levy (NB the public sector will be given a target of 2.3% of its workforce to be apprentices). The outcome of the SFA bid is expected anytime.

As part of the work with Sci Tech Daresbury referred to above, a Request to Advertise for 'Skills Factory' consultative support was published in Q2. The successful applicant will be tasked with developing a skills pipeline for the campus including growing the numbers of apprenticeships on site. Part of the role will be to coordinate the interface between the employment opportunities available and helping local people benefit from these opportunities.

g. Mersey Gateway Employment Opportunities

Meetings with key businesses (Alstom and Emovis (formerly Sanef)) in terms of future skills and recruitment opportunities around rail and tolling/customer service took place in Q2.

Community Services

h. Library Service

Learning: Introduction of a successful summer of digital maker activity that included coding, electro dough and Minecraft. We now run a regular digital programme that supports Science, Technology, Engineering and Maths (STEM) skills development, alongside weekly code clubs in Widnes and Halton Lea libraries, this includes BBC Micro:bit activities and Codebug sessions.

This quarter, weekly homework clubs and K'nex building clubs were added to the library service learning offer.

Reading: This year's Summer Reading Challenge built on last year's success with more than 1000 children taking part in the scheme, and more than 800 parents and children attending the related family activities during the school holidays.

A pilot staff development programme is currently underway to improve knowledge and confidence when recommending books to children, the Fiction for Young Reading Enthusiasts group (FYRE) discuss various junior and young adult books and share recommendations.

BBC Radio Merseyside book club featured Halton on 30 September 2016 on the Sean Styles show and can be listened to on the BBC iPlayer. This is a brand new book club set up with all the Library services within the LCR and is a new partnership for Halton, providing access to a new user audience.

In preparation for the BBC Love to Read weekend all library staff are now registered with the Publishers' Association Reading Ambassadors scheme. Love to Read weekend is 29-30 October. The Reading Ambassadors have a wider range of knowledge linked to a wider range of books and will also have more confidence in promoting such to the Library users.

Health: Community Library Service continues to expand with two new care homes added to the portfolio this quarter. Libraries deliver a bespoke programme of activity in a number of care / residential homes across the Borough including book loans, reading aloud sessions, introduction to local history, digital skills and specialist reminiscence sessions for those living with dementia.

Digital: In addition to the eBook catalogue and press reader (digital newspapers and magazines online), this quarter, Comics Plus has been introduced offering library members free access to thousands of online digital comics.

i. The Brindley

The Brindley had its busiest September ever in terms of ticket sales and associated income. This follows an upward trend in sales which has been ongoing for the last three years.

A staff restructure was carried out at the Brindley during Quarter 2 that will be fully implemented in Quarter 3. The new structure provides more flexibility and will help to drive income generation

Sports & Recreation

j. Active Halton

The 'Active Halton brand is now highly visible in the Leisure centre and wider community activities. The Active Halton website is being used and the online leisure centre booking is operational, with regular customers and new customers able to book activities online.

k. Leisure Centres Activity

The Centres have been a hive of activity with events and promotion, such as, National Fitness Day 7 September – 762 people attended activities across the leisure centre sites. Halton Love your bike month – cycling challenges. Rio Olympics Fitness Challenges – A to Z of fun activities for gym users to have a go at.

l. Frank Myler Pavilion Activity Programme

There are now 34 classes/groups operating out of Frank Myler Pavilion each week. New sessions include Kettlercise and metafit. The contractor has now completed all the main externals, drainage and seeding to playing fields. The site is now in the 12 month establishment maintenance period. A number of teams are using the established pitches on site for training and fixtures at the weekend.

m. Boogie Bounce

Boogie Bounce started in July and proved successful, now 3 sessions a week being delivered. 'Summer of fitness' taster sessions delivered on Wednesday's throughout July & August some good take-up; yoga and Hooping now regular Wednesday evening classes. 'Chill Out Friday's' throughout September, free tasters for participants to try yoga/pilates/relaxation at the end of the week, proved popular and are now running as regular classes.

n. Sportivate

For ages 14 – 25 years, 5 projects delivered in the quarter and Year 6 of the programme has begun with £7,796 funding secured for initial 6 months. Projects working with Widnes Vikings, Netball, Couch to 5km, Gymnastics and Ladies Fitness are ongoing for next quarter. 40 participants taking part in sessions throughout July - September. Continuation of funding is under review with Sport England.

