



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

**Monday, 24 March 2014 at 6.30 p.m.
Select Security Stadium**

A handwritten signature in black ink, appearing to read 'David W R', positioned above a faint rectangular stamp.

Chief Executive

BOARD MEMBERSHIP

Councillor Susan Edge (Chairman)	Labour
Councillor Carol Plumpton Walsh (Vice-Chairman)	Labour
Councillor Lauren Cassidy	Labour
Councillor Harry Howard	Labour
Councillor Peter Lloyd Jones	Labour
Councillor Geoffrey Logan	Labour
Councillor Andrew MacManus	Labour
Councillor Stan Parker	Labour
Councillor Joe Roberts	Labour
Councillor Christopher Rowe	Liberal Democrat
Councillor Geoff Zygadlo	Labour

*Please contact Michelle Simpson on 0151 511 8708 or e-mail
michelle.simpson@halton.gov.uk for further information.
The next meeting of the Board is on Date Not Specified*

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

Part I

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

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

DATE: 24 March 2014

REPORTING OFFICER: Strategic Director, Policy and Resources

SUBJECT: Public Question Time

WARD(s): Borough-wide

1.0 PURPOSE OF REPORT

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

2.0 RECOMMENDED: That any questions received be dealt with.

3.0 SUPPORTING INFORMATION

- 3.1 Standing Order 34(9) states that Public Questions shall be dealt with as follows:-
- (i) A total of 30 minutes will be allocated for dealing with questions from members of the public who are residents of the Borough, to ask questions at meetings of the Policy and Performance Boards.
 - (ii) Members of the public can ask questions on any matter relating to the agenda.
 - (iii) Members of the public can ask questions. Written notice of questions must be given by 4.00 pm on the working day prior to the date of the meeting to the Committee Services Manager. At any one meeting no person/organisation may submit more than one question.
 - (iv) One supplementary question (relating to the original question) may be asked by the questioner, which may or may not be answered at the meeting.
 - (v) The Chair or proper officer may reject a question if it:-
 - Is not about a matter for which the local authority has a responsibility or which affects the Borough;
 - Is defamatory, frivolous, offensive, abusive or racist;
 - Is substantially the same as a question which has been put at a meeting of the Council in the past six months; or

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

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

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

4.0 POLICY IMPLICATIONS

None.

5.0 OTHER IMPLICATIONS

None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

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

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

6.3 **A Healthy Halton** – none.

6.4 **A Safer Halton** – none.

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

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

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

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

DATE: 24 March 2014

REPORTING OFFICER: Chief Executive

SUBJECT: Specialist Strategic Partnership minutes

WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

1.1 The Minutes relating to the Economic Development Portfolio which have been considered by the Specialist Strategic Partnership are attached at Appendix 1 for information.

2.0 RECOMMENDATION: That the Minutes be noted.

3.0 POLICY IMPLICATIONS

3.1 None.

4.0 OTHER IMPLICATIONS

4.1 None.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

None

5.2 Employment, Learning and Skills in Halton

None

5.3 A Healthy Halton

None

5.4 A Safer Halton

None

5.5 Halton's Urban Renewal

None

6.0 RISK ANALYSIS

6.1 None.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

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

Employment, Learning & Skills SSP - Minutes

24 February 2014

Present

Wesley Rourke	HBC - Economy, Enterprise & Property (Chair)
Debbie Houghton	HBC – Children & Enterprise Policy Team
Shélah Semoff	HBC - Policy & Performance Team
Cllr Eddie Jones	Halton Borough Council
Simon Clough	HBC Learning & Achievement Services
Janine Peterson	Job Centre Plus
Siobhan Saunders	HBC – Adult and Family Learning
Tracy Ryan	HBC - Policy & Performance Team
Claire Bradbury	Partnership In Prevention
Jane Smith	Riverside College
Cleo Pollard	Halton Family Voice

Item		Action
1.	Apologies Hitesh Patel Halton CAB Sue Baxendale Halton Housing Trust Kevin Smith Riverside College Catherine Johnson HBC Children & Enterprise Performance Team	
2.	Minutes and Matters Arising from 16 December 2013 Minutes were accepted as an accurate record.	DH
2.1	<u>2.1 SCS Indicator Review</u> SCS Indicators review will be discussed at a future HSP Board. Action: <ul style="list-style-type: none"> • Cllr. Rob Polehill letter to be circulated to members. 	
2.2	<u>3.1 European Funding Programme 2014-2020, 6.1 New Priorities and 7.1 Taking The Priorities Forward</u> Actions are covered on the agenda.	
2.3	<u>4.1 Terms of Reference & Information Sharing Protocol</u> Members confirmed their agreement of these.	
2.4	<u>5.1 Partnership Agreement</u> No comments received, agreement accepted by members.	
3.	Raising the Participation Age	
3.1	SC advised that the government has increased the age for young people to remain in education or training to the end of the academic year in which they turn 17 from 2013 and until their 18 th birthday from 2015. The Education and Skills Act places additional duties on local authorities relating to Raising the Participation Age around:	

<p>3.2</p> <p>3.3</p>	<ul style="list-style-type: none"> • Promoting effective participation of all 16-17 year old residents; and • Making arrangements to identify young people who are not participating. <p>The Participation Update and Young Person's Strand of the Participation Strategy will be implemented in April 2014 and have been developed in response to this change. A number of initiatives are being progressed including the recruitment of Young People Case Workers within the 14-19 Team.</p> <p>On an educational basis, ideally the government would like all young people to attain a Level 3 qualification. In Halton, the intention is to work more collaboratively and holistically with partners and the voluntary sector to provide support to young people. Schools/ Colleges now have a statutory obligation to inform HBC of any young people that drop out of education which will help tracking and support of these people.</p> <p>Action:</p> <ul style="list-style-type: none"> • U-explore to be demonstrated at a future meeting. 	<p>SC</p>
<p>4.</p> <p>4.1</p>	<p>Advice Services Transition Fund (ASTF) Project</p> <p>Shélah provided an overview of the ASTF Lottery Funded Project and highlighted the key items from the Project Progress Report that Hitesh had provided. The project 4 aims include:</p> <ul style="list-style-type: none"> • People getting advice at the right time and right source; • Better learning opportunities for local people to volunteer; • Advice sector to work as a 'collective'; • More awareness and accountability to 'decision makers' and other stakeholders. <p>Action:</p> <ul style="list-style-type: none"> • Project Progress Report to be circulated. 	<p>DH/TR</p>
<p>5.</p> <p>5.1</p>	<p>JCP changes around welfare reforms including work commitment, digitalisation</p> <p>Janine provided an overview of the welfare reforms which involved claimant commitment for JSA only (this is a forerunner for the changes being rolled out under Universal Credit). Widnes went 'live' in December '13 and Runcorn goes 'live' in March. It has involved a big change for JCP culture including upskilling Advisers to undertake new requirements for claimant commitments. The sanctions were discussed - Janine advised that as these are changing on a daily basis - no briefing note is currently available for circulation.</p>	

<p>6.</p> <p>6.1</p> <p>6.2</p>	<p>Local Support Services Framework (LSSF)</p> <p>Shélah provided an overview of the Local Support Services Framework for Universal Credit and Welfare Reforms these will support the claimants' journey towards self-sufficiency and independence. Debbie mentioned about the report Trading Standards had produced regarding pupils' perception of loans and APR – pupils thought that loans with the highest rate was the best to choose. Pupils agreed that they would choose loans based on the affordability of the weekly amount rather than the overall amount over the loan period to be repaid. Members felt this issue should be raised with Head teachers to clarify coverage of this on the school curriculum. Information about the potential role of local support services across the claimant journey was provided for discussion.</p> <p>Shélah advised that HBC did not have a named designated 'lead' officer to progress the LSSF and also suggested that the work could possibly be progressed via a sub-group of HYAT.</p> <p>Action:</p> <ul style="list-style-type: none"> • Trading Standards report to be circulated • Pupil perceptions of loans and APR rates to be raised at the next Head teachers forum • HBC resources to be identified, report required for HBC Executive Board on 10 April '14 • Review how other LCR local authorities are taking forward the LSSF 	<p>DH SC</p> <p>Shélah/ EJ/WR</p> <p>Shélah/DH</p>
<p>7.</p> <p>7.1</p>	<p>European Structural Funds Update</p> <p>WR explained that work previously discussed would be progressed over the next few months.</p>	
<p>8.</p>	<p>AOB</p> <p>None</p>	
<p>9.</p>	<p><u>Please note:</u></p> <p>The next meeting is a <i>Joint ELS / Regeneration & Environment SSP meeting on:</i></p> <ul style="list-style-type: none"> • FRIDAY 4th April – 9.30am-12noon in the Boardroom at Municipal Building, Widnes <p>Other meetings - 2pm, Room 13, Kingsway Learning Centre</p> <ul style="list-style-type: none"> • 14 July • 20 October 	

REPORT TO: Employment Learning and Skills PPB

DATE: 24 March 2014

REPORTING OFFICER: Strategic Director, Communities

PORTFOLIO: Community and Sport

SUBJECT: Vikings in the community and schools

WARD(S): Borough-wide

1.0 PURPOSE OF PRESENTATION / REPORT

1.1 To receive a presentation from James Rule, Chief Executive Officer of Widnes Vikings, outlining the work undertaken in local community groups and schools by the Widnes Vikings Rugby League team.

2.0 RECOMMENDATION: That the Board notes the presentation.

3.0 SUPPORTING INFORMATION

3.1 Presentation will be delivered, followed by Q & A session.

4.0 POLICY, FINANCIAL AND OTHER IMPLICATIONS

4.1 There are no direct implications.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 There are no direct implications.

6.0 RISK ANALYSIS

6.1 This report is for information only. There are no risks arising from it.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None

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

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

REPORT TO:	Employment, Learning & Skills Policy & Performance Board
DATE:	24 th March 2014
REPORTING OFFICER:	Strategic Director, Communities
PORTFOLIO:	Neighbourhood, Leisure & Sport
SUBJECT:	Community Centres
WARD(S)	Borough-wide

1.0 **PURPOSE OF THE REPORT**

To provide an annual report on the Community Centres for the operating period 2012/13.

2.0 **RECOMMENDATION: That:**

- i) the report be noted;
- ii) Members comment on service delivery and future developments and challenges for the community centres service.

3.0 **SUPPORTING INFORMATION**

- 3.1 The Community Centres service consists of five buildings, Castlefields, Ditton, Grangeway, Murdishaw and Upton. The centres have programmes of community activities, varying models of community café's and service outlets, i.e children's centre, youth centre, day services. These centres provide a community hub, a central point at the heart of these communities for residents to enjoy chosen activities and receive services in their neighbourhoods. They are based in the most severely deprived wards in the Borough and are well utilised. Churchill Hall also receives grant funding to support community use.
- 3.2 Community centres contribute to a whole area approach to health and wellbeing. They provide a nucleus to support community activity and access to services in neighbourhoods. The activity supports the Council's key priorities.
- 3.3 Community centres are safe, accessible facilities located in the heart of our communities. They serve both the local and wider community and promote participation, inclusion and cohesion. All centres are designated Emergency Rest and Hate Crime Reporting Centres.

3.4 The Community Centres service demonstrates continuous improvement through its performance monitoring and has made significant contributions to the Council's efficiency programme. Income generation is a key area of focus to support the sustainability of the service.

3.5 The Community Centres are benchmarked as part of APSE (Association of Public Service Excellence) against other Civic, Cultural and Community Venues owned and run by other local authorities. This provides performance data but also trend information over a number of years. Halton's community centres have progressed positively overall on their indicators earning awards for Ditton & Upton as most improved centres and nominations for Grangeway and Murdishaw in recent years. For the operating year 2012/13, Upton Community Centre was nominated for a Best Performer award and Castlefields Community Centre won the award for the Most Improved Performer.