o. Satellite clubs

5 clubs; 3 currently in progress at Widnes Vikings, a wheelchair handball club at St Chads, and gymnastics club at The Heath, 1 more to be set up with further options under discussion. Funding of £15,000 secured for across the current academic year, with growth and sustainability fund for clubs available 2016/17 academic year.

p. Street Games

Door Step Clubs continuing at Brookvale Recreation Centre and Upton Community Centre, as well as CLUB1 programme targeting 14-25 years to get involved in individual activity. Year 3 year programme is underway, work ongoing with The Heath Academy linked to promoting This Girl Can campaign with students – event whereby girls brought their mum's back to school to take part in yoga, aerobics, rowing and taekwondo taster sessions.

q. Get Active

1733 participants registered, in addition to Parkrun numbers (2600+ registered). Programme selected to be a national case study for the Community Sport Activation Fund grant by CFE Research. Case study is complete waiting for Sport England to publish.

r. Club Development

The new running club based from Frank Myler now has over 65 members. Runcorn Parkrun plans continuing, start has been delayed by Parkrun organisation until core base of volunteers have been confirmed. Updating development plans with Widnes RUFC; St Michaels FC; Halebank FC; Widnes Golf Club; Widnes Wild Women's Ice Hockey.

s. Coach Education and Volunteering

A First Aid course has been delivered and a number of Volunteers have signed up to the new volunteer programme.

t. Sporting Excellence

Sports specific development work with local clubs continues to support talented athletes, coaches and officials to reach their full potential.

u. Finance and Funding for Sport

Sports Development Grant Scheme Q2 awards: 5 bursaries totalling £700 were awarded.

3.0 Emerging Issues

3.1 A number of emerging issues have been identified during the period that will impact upon the work of the Directorate including:-

Employment, Learning & Skills

a. Divisional Manager – LCR Employment & Skills Team

The Divisional Manager will continue to support a range of activities being led by the LCR Employment & Skills Team. These include the Area Based Review, devolution of the AGE Grant, (Apprenticeship Grant to Employers), devolution of the Adult Education Budget and development of Local Outcome Agreements. In addition, the city region Apprenticeship Hub will continue to be managed by HBC.

b. Skill Factory

During Q3 and Q4, the Skills Factory contract will be rolled out at Sci Tech Daresbury

c. Halton People into Jobs

Halton People into Jobs will be moving from its current Halton Lea location to the empty Direct Link building in Runcorn Old Town. This will happen on the 31st October. DWP have confirmed their approval for this move, which was required as part of the contractual requirements to deliver the Work Programme.

d. Adult Learning Team

The Adult Learning Team will need to put in place an inspection action plan in readiness for the Ofsted 'call'. This will include keeping members informed regularly.

*Sports & Recreation*e. Leisure Centres

Over the coming months we will be reviewing how we deliver leisure services to see were further efficiencies can be made, by doing things differently. The Councils aim is to create sustainable and long-term leisure provision in Halton, run with minimum subsidy. A time line of proposed actions is expected to be finalised by the end of the current financial year.

4.0 Risk Control Measures

- 4.1 Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the suite of 2016 – 17 Directorate Business Plans.

Progress concerning the implementation of all high-risk mitigation measures will be monitored in Quarter 2.

5.0 High Priority Equality Actions

- 5.1 Equality issues continue to form a routine element of the Council's business planning and operational decision making processes. Additionally the Council must have evidence to demonstrate compliance with the Public Sector Equality Duty (PSED) which came into force in April 2011.

The Councils latest annual progress report in relation to the achievement of its equality objectives is published on the Council website and is available via:

<http://www4.halton.gov.uk/Pages/councildemocracy/Equality-and-Diversity.aspx>

6.0 Performance Overview

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

Employment, Learning & Skills**Key Objectives / milestones**

Ref	Milestones	Q2 Progress
EEP 02a	Implement delivery of A4E/ Ingeus Work Programme contracts for Year6 by June 2016 (DM ELS, EEP)	
EEP 02c	Deliver successor Merseyside Business Support Programme April 2016	
EEP 02d	Deliver ESF Ways to Work April 2016	