3.6 Annual usage of the community centres increased steadily in 2009/10 and 2010/11 however, in 2011/12 this dipped considerably. Contributing factors were withdrawal of services from Adult Day Services and Youth provision in community centres, added to this Castlefields Community Centre was in a period of transition with the regeneration programme. The local centre had been demolished, the old community centre's physical location was isolated which had a negative impact on usage. The move to the new community centre in March 2012 has generated significant increased usage and is the key factor for the overall increased usage in operating year 2012/13, an increase of 25,716.

- 2009/10 307,633 Attendances
- 2010/11 309,952 Attendances
- 2011/12 271,264 Attendances
- 2012/13 296,980 Attendances

3.7 The community centres service has demonstrated increased efficiency over the past three year operating period, in:-

2010/11 Net operating costs - £462k (inclusive of £248k income)
2011/12 Net operating costs - £358k (inclusive of £318k income)
2012/13 Net operating costs - £307k (inclusive of £317k income)

The net operating costs for the five Centres over the 3 year period have reduced by £154,595 and income has grown by £69,300.

4.0 COMMUNITY CENTRE PROFILES 2012/13

4.1 Castlefields Community Centre

4.1.1 The new community centre (opened in March 2012), at the heart of the regeneration has become firmly established as a community hub. The investment in the infrastructure has provided a vibrant local centre reflected in the increased levels of usage.

4.1.2 Castlefields had a significant increase in usage in this operating year, attendance was 45,662 compared to 21,316 an increase of over 50%. This is a complete turnaround from the previous operating year which had a 24% reduction in usage.

Total annual opening hours	2958
Total aggregate hours main room hired	1161
Total aggregate hours other rooms hired	4310
Total attendance main room	17622
Total attendance other rooms	11725
Total other attendance	16315
Total attendance	45662

4.1.3 Category of usage is broken down as follows:-

Youth & Children	5997
Lifelong Learning	3857
Health & Healthy Living	28744
Arts Development	3868
Sports Development	1200
Statutory Agencies	1956
Events	40
Total	45662

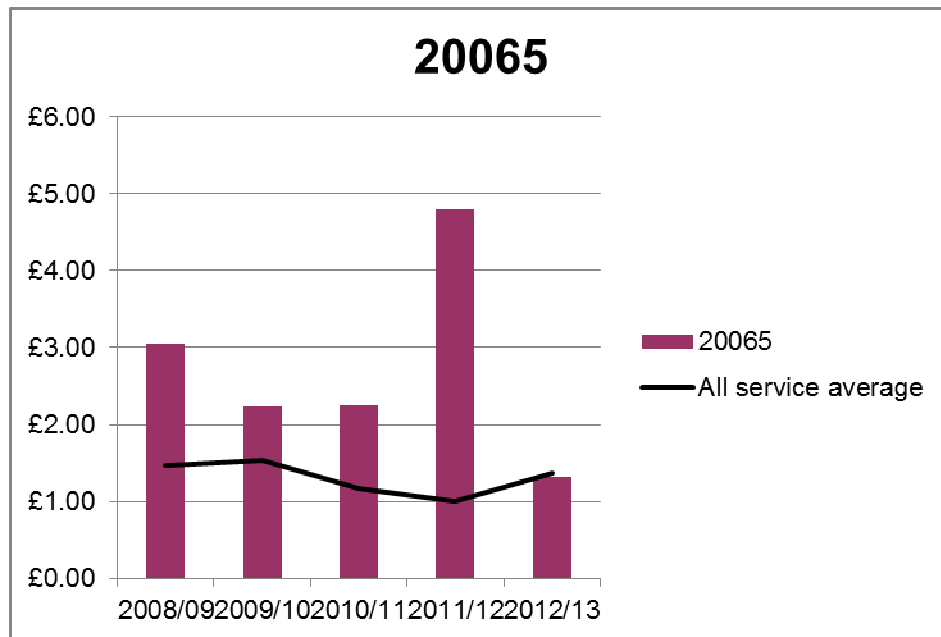
Health related attendances are high, in the main this is due to regular bookings by Smoking Cessation, Weight Watchers and Shape-up. This category has increased by over 20,000 compared to the previous year. 'Other community use', is the highest category this includes parties, events, the community café and meetings such as residents groups, planning meetings and consultation to support the Castlefields Regeneration Programme.

4.1.4 Castlefields Direction of Travel Indicators

The following graphs are extracts from the APSE performance data suite and demonstrate the direction of travel on performance. The key performance indicators illustrate centre performance over a five year period, these are used to determine how a centre is performing against other facilities owned and run by local authorities.

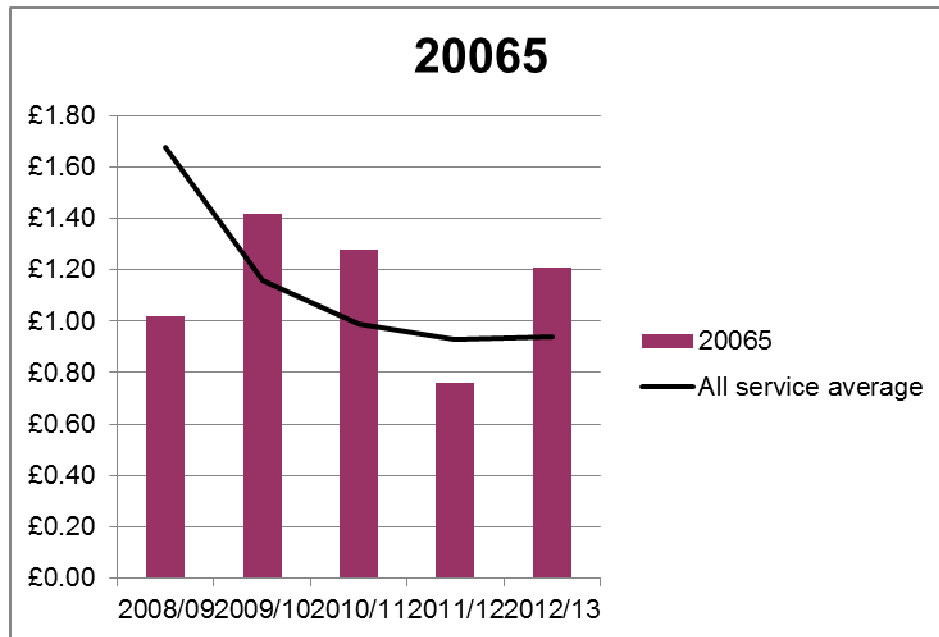
- **Castlefields Net Cost Per User**

The 20065 on the chart is Castlefields pin number in APSE data set, hence 20065 references Castlefields Community Centre.



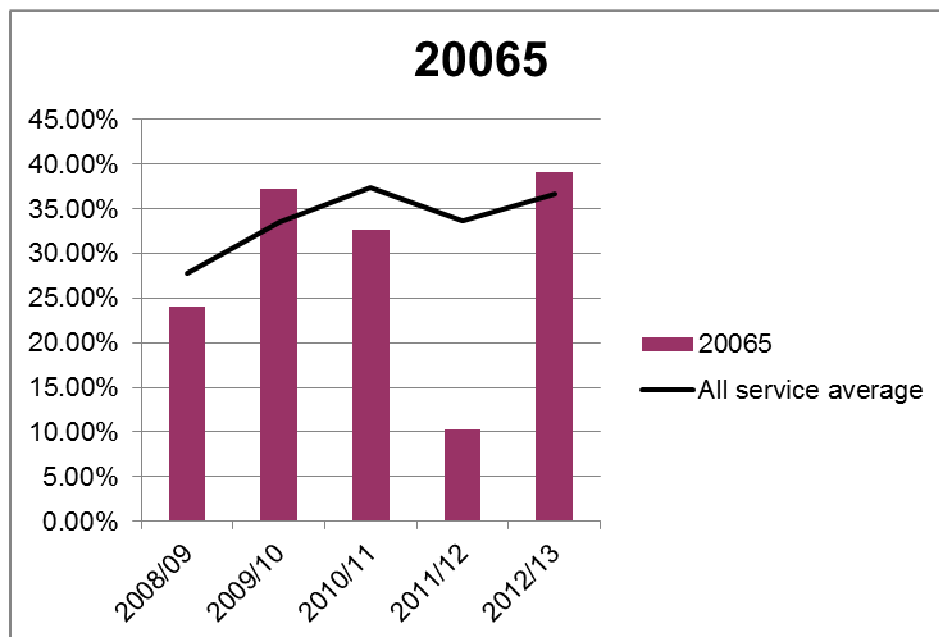
The graph shows the direction of travel of cost per user over the last five years. As described earlier in the report, in the previous operating year usage suffered, as a result the cost per user increased significantly to £4.79. In 2012/13 this has reduced to the lowest level in the five year period, £1.31 owing to increased user numbers in the new community centre.

- **Castlefields Total Income Per User**



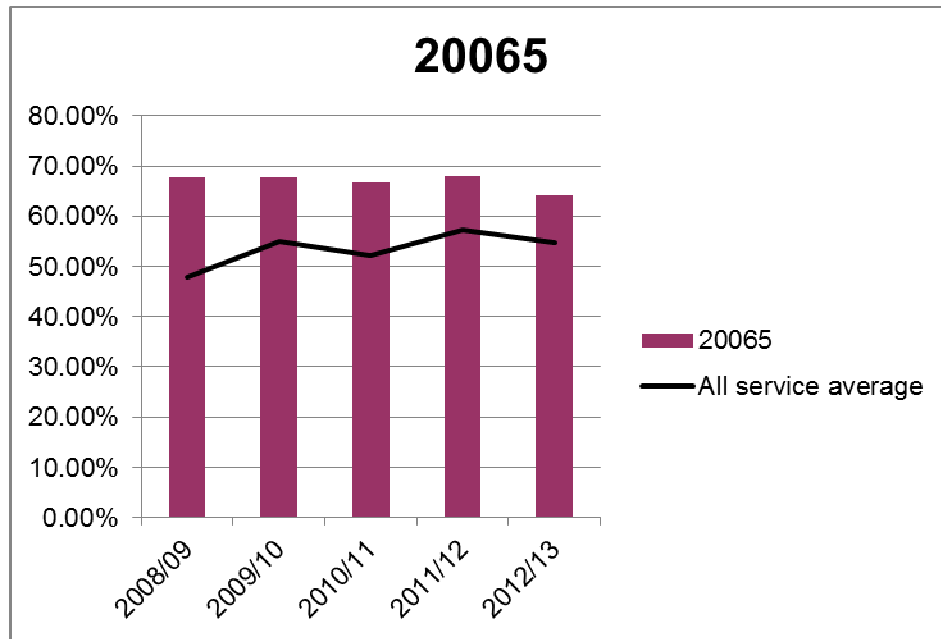
This diagram has a similar picture demonstrating that a fall in usage and a drop in income can have a dramatic impact on a centre's performance. In this case the total income per user was at its lowest in 2011/12 at 76p, 2012/13 has shown clear signs of recovery with income per user rising to £1.21.

- **Castlefields Operational Recovery**



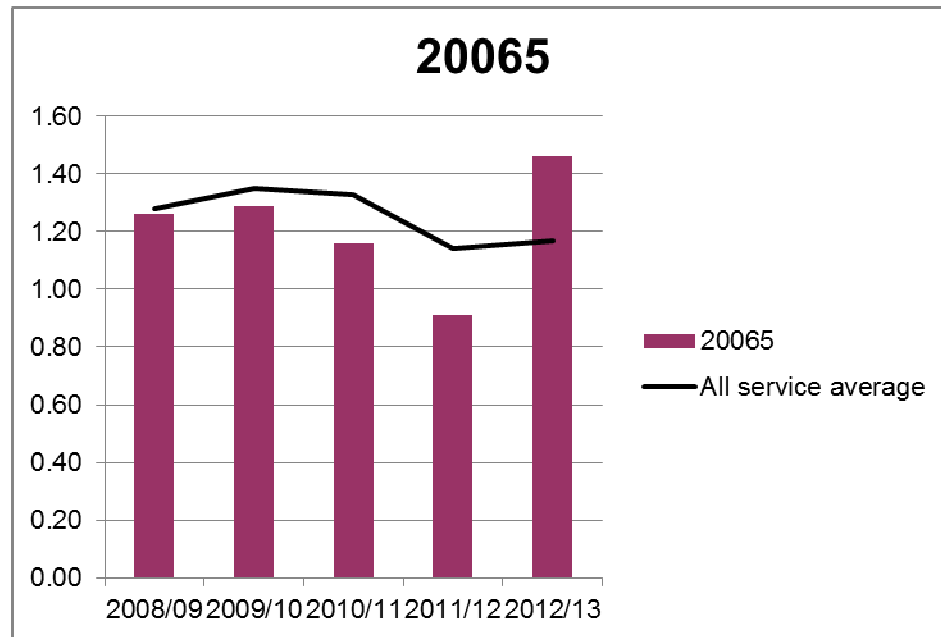
Castlefields operational recovery dipped to the lowest position in a five year period in 2011/12 at 10.35%, as is the trend across the other indicators this has recovered with a dramatic increase up to 39.11% in 2012/13. A significant factor in achieving the Most Improved Performer award.

- **Castlefields Staffing Cost as a Percentage of Total Cost**



There is very little variation over a five year period, albeit a positive reduction of just over 3% between 2011/12 and 2012/13. This is typical of a small team where attendance levels are fairly constant and overtime is closely managed, this is unlikely to fluctuate in the future. The increase over the period is attributed to bringing down cost in other areas notably around energy usage which in turn pushes up the staff cost as a percentage of total cost.

- **Castlefields Visits Per Household (Catchment Area)**



This chart demonstrates a decline in visits per household until 2012/13, this correlates with the overall trend at Castlefields.

4.1.5 Castlefields Community Centre has benefited from increased usage and income. The centre has Service Level Agreements with Adult Day Services, Children’s Services and Corporate Training. There is a community library, community café and a job club operating at the centre, all contributing to increased usage and a vibrant community hub.

4.2 Ditton Community Centre

4.2.1 Ditton has increased in terms of usage and numbers attending in this operating year:-

Total annual opening hours	
Total aggregate hours main room hired	776
Total aggregate hours other rooms hired	6687
Total attendance main room	16186
Total attendance other rooms	76416
Other attendance	10000
Total attendance	102602

4.2.2 **Category of usage** at Ditton Community Centre is broken down as follows:-

Youth & Children	14088
Lifelong Learning	4406
Health & Healthy Living	14544
Arts Development	58949
Sports Development	5843
Statutory Agencies	1040
Other community use	3732
Total	102602

The highest category of usage at Ditton is art development, this in the main is due to regular hire by three dance schools; Katie Glover, G-school and Tanza. They generate large and regular footfall as well as being the biggest source of income from enhanced weekend charges. This category of usage increased significantly in 2012/13.

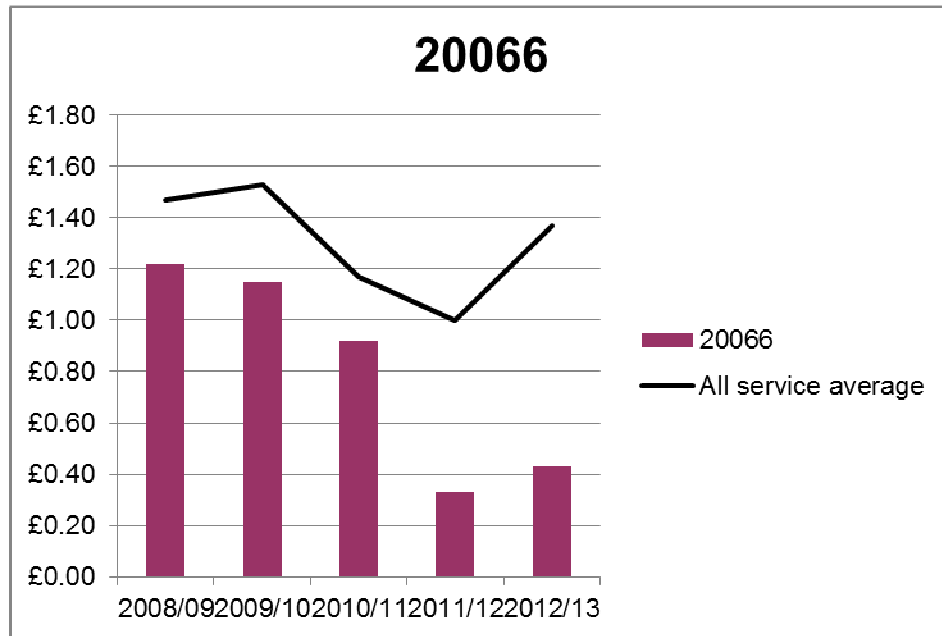
Youth and children not surprisingly have high levels of attendance due to the co-location of Children's Centre. The centre was awarded excellent status by OFSTED in the last inspection with the relationship between the Community Centre and Children's Centre being highlighted as being particularly strong and mutually beneficial.

Health and healthy living activities generate good levels of usage as the centre hosts Pulmonary Rehab, Recharge, Happy Hearts the Alzheimer's Society and Weight Watchers.

Investment in the ICT suite in 2013 has resulted in increased usage for drop in sessions and adult learner courses thereby increasing attendances in the category of life-long learning.

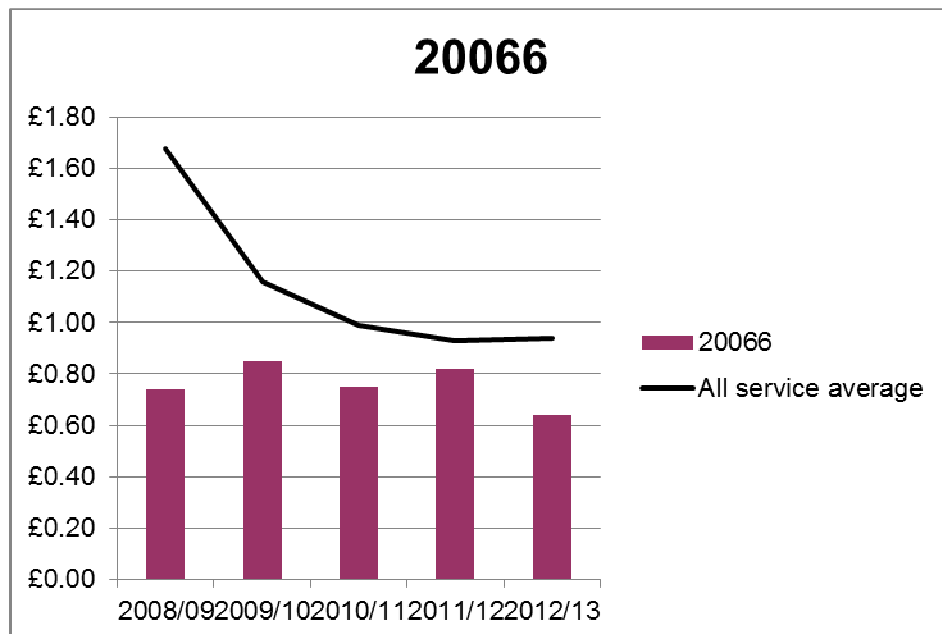
4.2.3 **Ditton Direction of Travel Indicators (APSE reference 20066)**

- **Ditton Net Cost Per User**



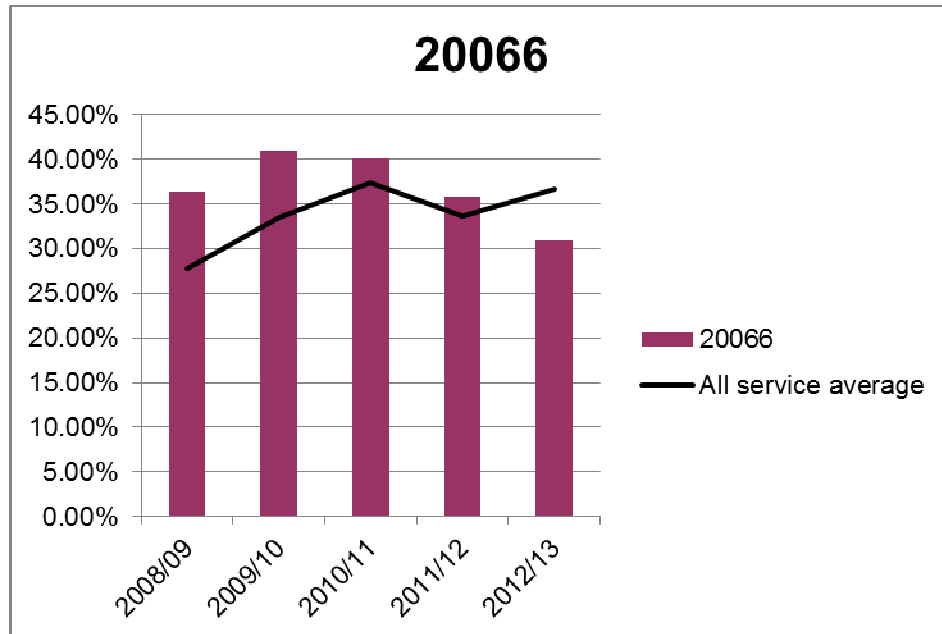
This graph demonstrates a positive direction of travel owing to increasing income and a steady footfall until 2011/12. Ditton has consistently overachieved on income positively impacting against this indicator and goes someway to explain the slight dip in 2012/13 when income was in line with the target. The figure is 43 pence, the lowest across Halton’s five community centres.

- **Ditton Total Income Per User**



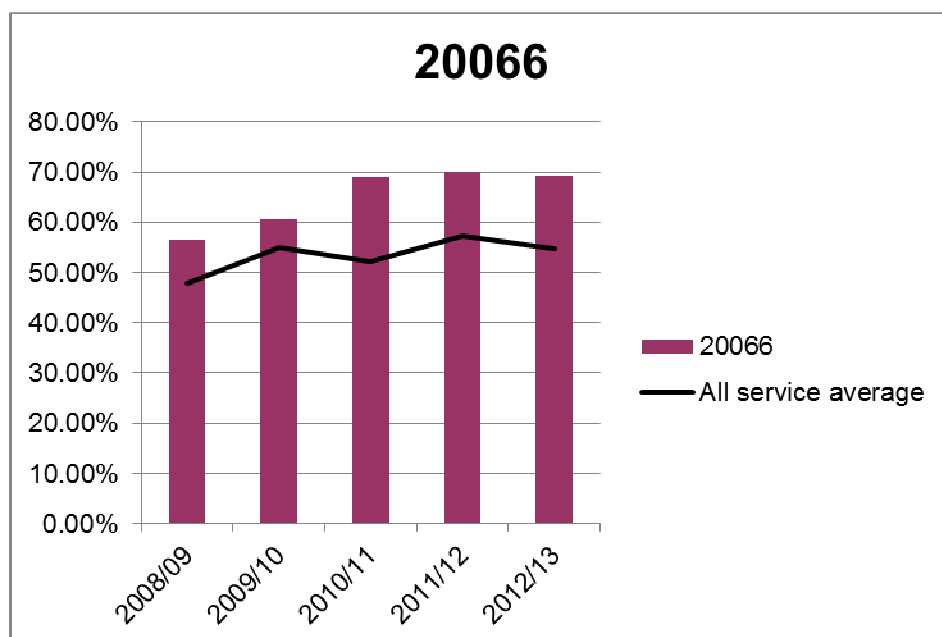
2011/12 saw a five pence increase on income per user achieving 82p however, this has dropped in 2012/13 to 64p, a significant drop. Out of the five centres this is also the lowest income per user and an area of focus. Ditton is the only centre that had no café/catering provision during this period which is highly likely to be a factor.