Ref	Milestones	Q2 Progress
EEP 04a	By March 2017 provide a comprehensive programme of training through targeted 'Inspire' and 'Continuous Improvement Workshops' (Divisional Manager, Employment, Learning and Skills)	
EEP 04b	Complete the annual Matrix review to retain Matrix accreditation across the ELS division by April 2016 (Divisional Manager, Employment, Learning and Skills)	
EEP 04c	Deliver year 6 of the A4e/Ingeus Work Programme contracts (initially 5 yr. contracts) by June 2016 (Divisional Manager, Employment, Learning and Skills)	
EEP 04d	Secure extension to A4e/Ingeus Work Programme contracts (initially 5 yr. contracts) by June 2016 (Divisional Manager, Employment, Learning and Skills)	
EEP 04f	Create a Skills Brokerage service as part of a wider 'Skills Factory' model at Sci Tech Daresbury by July 2016	
EEP 04g	By December 2016 create a Coaching and mentoring team amongst the tutors which will promote professional discussion and create opportunities to learn and apply new skills in an atmosphere of trust and open professional relationships (Divisional Manager, Employment, Learning and Skills)	

Supporting Commentary

EEP 02a

Year 6 delivery commenced April 16. A review of all advisor caseloads has been completed and meetings held with Jobcentre Plus to identify effective ways of engaging with customers that do not attend mandatory activity. Tracking is also being completed to identify any hidden performance and to generate additional revenue through to March 2017.

EEP 02c

The Liverpool City Region Integrated Business Support (LCRIBS) programme is fully contracted, all procurement has been completed and the programme has begun to deliver against output targets.

EEP 02d

- ESF / YEI funding is matched with Youth Employment Gateway (YEG) funding from January 2016
- Q1 January to March 16) = 57 starts (57 YEG)
- Q2 (April to June 16) = 60 starts (57 YEG and 3 ESF/YEI)
- No Job Starts claimed up to date as we have no leavers from the programme due to Advisors continuing to provide In-Work Support
- Delays in HR recruitment processes have resulted in re-scheduling of the implementation of the Divisional restructure. Partial implementation will commence 1st August 2016.

EEP 04a

Achieved. Training is based around a needs analysis using Observation of Teaching and Learning areas for improvement and as well as workshops and training days now incorporates peer exchange group drop in sessions and individual support where appropriate.

EEP 04b

Matrix accreditation achieved 23rd March 2016.

EEP 04c

Year 6 delivery commenced April 16. A review of all advisor caseloads has been completed and meetings held with Jobcentre Plus to identify effective ways of engaging with customers that do not attend mandatory activity. Tracking is also being completed to identify any hidden performance and to generate additional revenue.

EEP 04d

Year 6 extension secured. Discussions will take place between DWP and both Prime Providers towards the end of the year regarding a possible year 7 extension.

EEP 04f

Following a successful tender process, Cisco have been appointed for a period of 6 months and will commence the service in October 2016. An invitation to tender has been drafted but will be released via the Chest after the summer period to maximise responses. The service will be in place from September to March 2017.

EEP 04g

Two members of the Division have achieved Coaching Qualification in July 2016. A third is due to achieve with the next cohort. It was initially planned that we would have an 'in-house' coaching facility for our teaching staff but after undertaking the training it became clear during the reflective process that the better model would be to use coaches outside of the division and not in the line of management. We now have two members of staff able to offer coaching within the team but as one is part of the management team effectiveness might be reduced. Therefore, we want to pool our resources with the wider corporate Coaching team so that more effective cross-division coaching can take place. We have asked for this to be added to the L&D Planning meeting Agenda due to be held mid-Oct with a view to launch at CIW in December.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
EEP LI 04	Number of Jobs Created (from projects managed by EEP)	N / A	40	10		N / A
EEP LI 05	Number of Jobs Safeguarded (from projects managed by EEP)	N / A	100	147		N / A
EEP LI 06	Number of Enrolments (Adult Learning)	N / A	3600	N / A	N / A	N / A
EEP LI 07	Number of People supported into work	N / A	532	106	226	
EEP LI 08	Percentage of learners achieving accreditation	N / A	37%	N / A	N / A	N / A
EEP LI 09	Number of Businesses Supported	N / A	40	167		N / A
EEP LI 11	Reduce the proportion of people with no qualifications	7100	TBC	Not Available	N / A	N / A
EEP LI 12	Increase the percentage of people achieving NVQ Level 4+	17,400	TBC	Not Available	N / A	N / A