- **Ditton Operational Recovery**



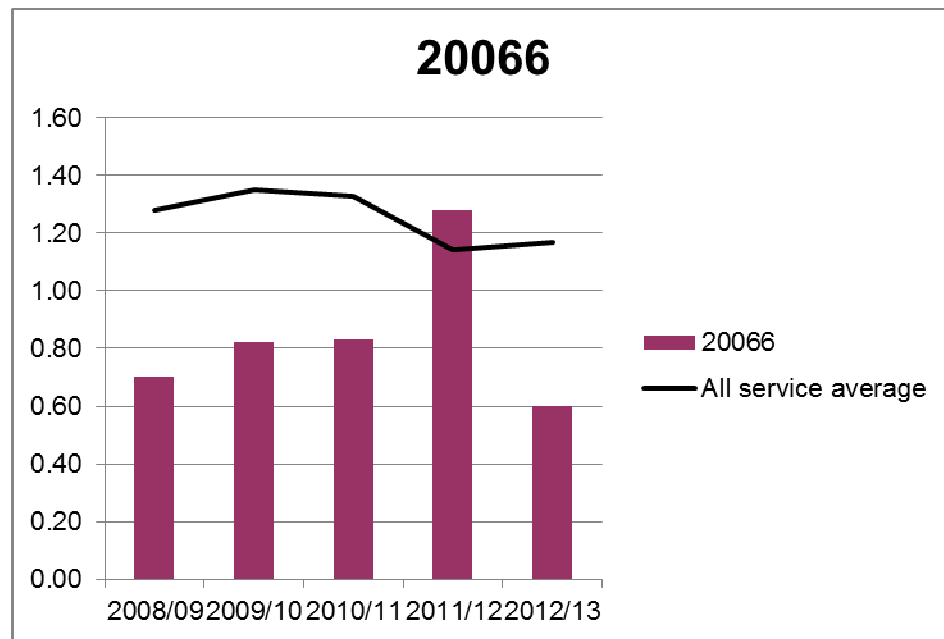
Ditton has experienced a drop in operational recovery which correlates with the income indicator. Ditton's current operational recovery is 30.90%, the average is 36.65% hence, a key target for Ditton to reverse this trend.

- **Ditton Staffing Cost as a Percentage of Total Cost**



Staffing costs as a percentage of total cost has gone up steadily over a five year period albeit, in the last operating year this has reduced by just over half a percent, not a significant amount but a move in the right direction. The steady increase in costs is a culmination of staff increments and additional hours to cover for absenteeism allied to costs coming down in other areas notably around energy management particularly since replacing oil fired heating with gas boilers in 2010/11.

- **Ditton Visits per Household- Catchment Area.**



2011/12 saw a peak in visits per household and has suffered a sharp drop in 2012/13, the lowest in the five year period. Another key area of focus for Ditton in future operating years. Postcode evaluation shows a high volume of centre users are from the local area.

4.3 Grangeway Community Centre

4.3.1 Grangeway Community Centre has two distinct areas of activity, the community centre and the Hub which is occupied by Catch 22, Young Addiction and Barnardos are co-located here. Grangeway Community Centre is known across Cheshire for its popular Wrestling events which are well attended by the wider community, In addition to the events the club train at the centre. The Main Hall at Grangeway is a popular venue for dancing and pensioner groups and the centre benefits from a Centre Members Committee which hosts social events.

The Grangeway Community Centre Forum was established in 2012 supported by the HBC area Community Development Officer who is located at the centre. This group have been successful in gaining funding for improvements at the centre and have a key role in supporting local involvement in the delivery of services at Grangeway.

4.3.2 Attendances at Grangeway fell significantly in 2011/12 due to both karate and zumba ceasing at the centre as well as a fall in numbers attending some sessions such as years ahead, sequence dancing etc. Similarly, Adult Day Services withdrew from using the centre hence a low figure in the statutory agency category. This current operating year has seen this trend continue with a further reduction of 8657. In considering Grangeway/s usage a key factor is 50% of the space/usage is not included in the APSE figures as it is exclusive youth provision and therefore has a bearing on Grangeway's performance.

Grangeway café provision also ceased early in this operating year, another key factor directly impacting the user numbers. A new café provision is due to commence in March 2014 for a six month pilot. This is a public/private sector initiative generating income for the centre and it is hoped regenerates usage numbers at Grangeway.

Total annual opening hours	3470
Total aggregate hours main room hired	1475
Total aggregate hours other rooms hired	1929
Total attendance main room	28649
Total attendance other rooms	19003
Other attendance	5000
Total attendance	52652

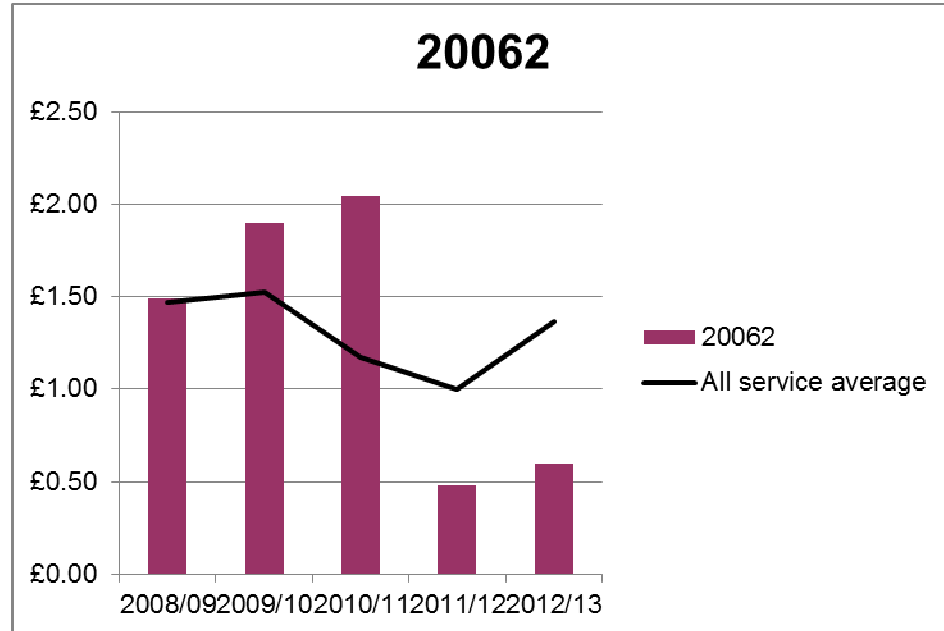
4.3.3 **Category of usage** at Grangeway Community Centre is broken down as follows:-

Youth & Children	2430
Lifelong Learning	650
Health & Healthy Living	16799
Arts Development	15424
Sports Development	10208
Statutory Agencies	161
Other community use	6980
Total	52652

There is a good cross section of usage by category and percentage utilisation, in addition Grangeway recovers the largest amount of income against relatively low levels of expenditure placing it as Halton's optimum performing community centre.

4.3.4 Grangeway Direction of Travel Indicators (APSE reference 20062)

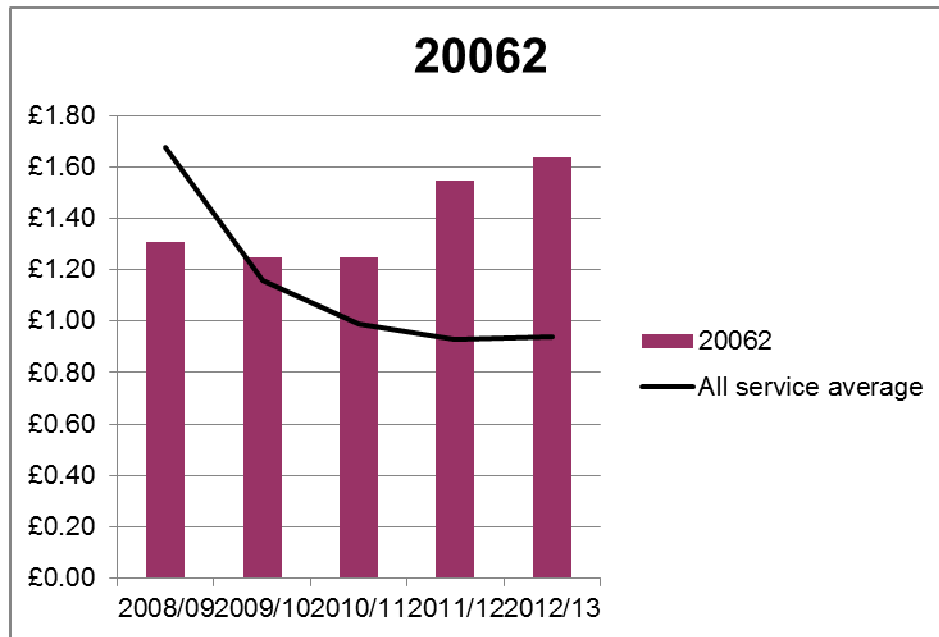
- Grangeway Net Cost Per User



Net cost per user dropped dramatically in 2011/12 year due to overall expenditure costs reducing by £63,097 from the previous operating year. This is in the main was due to efficiency savings however, good energy housekeeping and a reduction in supplies and services budget has also contributed. Allied to this drop in expenditure was increased income from the previous year of around £10,000 to deliver a vastly improved net position. This improvement in centre performance led to Grangeway Community Centre being shortlisted in the Association of Public service excellence (APSE) Civic Cultural and Community Venues performance networks as Best Performer 2011/12.

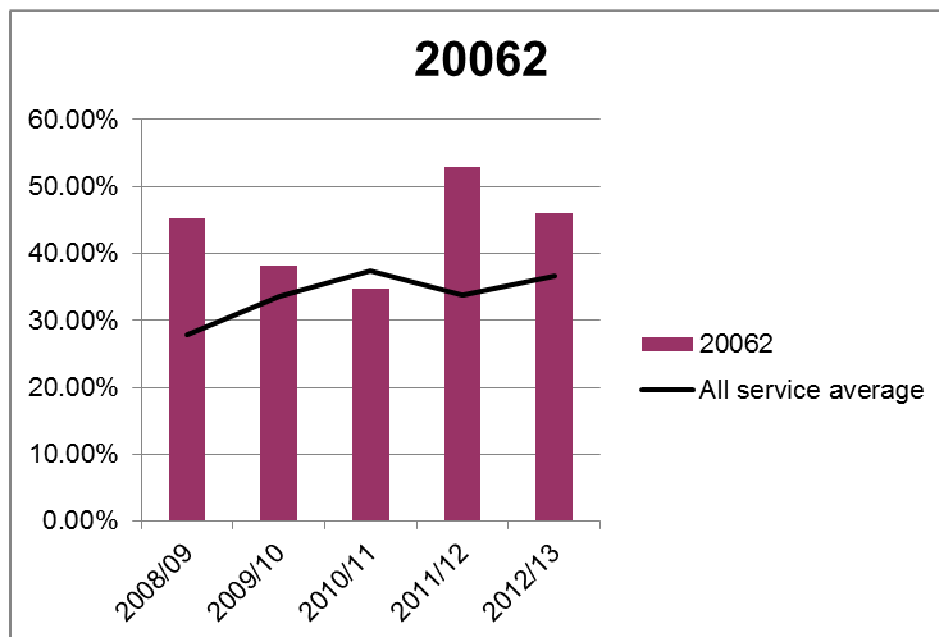
This figure has increased slightly in 2012/13, this is not surprising as there was no further high level efficiency reductions to impact in the formula. At its peak, net cost per user at Grangeway was £2.05 in 2010/11, in the operating year 2012/13 its 60 pence, a positive overall direction of travel.

- **Grangeway Total Income Per User**



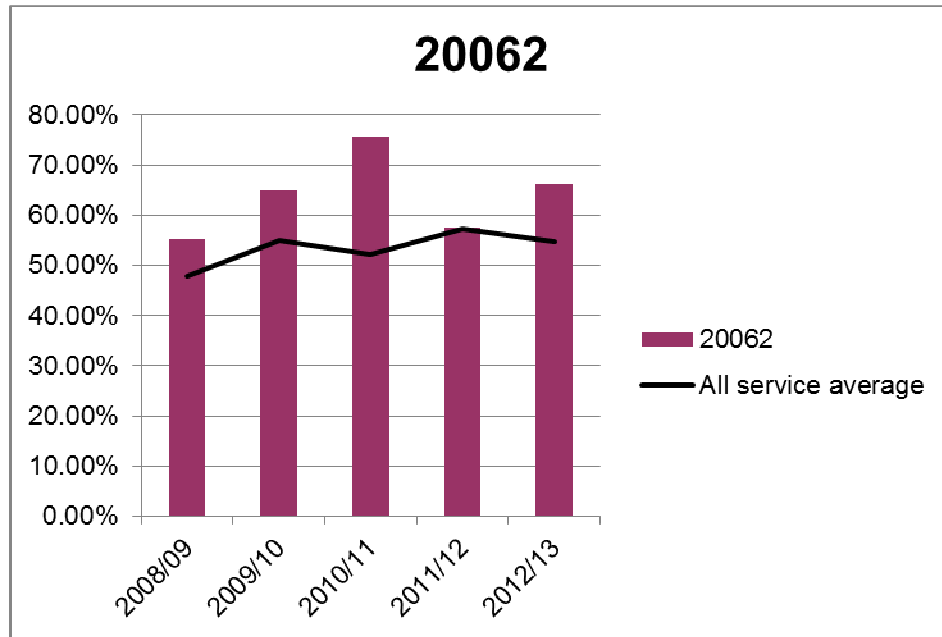
Grangeway has experienced a positive upward trend and direction of travel over a five year period. Income has increased by co-locating service providers whilst maintaining levels of community usage. In 2012/13 income per user was £1.64 compared to 83p in 2010/11.

- **Grangeway Operational Recovery**



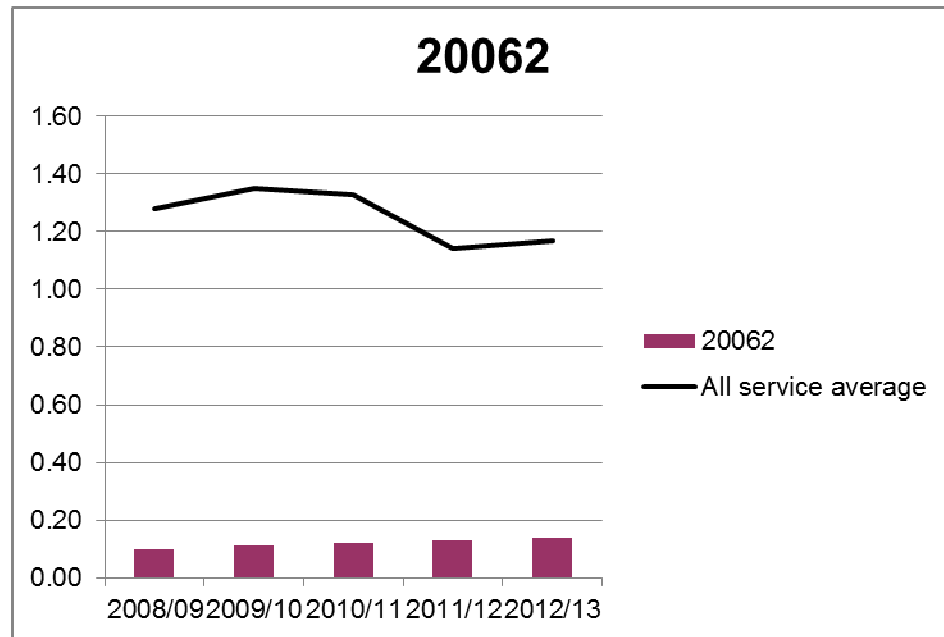
Grangeway was the first Halton Community Centre to achieve over a 50% operational recovery in 2011/12 which was a fantastic achievement. Unfortunately, the operating year 2012/13 has seen this dip to 45.93%, still significant as the average operational recovering rate is 36.65%. This demonstrates centres can be more financially viable and there is still income capacity to be achieved.

- **Grangeway Staffing Cost a Percentage of Total Cost**



The staffing cost as a percentage of total cost reduced significantly in 2011/12, this was due to efficiency savings. In 2012/13, the budget had reduced in line with the efficiency savings which has translated into an increase in staffing as a percentage of total cost of the budget in this reporting year.

- **Grangeway Visits Per Household –Catchment Area**



Visits per household in the catchment area has risen steadily, the varied programme of events and activities particularly other community use which pertains to events, the community café, meetings and forums which tend to have local participation is key to this. This category has risen from 5590 in 2010/11 to 10300 in 2011/12 with a steady increase in 2012/13.

4.4 **Murdishaw Community Centre**

4.4.1 Murdishaw Community centre has an annual programme of events which is firmly established with centre users and a highlight to the centre’s calendar. The centre also benefits from having a Board of Directors (including four Local Councillors) and an active Project Group to provide structured involvement in decision making and future planning for the centre. This model of governance has charitable status and has enabled access to external sources of funding.

4.4.2 Usage is down on the previous year from 26,348 to 25,420 however, bookings are slightly up with the number of hours the centre was booked increasing marginally.

Total annual opening hours	2972
Total aggregate hours main room hired	1168
Total aggregate hours other rooms hired	3625
Total attendance main room	14767
Total attendance other rooms	10222
Total other attendance	431
Total attendance	25420

Bookings for the main hall fell in 2012/13 compared with the previous year, bookings in the other rooms at the centre have increased supporting the increase in hours booked.

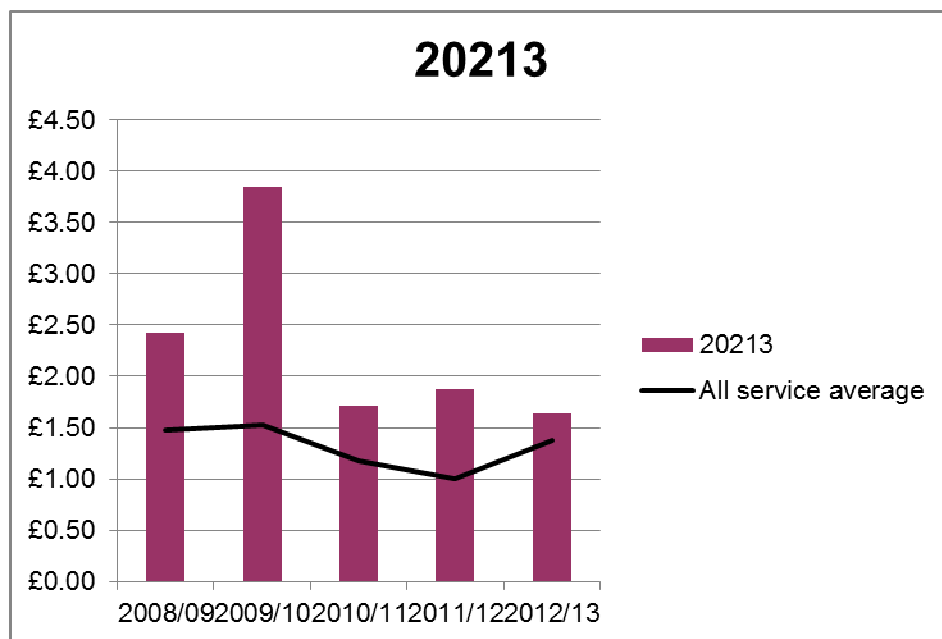
4.4.3 **Category of usage** at Murdishaw Community Centre is broken down as follows:-

Events	4923
Youth & Children	1440
Lifelong Learning	748
Health & Healthy Living	3428
Arts Development	414
Sports Development	117
Statutory Agencies	10,708
Other community use	3642
Total	25420

Statutory agencies are the highest category due to usage by Bridgewater and Adult Services. Similarly health and health living feature prominently due to regular bookings by the Stroke Association, Lunch Bunch, Stop Smoking and Recharge, however there has been a downturn in this category of usage compared to the previous year; similarly the same scenario with youth & children related usage.

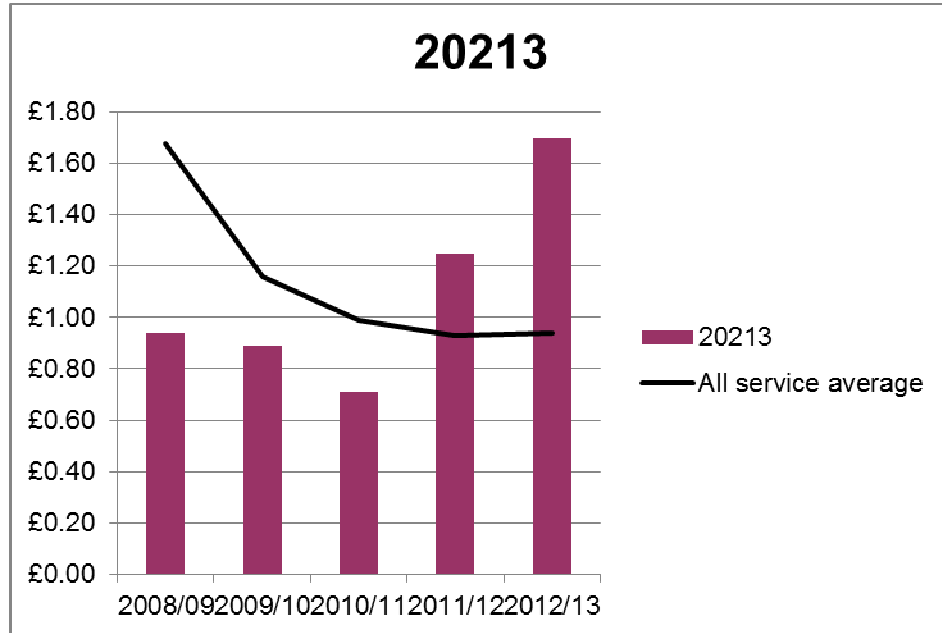
4.4.4 **Murdishaw Direction of Travel Indicators (APSE reference 20213)**

- **Murdishaw Net Cost Per User**



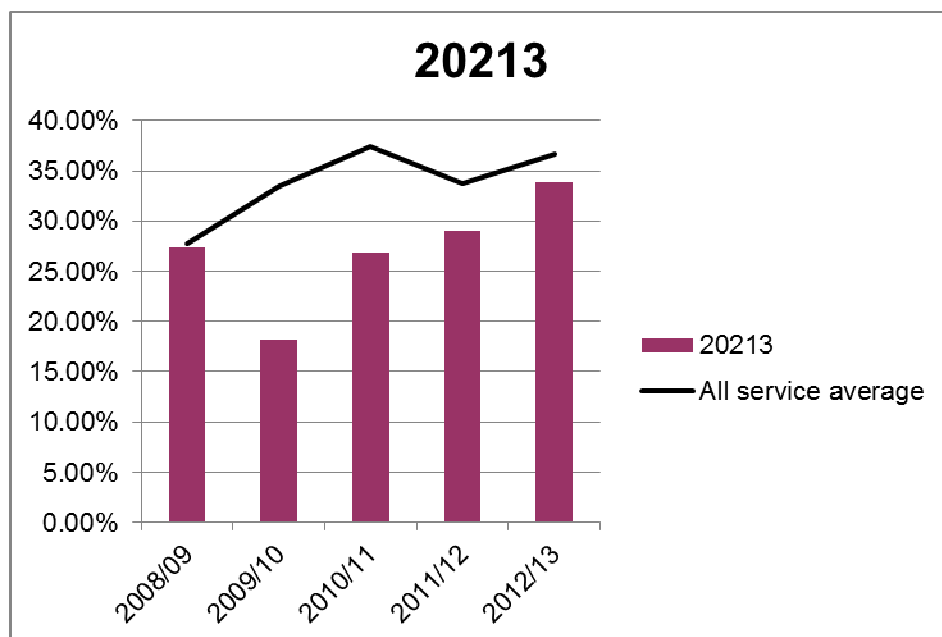
The net cost per user has reduced to its lowest ever at £1.64 in 2012/13, a positive shift in the direction of travel.