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
EEP LI 20	Number of new apprenticeship starts in Halton Borough Council	13	10	6		
EEP LI 21	Overall success for learners through the adult learning programme	89%	90%	N / A	N / A	N / A
EEP LI 22	Number of tutors graded good or outstanding	86%	85%	N / A	N / A	N / A
EEP LI 23	Number of schools and nurseries engaged in family learning	23	30	N / A	N / A	N / A
EEP LI 24	Total number of job starts on DWP programme (People Plus)	94	90	66		
EEP LI 25	Total number of job starts on DWP programme (Ingeus)	212	180	104		
EEP LI 28	Monthly reviews of performance of the Work Programme contract undertaken	100%	100%	100%		
EEP LI 29	Number of new starts into permitted/paid work for local people with disabilities (over 12 month period)	42	15	14		

Supporting Commentary

EEP LI 04

New jobs secured at Sc-Tech Daresbury and at Alstom

EEP LI 05

Safeguarded at Sci-Tech Daresbury

EEP LI 06

2004 enrolments for 2015/16 academic year (Aug 15 – July 16). The academic year runs from September (Quarter 2).

EEP LI 07

106 Work Programme and YEG customers supported into employment in Q2

EEP LI 08

398 qualifications achieved in the 2015/16 academic year (Aug 15–July 16).The academic year runs from September (Quarter 2) No qualifications achieved so far in 2016/17 academic year (Aug 16-July 17).The academic year runs from September (Quarter 2)

EEP LI 09

Through the Growth Hub and LCRIBS programmes

EEP LI 11 & 12

Data updated on an annual basis.

EEP LI 20

During Q3 of 2016/17 HBC had five new apprentices starting. This brings the current total of apprentices within the Council to 17. Also two Apprentices acquired full time positions within the Open Space Services division.

EEP LI 21

Final year end data not completed.

EEP LI 22

First round of observations not due until October 2016 (Termly: Oct-Feb-May)

EEP LI 23

23 schools and nurseries were engaged in 2015/16 academic year (Aug 15 – July 16). The academic year runs from September (Quarter 2).

EEP LI 24

Total number of jobs sourced for customers in Q2 was 33.

EEP LI 25

Total number of jobs sourced for customers in Q2 was 46.

EEP LI 28

Meetings were held with Ingeus and People Plus to review performance throughout Q2.

EEP LI 29

6 individuals with disabilities/health conditions were supported in to permitted/paid work during in Q2.

Community Services**Key Objectives / milestones**

Ref	Milestones	Q2 Progress
CE 01a	Leisure Centre operations brought back in house	
CE 01b	Deliver a comprehensive programme of Sport and Physical Activity throughout Halton	
CE 01c	Reduced the number of inactive people in Halton	
CE 01d	Active Halton brand rolled out.	
CE 02a	Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2017/18) - January 2017.	
CE 04a	Deliver a programme of extended informal learning opportunities including support for digital inclusion meeting identified local targets - March 2017.	

Supporting Commentary

CE 01a

After a very detailed and extensive work plan involving many departments within the Council the transfer was achieved seamlessly.

CE 01b

The sports programme this year will surpass any previous years; this is due to additional resources received from CSAF and local partners for the Get Active project.

CE 01c

The Sport and Recreation Team continue to support inactive people, including supporting exiting non sporting groups and signposting individuals to the many activities on offer in Halton

CE 01d

The Halton brand has been very well received and has been rolled out to all Council run sports venues in the Borough

CE 02a

The user numbers of both commercial and community groups continues to increase, the recently announced Elton John pop concert for June 2017 will only add to the Stadium's regional and National profile.

CE 04a

Children & young people:

- 1704 children, parents & carers attended story sessions that demonstrate the value of reading with children, and the impact on speech and learning development.
- 1725 children & teachers took part in library class visits to learn about libraries, reading & learning opportunities.
- 1068 children took part in the Summer Reading Challenge. 873 children, parents and carers attended related reading activities over the summer holiday period.

Digital inclusion

- 345 adults attended work clubs & IT clinics to learn digital skills to support job seeking.
- 532 adults & young people were helped to develop digital skills through 1-2-1 support from library staff – new skills included downloading Ebooks, using Skype, printing from emails, downloading apps, registering to vote, using new devices

STEM skills development:

- 89 people attended code clubs to learn how to make computer games, animations and websites by learning how to code.
- 45 people attended our summer digital event – an introduction to computer programming, circuits and coding.

Key Performance Indicators

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
CE LI 04	% of adult population (16+) participating in sport each week.	23.80%	24.00%	N / A	N / A	N / A

Ref	Measure	15 / 16 Actual	16 / 17 Target	Q2 Actual	Q2 Progress	Direction of travel
CE LI 15	Number of active users (physical & digital resources) of the library service during the last 12 months.	255,095	320,000	90,132		N / A
CE LI 16	Number of physical and virtual visits to libraries (annual total)	323,779	440,000	150,234		
CE LI 17	Increase in percentage of the population taking part in sport and physical activity at least twice in the last month (KPI 1 from Active Lives survey)	N / A	Target to be agreed and established from baseline data in next financial year	N / A	N / A	N / A
CE LI 18	Percentage of people physically inactive (KPI 2 from Active Lives survey)	N / A		N / A	N / A	N / A
CE LI 19	Percentage of adults utilising outdoor space for exercise/ health reasons (MENE survey)	N / A		N / A	N / A	N / A

Supporting Commentary

CE LI 04

The Active Lives survey will replace Active People Survey, the reporting schedule has yet to be confirmed, but it is anticipated it will follow the same format as its predecessor (Dec 16). The new survey has been designed to be as flexible as possible in order to support a wide range of measures. Currently no baseline.

CE LI 15

New methods for collecting information have been introduced for 2016-2017 to provide a more accurate measure of service use. Therefore, comparison for previous year's figures is not available.

CE LI 16

End of year figure to be provided in Q4.

CE LI 17, 18 & 19

The Active Lives survey will replace Active People Survey, the reporting schedule has yet to be confirmed, but it is anticipated it will follow the same format as its predecessor (Dec 16). The new survey has been designed to be as flexible as possible in order to support a wide range of measures. Currently no baseline.

7.0 Financial Statement

Economy, Enterprise & Property

Revenue Budget As At 30 September 2016

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000
<u>Expenditure</u>				
Employees	4,523	2,172	2,217	(45)
Repairs & Maintenance	2,561	802	800	2
Premises	49	43	43	0
Energy & Water Costs	644	247	233	14
NNDR	544	507	471	36
Rents	354	259	257	2
Economic Regeneration Activities	49	4	4	0
Supplies & Services	2,071	705	684	21
Grants to Non Voluntary Organisations	232	191	191	0
Total Expenditure	11,027	4,930	4,900	30
<u>Income</u>				
Fees & Charges	-289	-135	-137	2
Rent – Markets	-779	-387	-389	2
Rent – Industrial Estates	-49	-49	-112	63
Rent – Investment Properties	-855	-406	-415	9
Transfer to /from Reserves	-1,284	-828	-828	0
Government Grant – Income	-2,033	-671	-671	0
Reimbursements & Other Income	-185	-95	-98	3
Recharges to Capital	-224	-43	-18	(25)
Schools Sla Income	-507	-470	-471	1
Total Income	-6,205	-3,084	-3,139	55
Net Operational Expenditure	4,822	1,846	1,761	85
<u>Recharges</u>				
Premises Support Costs	1,920	942	942	0
Transport Support Costs	18	8	8	0
Central Support Service Costs	2,066	1,035	1,035	0
Repairs & Maintenance Recharge Income	-2,703	-1,351	-1,351	0
Accommodation Recharge Income	-2,897	-1,449	-1,449	0
Central Support Service Recharge Income	-1,995	-974	-974	0
Net Total Recharges	-3,591	-1,789	-1,789	0
Net Department Expenditure	1,231	57	-28	85

Comments on the above figures

Economy Enterprise & Property Departmental budget is projected to be under budget at year end. The under spend in the main due to the following.

The negative variance on employee costs is mainly in relation to the School Cleaning service. The service is SLA led and therefore a full service needs to be provided at all times. As a result, variations within the level of contracted staff employed and the demand for use of casual staff has increased this quarter. Furthermore there are few vacancies within the Department that can be used to offset the savings targets.

NNDR expenditure is below budget due to the revaluation of a number of Council Properties and the Council has received a repayment of previous years NNDR payments.

In order to ease budget pressures spending will be restricted in-year on Supplies & Services, for the year to date spend is £21,000 less than forecast.