- **Murdishaw Total Income Per User**



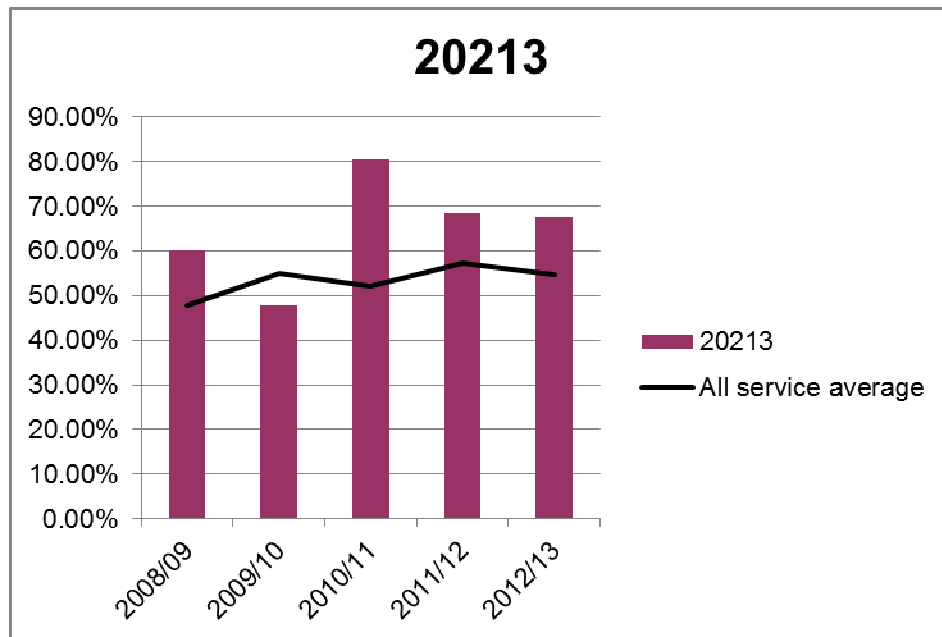
Total income per user has gone up significantly in the operating year to £1.70, a continued trend from the previous year. This is a dramatic increase from 2010/11 when the income per user was 71 pence, the average across the venues is 94 pence hence, strong performance for Murdishaw in this performance indicator.

- **Murdishaw Operational Recovery**



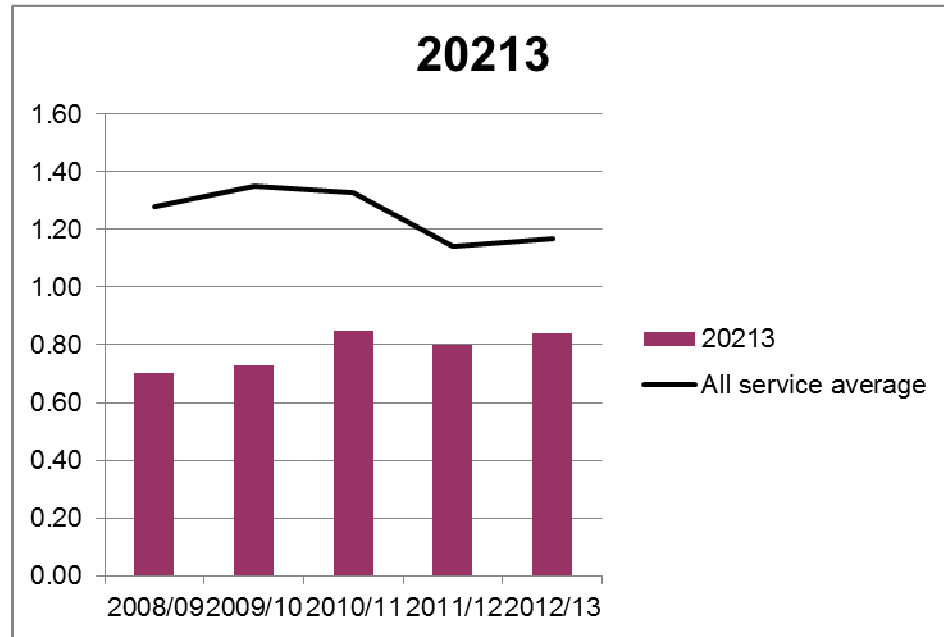
There was a significant drop in performance in 2009/10. Play Services withdrew from Murdishaw creating vacant space. There was a gap before Day Services occupied the accommodation which has impacted positively on operational recovery. The centre has also benefited from a number of new bookings and associated income and the positive trend has continued in 2012/13 with the centre achieving its highest level of operational recovery at 33.80%. The aim is to continue this trend which is a key factor supporting future sustainability.

- **Murdishaw Staffing Cost as a Percentage of Total Cost**



Performance in this indicator has had a negative trend year on year as the centre carried a vacant Centre Assistant post for two consecutive years. An unexpected spike in the 2010/11 operating year is due to cover for a member of staff who had a significant period of sickness requiring cover. The 2011/12 and 2012/13 operating years have presented a consistent picture.

- **Murdishaw Visits Per Household- Catchment Area.**



Visits per household in the catchment area have altered very little over a five year period, overall it's an upward trend, continued in 2012/13 indicating usage by local residents.

4.4.5 Catering Provision

The cafe at Murdishaw is delivered by Country Garden. This has been expanded from being a two day operation to operating five days a week, a small recharge is levied against this operation.

4.5.1 Upton Community Centre

4.5.1 Upton Community Centre is the only community centre with a Sports Hall which attracts sports teams from the local and wider community. There are nine junior football teams in addition to senior block booking sessions that ensure the hall is booked out every night of the week between 5 and 10 pm and has a waiting list. The centre has a thriving Taekwondo Club based at Upton and have a key role in developing young talent through their junior 'Tigers' club. In addition to the Sports Hall, Upton has a diverse programme of activity ranging from arts class's to musical minis, cake decorating and majorettes. Each year the centre has a pantomime delivered By HEARTS theatre group this helps to develop local talent and is a key pathway for young people entering the annual Halton's Got Talent events. Upton has a range of group rooms which are ideal to deliver lifelong learning and training activities. Upton Community Centre is strengthening links with the Children's Centre in order to further develop and promote child and family activities, stay and play and courses such as ICT and preparation for work for parents.

4.5.2 Upton has maintained steady opening hours and seen a slight increase in new bookings.

Total annual opening hours	3504
Total aggregate hours main room hired	1538
Total aggregate hours other rooms hired	3141
Total attendance main room	23036
Total attendance other rooms	32908
Other attendance	14700
Total attendance	70644

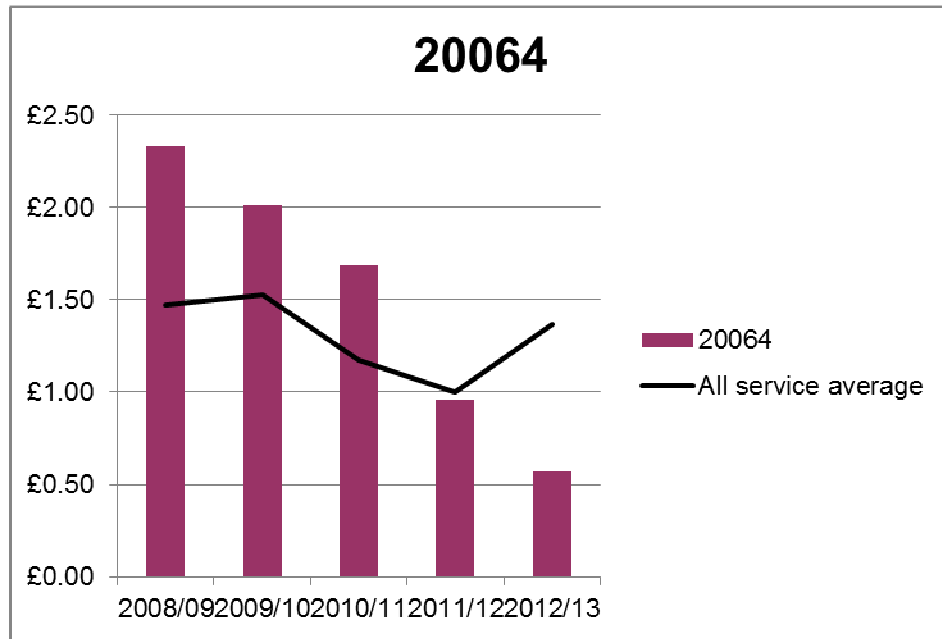
4.5.3 **Category of usage at Upton Community Centre** is broken down as follows:-

Youth & Children	4037
Lifelong Learning	4759
Health & Healthy Living	20624
Arts Development	7630
Sports Development	12861
Statutory Agencies	4346
Other community use	16387
Total	70644

Upton experienced a marginal drop in usage compared to the previous year of 1346, an average of 27 less per week and a reduction of 46 open hours over the year. There has been some shift in the categories of usage with health & healthy living activities experiencing an increase of almost 13,000, these numbers would of previously been attributed to "other community use" however, 2012/13 benefitted from an increased programme of activities directly impacting on health & healthy living. Youth & children also increased which is an identified target for Upton Community Centre as is increased usage of the sports hall.