The delay in the sale of the Oldgate, Marshgate and Dewar Court industrial estates has meant rental income is above the budgeted target for the year to date. Investment Properties rental income has remained constant and generated income remains above set targets. This is due to a minimal change in the occupancy rates.

Although Market Hall rental income is above budget at the end of this quarter, there has been a decrease in the level of income as a result of tenants vacating the stalls. Action is in place to promote the Market and increase tenancy occupancy.

Conditions relating to capital grants has meant there is reduced scope to recharge staffing costs to certain projects which will have an impact in reaching budgeted capital salary income..

Under the current financial situation, every effort will be made to ensure that expenditure on controllable budgets is kept to a minimum within the Department, it is forecast net spend at year end will be below the annual budget.

Economy, Enterprise & Property**Capital Projects As At 30 September 2016**

	2016/17 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
Castlefields Regeneration	179	14	14	165
3MG	2,809	249	249	2,560
Former Crossville Depot	2,618	1,000	808	1,810
Johnsons Lane Infrastructure	302	0	0	302
Decontamination of Land	6	0	0	6
Sci- Tech Daresbury	10,953	8,000	7,845	3,108
Police Station Demolition	341	219	288	53
Travellers Site Warrington Road	48	0	0	48
Widnes Town Centre Initiative	16	0	0	16
Widnes Carpark, 29-31 Moor Lane & Land at Halebank	235	0	0	235
Equality Act Improvement Works				
Advertising Screen at The Hive	150	0	0	150
Signage at The Hive	100	0	0	100
Widnes Market Refurbishment	100	0	0	100
	1,052	0	30	1,022
Total Capital Expenditure	18,909	9,482	9,234	9,675

Comments on the above figures

Castlefields Regeneration – Negotiations are on-going to settle the final CPO as part of the Castlefields project although final settlement may slip into the following financial year.

Sci-Tech Daresbury – The current phase of works is reaching completion. Tech Space 1 is currently in fit out and due to complete on 17th October. Once this is complete the lease to Daresbury Science and Innovation Campus LLP will be completed.

3MG - Alstom are now on site, they have completed the majority of the earthworks and the steel is being erected and they are on target to open in May 2017 with the land sale to Alstom for the first phase will complete in October 2016.

Market Refurbishment – Indoor lighting completed on site, outside lighting is still on-going. Re-roofing works to be re-tended Oct/Nov 16 with a view to starting on site Jan 2017, anticipated completion June 17. External work, new market office and agile work areas to follow re-roofing works.

Former Crossville Depot – Work has commenced on site. Currently undertaking the groundworks.

Community & Environment Department**Revenue Budget As At 30 September 2016**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (overspend)
	£'000	£'000	£'000	£'000
<u>Expenditure</u>				
Employees	13,770	6,857	6,918	(61)
Other Premises	2,087	1,195	1,176	19
Supplies & Services	1,733	903	869	34
Book Fund	170	85	86	(1)
Hired & Contracted Services	1,159	390	372	18
Food Provisions	608	351	344	7
School Meals Food	2,059	767	753	14
Transport	59	27	23	4
Other Agency Costs	557	204	105	99
Waste Disposal Contracts	5,119	1,050	1,094	(44)
Grants To Voluntary Organisations	254	116	102	14
Grant To Norton Priory	172	86	88	(2)
Open Space Projects	70	51	51	0
Transfers To Reserves	133	0	0	0
Capital Financing	30	25	20	5
Total Expenditure	27,980	12,107	12,001	106
<u>Income</u>				
Sales Income	-2,410	-1,207	-1,114	(93)
School Meals Sales	-2,179	-901	-930	29
Fees & Charges Income	-5,141	-3,094	-2,986	(108)
Rents Income	-267	-204	-211	7
Government Grant Income	-1,186	-754	-754	0
Reimbursements & Other Grant Income	-643	-301	-301	0
Schools SLA Income	-83	-77	-80	3
Internal Fees Income	-194	-53	-46	(7)
School Meals Other Income	-2,350	-2,198	-2,223	25
Catering Fees	-187	-94	-31	(63)
Capital Salaries	-53	-13	-19	6
Open Space Projects	-70	-21	-21	0
Transfers From Reserves	-75	-67	-67	0
Total Income	-14,838	-8,984	-8,783	(201)
Net Operational Expenditure	13,142	3,123	3,218	(95)
<u>Recharges</u>				
Premises Support	1,915	934	934	0
Transport Recharges	1,942	825	825	0
Departmental Support Services	9	0	0	0
Central Support Services	2,481	1,280	1,280	0
HBC Support Costs Income	-447	-140	-140	0
Net Total Recharges	5,900	2,899	2,899	0
Net Department Expenditure	19,042	6,022	6,117	(95)

Comments on the above figures

The net department budget is £95,000 over budget profile at the end of the second quarter of the 2016/17 financial year.