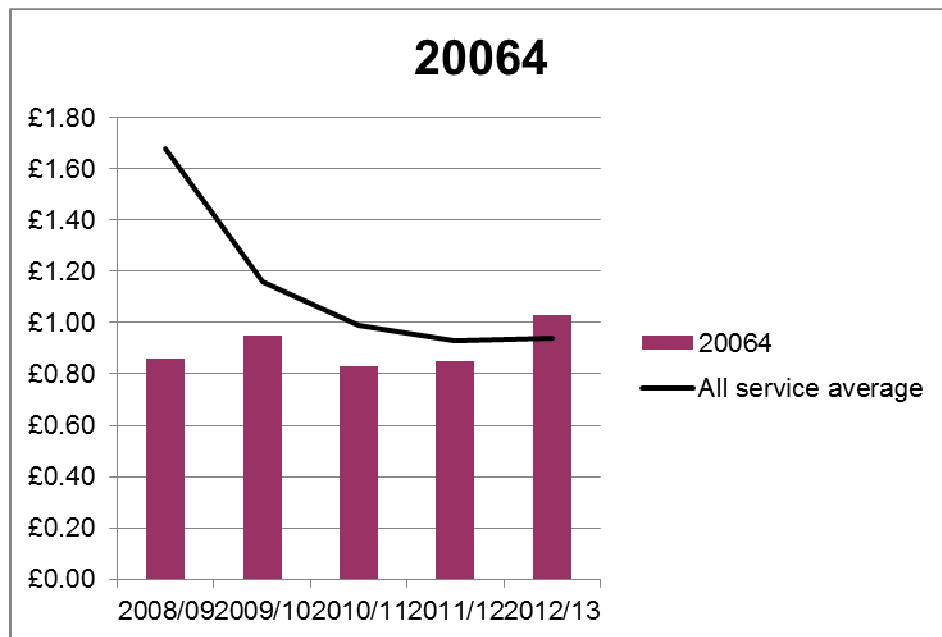
Upton Direction of Travel Indicators (APSE reference 20064)

4.5.4 • **Upton Net Cost Per User**



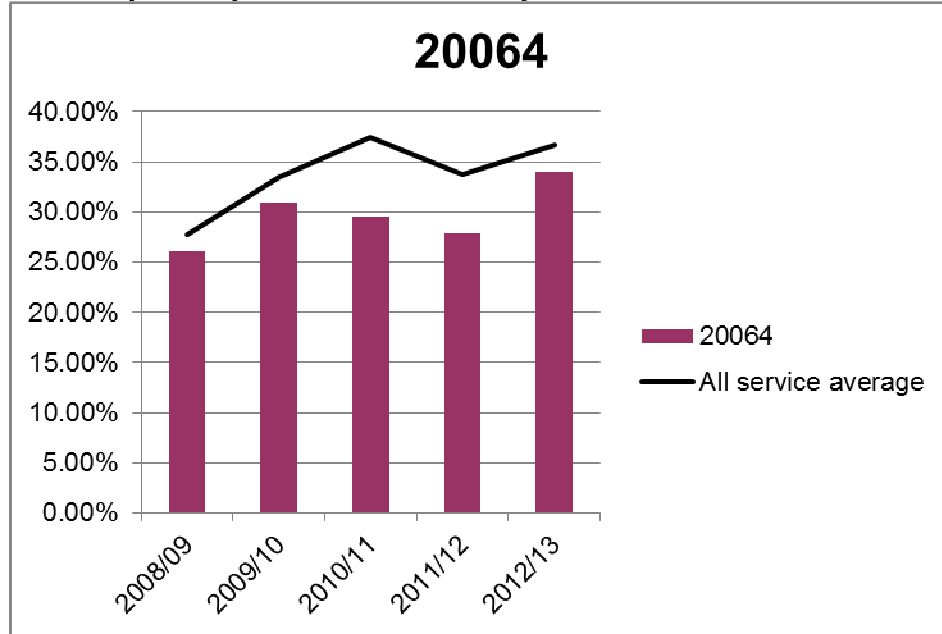
This key performance indicator shows a positive direction of travel achieving the lowest cost per user in the five year period at Upton, in 2012/13 the unit cost per user was 57 pence. The reason for an improving trend is in the main due to efficiency savings and managing staff overtime and sickness. In addition we have reduced premises related costs such as energy costs.

• **Upton Total Income Per User**



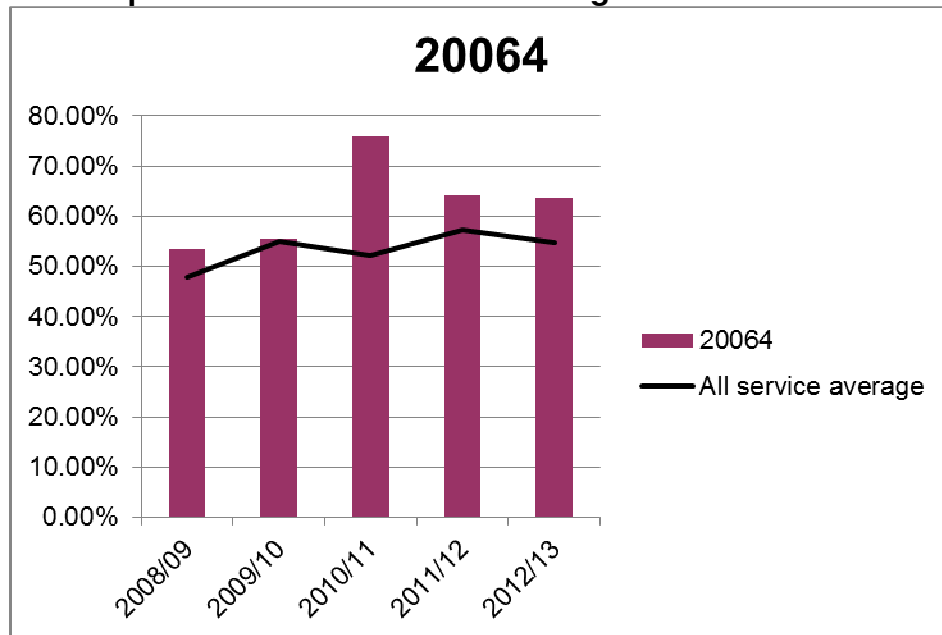
Total income per user has a continued positive trend travelling from 86 pence in 2008/09 to £1.03 in 2012/13.

- **Upton Operational Recovery**



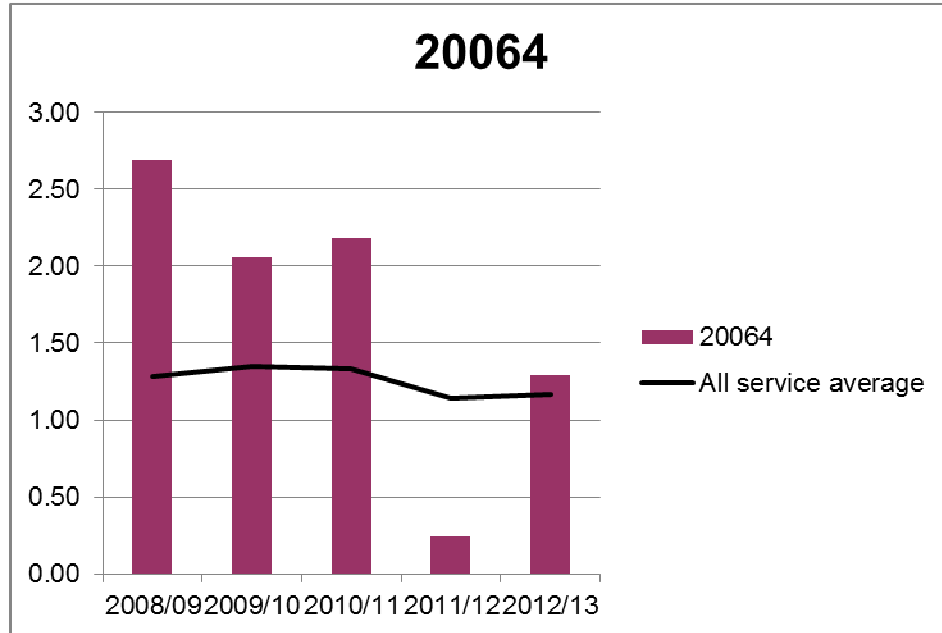
Operational recovery showed slight signs of improvement over the period 2007/10 and then dropped slightly in 2011/12. This operating year has seen a good level increase up to 34.02% compared to 27.89% in the previous year. Last year's report noted a forecast for this improvement due to additional income from Training delivering courses at the centre.

- **Upton Staff Costs as a Percentage of Total Cost**



This demonstrates staffing costs are the most significant service cost. This spiked in 2010/11 due to the efficiency programme and costs initially associated with reducing staff. Staffing costs have remained steady in 2011/12 and 2012/13.

- **Upton Visits Per Household – Catchment Area**



2011/12 saw a significant downward trend in this indicator, this was due to the drop in attendances but equally demonstrated a shift in usage by users outside the catchment area. A detailed post code assessment has provided further analysis on the users of Upton Community Centre and 2012/13 has seen a dramatic increase in usage from the catchment area.

4.5.5 Catering Provision

The catering is direct provision operating four days a week providing breakfast and lunch. This service is well used by the local community and is a valuable space where people meet and socialise. It is financially viable but is experiencing an impact from local competition.

5.0 SERVICE SUMMARY & FUTURE CHALLENGES

5.1 Overall, the centres had 296,980 visits and generated income of £322,722. Comparatively the centres perform well however, the service strives for continuous improvement with key targets to increase capacity and usage. Securing service level agreements and fixed income for the community centres is a key objective.

- 5.2 There is an overall trend across the centres of reduced usage in the main halls. The reduction isn't dramatic however, gives the service an area of focus; main halls tend to be the more expensive hire rate however, there may be considerations in future fees & charges for reduced rates, in particular for least popular periods to support an increase in demand.
- 5.3 The five centres had wifi installed in 2012/13. This is both supporting the Council's agile working policy and public access to IT. This has particularly provided a positive impact in centres where Job Clubs exist and future roll out of digital access and Job Clubs is a priority.
- 5.4 A formal mechanism for customer insight in shaping the service will be implemented. This is being developed alongside a holistic Marketing Strategy for the service considering the service image and consistency across the sites.
- 5.5 Customer profiling and demographic analysis will be carried out for each centre in the next operating year to consider how the centres meet local needs, identify gaps to meet and further build on strengths.
- 5.6 A strategic plan for café provision across the five centres will be developed by September 2014. This will consider the current range of models of delivery and market test for future arrangements considering direct provision, partnership arrangements through Service Level Agreements or commercial procurement.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children & Young People in Halton

Intergenerational activity, community activity, youth service delivery in community centres, NEET training in Grangeway Community Café. Deliver Halton's Got Talent each year engaging with hundreds of young people, signposting to culture and performing arts activities and showcasing youth hubs to increase participation.

6.2 Employment, Learning & Skills in Halton

Employment within the service areas, community delivery points for training and employment initiatives and lifelong learning, future job funds placements, work experience for young people and adults with learning disabilities.

6.3 A Healthy Halton

Community cafes, health initiatives, health based activity in community centres such as physical activity, smoking cessation, breathe easy, stroke association, community gardening, healthy eating, cook & taste, weight management. 19% of usage in community centres is directly health outcome related. Community Centres are SHOP (Safer Homes for Older People) and HELPS

(Home Equipment at Low Price) outlets providing low cost safety equipment.

6.4 A Safer Halton

A sense of community and community connectedness reduces residents' fears of crime where they live, they are likely to feel a stronger sense of belonging and safety in an environment where the communities know each other, are active and there are established links to other stakeholders like police, housing, community wardens, etc. Community Centres provide a community hub and platform for this.

6.5 Halton's Urban Renewal

Community Centres contribute to wider community initiatives and regeneration in the areas they are sited. There are numerous community gardening and local environmental projects across the service working jointly with key stakeholders.

7.0 OTHER IMPLICATIONS

7.1 None.

8.0 RISK ANALYSIS

8.1 Community centres provide cohesion to those communities they serve. Accessing services and participating in community life contributes to residents health and wellbeing by providing support, enhancing skills and building connected communities. The service is non-statutory, withdrawing community centres would result in poorly served and disconnected communities.

9.0 EQUALITY AND DIVERSITY ISSUES

9.1 The service is open and accessible to all Halton's residents.

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

10.1 None.

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

DATE: 24th March 2014

REPORTING OFFICER: Strategic Director Children and Enterprise

PORTFOLIO: Economic Development / Neighbourhood Leisure
and Sport

SUBJECT: Employment Learning and Skills – Business
Planning 2014-17

WARDS: Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 The purpose of this report is to present business priorities for the Employment Learning and Skills and Community Policy Performance Board.

2.0 RECOMMENDATION: That

(1) Members give consideration to the priorities presented.