Employee expenditure is over budget to date mainly due to staff savings targets for the period not being achieved in full. Staff turnover savings target for the year is £553,060 which will be difficult to achieve but will be monitored closely. Agency spend in Open Spaces has now ceased with all vacancies now filled.

Other Agency costs are £99,000 under budget profile as many Area Forum projects have not yet started. There is currently £117,000 committed to projects with £239,000 unallocated budget across all Area Forums.

Waste disposal contracts will face a significant change this year. October introduces the new contract agreements and it is expected that significant increases in spend will occur, however work has already been undertaken to reduce the impact of this. Currently this budget is over budget profile and will remain a pressure to be closely scrutinised throughout the year.

Sales income, Fees & Charges and Internal Catering Fees across the Department collectively continue to struggle to achieve agreed budgets for the year. Last year income for these specific areas underachieved by over £500,000, although this was partially offset by other income streams. As targets increase year on year they become increasingly difficult to attain, therefore budgets are closely monitored and if necessary budgets will be realigned where possible.

Conversely there are some income streams that are performing well. Income relating to the collection of green waste has already overachieved by over £60,000 against its budget. Brindley income is up by 7% compared to the same stage last year and the newly acquired Leisure Centres are also currently overachieving by £ 14,000 to date. This will go some way to offset the departmental overspend.

Based on current spend patterns it is estimated the year end outturn for the department will show an overspend position of approximately £200,000. Expenditure will be closely monitored for the remainder of the year and the outturn position will be updated accordingly.

Community & Environment Department**Capital Projects As At 30 September 2016**

	2016-17 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Total Allocation Remaining £'000
Stadium Minor Works	280	200	194	86
Leisure Centres Refurbishment	275	267	267	8
Widnes Recreation Site	156	60	51	105
Norton Priory	2,830	2,760	2,759	71
Norton Priory Biomass Boiler	107	0	0	107
Children's Playground Equipment	65	0	1	64
Landfill Tax Credit Schemes	340	0	0	340
Upton Improvements	13	0	0	13
The Glenn Play Area	64	30	26	38
Runcorn Hill Park	210	120	118	92
Crow Wood Park Play Areas	35	0	2	33
Open Spaces Schemes	200	50	51	149
Peelhouse Lane Cemetery	105	0	1	104
Peelhouse Lane Cemetery –Enabling Works	46	35	35	11
Litter Bins	20	10	11	9
Total	4,746	3,532	3,516	1,230

Comments on the above figures

The Leisure Centre Refurbishment project is now complete, with spend within the capital allocation.

The Widnes Recreation project has now been completed, although there are still a number of payments due in respect of retention payments. Again, it is anticipated that spend will remain within budget.

The Norton Priory "Monastery To Museum" project commenced on-site in August 2015, and is now substantially completed. Spend is projected to be within the capital allocation. Total Heritage Lottery funding amounts to £3.9M over the course of the project.

The allocation for Landfill Tax Credit Schemes serves to match fund various open spaces projects, currently including The Glenn, Runcorn Hill, and Spike Island/Sankey Canal.

The allocation for Upton Improvements is required for final account/contract claim payments.

Works on the Glenn play area are now largely complete, with expenditure to show in the third quarter's financial report. Spend will be within budget.

The Runcorn Hill project is 3.5 years into a 5 year programme. The main capital works (Café building/pond/path/boundary works) are largely completed, with some additional path and boundary work to complete.

The allocation for Open Spaces Schemes funds a variety of small landscape improvement and play schemes. Spend will be within available funding for the year.

The Peel House Cemetery and Enabling Works was delayed due to planning issues. It is anticipated that the initial earthworks will now commence in December 2016.

8.0 Application of Symbols

Symbols are used in the following manner:

Progress Symbols

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

Direction of Travel Indicator

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