3.0 SUPPORTING INFORMATION

3.1 At its meeting in November, Members were advised that each Directorate of the Council is required to develop a medium-term business plan, in parallel with the budget, that is subject to annual review and refresh. A report elsewhere on this agenda makes reference to the Children and Enterprise Directorate Plan 2014 -2017

3.2 However, Members are invited to identify a small number of priorities for development or improvement (possibly 3-5) that they would like to see reflected within those plans

3.3 Whilst providing a Directorate context each of the Directorate Business Plans will contain appendices identifying specific Departmental activities and performance measures and targets that will provide a focus for the on-going monitoring of performance throughout the 2014 – 15 financial year.

3.4 It is important that Members have the opportunity to provide input at this developmental stage of the planning process, particularly given on-going budget pressures, to ensure that limited resources remain aligned to local priorities.

3.5 To assist with the discussion, the Operational Director for Economy Enterprise and Property and the Operational Director for Community and Environment will present key priorities for their respective departments. As in previous years, a briefing note has been prepared, which will provide a strategic context and will give options and information on the level and type of intervention which can be delivered

3.6 It is worth noting that a robust evidence base has been used to develop these priorities. For example, Members will be familiar with the Local Economic Assessment and Skills for Life Survey, as they were discussed at the November meeting.

3.7 With regard to the Employment Learning and Skills priorities, whilst a number of priorities will continue from last year, there will be a strong 'read across' to the development of an Action Plan for Halton referred to later on this agenda.

3.8 Emerging strategic themes include:

- Welfare Reform and The Work Programme;
- Skills Development (Sector Pathways e.g. the Knowledge Economy; Logistics;
- Business Improvement and Growth;
- The 'Green Economy';
- Single Local Growth Plan

Emerging service delivery priorities include:

- Improving engagement with key companies in the borough;
- Facilitating the International Festival of Business in 2014;
- Delivering and further developing the Business Improvement Districts Model;
- Delivering grant support schemes to businesses through the Regional Growth Fund and European regional Development Fund;
- Managing and improving the company and property service enquiry database.

3.9 With regard to the communities priorities for this PPB, these are as follows:

- **Library Service Strategy**
 - Inspiring a community of readers and learners
 - Employment, enterprise and developing online skills
 - Extending access through innovation and new technology
 - Providing a relevant and responsive library service
 - Workforce development

- **Sport and Recreation**
- Management of the Leisure Management Contract, DC Leisure are responsible for the day to day operations of the Council 3 Leisure Centres.
- Sports Development Team – development of programmes and activities to support the local sporting infrastructure.

4.0 POLICY IMPLICATIONS

It is anticipated that the discussion with Members of the Policy Performance Board will inform departmental work plans, as well as future agenda items for this committee.

5.0 OTHER IMPLICATIONS

None

6.0 IMPLICATIONS FOR THE COUNCIL’S PRIORITIES

6.1 This exercise ensures that the delivery of our services reflect Members’ key issues and priorities. This work focuses on ensuring that the interventions we develop are based on need and demand, as well as greatest impact on corporate outcomes.

7.0 RISK ANALYSIS

7.1 There are no identified risks arising from this report.

8.0 EQUALITY AND DIVERSITY ISSUES

None

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

DOCUMENT	Place of Inspection	Contract Officer
Local Economic Assessment	Municipal Building	W Rourke 0151 511 8645

Sport and Recreation Service

The Sport and Recreation service covers a wide range of important priority work areas that contribute towards delivering the Council adopted Sports Strategy 2012 to 2015.

The service has two distinct areas:

- Management of the Leisure Management Contract, DC Leisure are responsible for the day to day operations of the Council 3 Leisure Centres.
- Sports Development Team – development of programmes and activities to support the local sporting infrastructure.

The majority of the service is non-statutory, however, it does include elements of a statutory nature, including, provision of school swimming lessons and providing services to support residents achieve good Health and wellbeing.

Leisure Centres:

Kingsway Leisure Centre; Brookvale Recreation Centre and Runcorn Swimming Pool are Council owned Leisure Centres. They provide a range of affordable activities that contribute to resident achieving a healthy lifestyle. In addition the facilities provide the main water space and training to support people, specifically young people, to be safe and confident in water.

The service is already contracted out to DC Leisure, this has provided on-going savings to the Council since 2003. The current contract is due to expire January 2016, additional savings have been achieved over the last 5 years, with minor service specification changes and above inflation charges. There is little scope to make further savings with the current provider under the existing contract. The facilities are old and further capital investment will be required.

The 3 centres have a combined annual visitor figure of circa. 680,000. (812,000 including spectators - the majority of these being swimming lesson parents). They provide a varied programme of activities. The facilities offer an affordable option for many residents, assisting residents to keep active. Withdrawing the total service could have a detrimental effect on the Health of people in Halton. Less young people learning to swim and water confidence is reduced.

Swimming pool expenditure is high due to the age and condition of the current facilities. A new build could be operated on a cost neutral basis, however, there are many variables that would need to be considered.

Sports development areas of work include:

- Sports Development Grant Scheme
- Coach, Club and Volunteer Development
- Club Accreditation
- Community sports coaching in schools, clubs and community settings

- Support and guidance to individuals, clubs and teams
- Funding Clinics
- Holiday activity sessions
- Assisting non sporting organisations to deliver sport and physical activity opportunities to its members
- Facility development
- Special events, eg, 2013 Rugby World Cup, 2012 Torch Relay etc

The sport and recreation team have identified areas to increase income in order to support delivery.

On a positive note the council will continue to support local voluntary sector sports clubs and residents for the next 12months, through schemes such as;

- 50% subsidy for competitive junior matches
- Sports development grant scheme
- Subsidy on workshop and coaching courses
- Halton Leisure Card
- Free access to Park activities which include use of Tennis, Basketball Courts; Skate parks, ramps and climbing boulder; bowling greens and bowls hire
- Rate relief

More detailed project information to outline where service delivery would be affected by a reduction in budget

The Sport and recreation team supports and develops the voluntary sporting sector through projects highlighted below. It works with the Halton Sports Partnership Executive Committee to design services that improve and support the development of voluntary sporting individuals, clubs and organisations over a long term. Programmes include:

Coach Development

Funding opportunity for both new and existing coaches to access coach education courses. Level 1 NGB courses. Courses range in price from £40 to £200 added to this can be considerable transport and course costs, which prohibits some from taking the first step. The project works with clubs and individuals to produce personal action plans. **(number of bursaries available reduced)**

Halton Volunteer Programme – a programme to support volunteers and mentors in a club or community setting. This is linked into the Coach Development programme.

Leadership Development – providing education and knowledge opportunities for ages 9 yrs + to gain a national qualification with a long term aim of employment.

Halton Sports Awards – linked to ongoing volunteers, coaches, officials, and participants recognition scheme. **(format has been changed to reduce costs)**

Club Development – coach education programme for coaches and volunteers to improve their knowledge and skills

Club Halton Accreditation Scheme – raising the standards of voluntary sports clubs to ensure they are safe, effective, and child friendly environments. Clubs look at participation rates of their wider membership I.e. parents, volunteers.

Sports Resource Centres/equipment – a facility to assist with the running of voluntary sports clubs, organisations or forums. (Service changes due to reduction in Library hours)

Sports Fair Week – a week of Free or subsidised activity from clubs and organisations affiliated to Halton Sports Partnership for all people of Halton to access.

Funding & Information Clinics – provides the opportunity for sports clubs to access funding and information opportunities, advice and to share good practice.

Halton Sports Partnership website – a communication process accessible by the whole voluntary sporting community of Halton.

Community Sports Coach Scheme

Hands on coaching delivery to Young People in school, club and community settings

Inspired programmes – linking to a special sporting event

Can include whole school assembly, **Disability Awareness** to enhance the awareness of disability sports and adaptations to ensure we provide full inclusion for all participants. **Exit Routes** The children are encouraged to be physically active and are provided with information of exit route in to sports clubs. Other outcomes - most schools do after school clubs, and cross curricular activities.

Sports Leadership Awards

Halton are reaching out to a wide audience and delivery of sports leadership awards such as open community groups, Cub, Scout and Brownie groups and sports clubs

Club Link example

Halton CSC delivered a multi skills programme for the West Bank Bears rugby club. Outcome a complete under 7s team was created along with coaches first aid person and team manager

Community example

Request made to the CSC for attendance at Community fun days, sports tasters and club links promoted

Participant Numbers Jan 2013 – Dec 2013

Contacts 8,200

Teachers 595

AOTTS 1890

Health & Physical Activity Development Officer

Delivers an action plan that contributes towards a healthier living environment and lifestyles to protect the health of the public, sustain individual good health and well-being and help prevent illness and life threatening disease through increased levels of sport and physical activity and increased awareness of benefits of sport and physical activity. Key actions are: Consulting with members of the local community and health professionals, sign-posting to appropriate services and developing community based sport and physical activities and opportunities in Halton. Linking into National Campaigns i.e. Change for Life.

Community activity provision – i.e. exit routes to specialist weight management and mens health prog; Hard to reach/ socially isolated groups.

Existing Community Classes - support, resources and promotion.

Day services in the community support with sports equipment and taster activity.

Family activity in following consultation and feedback, offering families who face numerous barriers the opportunity to take part in healthy activity.

“Get Active Forum”. Consisting of leaders of community physical activity groups.

The group meet to enhance and support Halton’s resident’s awareness re the benefits of physical activity and to sustain and expand existing community sessions.

Sports Club promotion and commissioning of voluntary sports clubs to deliver additional community activity to increase 16 + participation. (Cricket, Athletics, Football, Table Tennis)

DBP 2014 – 17 ELS PPB Summary Information

Libraries

- Library Service Strategy
 - Inspiring a community of readers and learners
 - Employment, enterprise and developing online skills
 - Extending access through innovation and new technology
 - Providing a relevant and responsive library service
 - Workforce development
- Efficiency Review

Overview

Each local authority has a statutory responsibility under the 1964 “Public Libraries and Museums Act” to provide a comprehensive and efficient library service to those who live, work or study in the area. Through the delivery of the Library Service Strategy we aim to provide a service that meets the needs of the people of Halton.

Recent consultation has provided us with the following information about the current service:

- Satisfaction with library services is high, 62% rated the library *very good* overall, 32% rated the library *good* overall – 94% in total
- Access to books is the most important service we provide, 329 out of a total of 385 respondents used the service primarily to borrow books.
- 22% of respondents stated the provision of tables and seating is average.
- 35% of respondents said they would borrow e-books but 11% of respondents did not know what e-books were.
- 38% of respondents had heard of the Home Delivery Service with 13% of these having used it.
- 57% of respondents said the Home Delivery Service should be promoted more to customers and volunteers
- Customer service expectations are very high and staff support was rated as the second most important service provided, it will therefore be an important element and a core requirement of any future library provision.
- Access to computer facilities is a fundamental part of the library offer and valued by customers, it was rated as the third most important service provided.

- Library services are viewed as valuable, particularly in providing community meeting and quiet spaces for study, but the extent of the resources and provision available through libraries is not widely understood.

Library Service Strategy

Despite recent successes we recognise that the way people are using libraries has changed over the last few years. New technology has brought in a range of different users with demand for new services, whilst book borrowing has been declining. The strategy will provide a focus for the service over the next 3 years. We want to ensure that we have a strong set of priorities so that our financial resources are targeted where they are most needed and will be most effective.

The data gathered from Halton residents about libraries inform us on one level what the needs and expectations are for the service.

- The current level of satisfaction is high and this needs to be maintained through targeted services.
- We need to maintain the core service providing access to books and reading to our existing customers and increase these numbers through outreach. We need to develop new services to encourage readers and improve access to electronic books and online resources.
- Workforce development is essential, having the right staff with the right skills, delivering the right services in all libraries.
- There is a requirement to maintain library access to the Internet and to offer support for customers new to technology or developing new skills.
- Traditional services are the most highlighted in responses but key partnerships and project work needs to be better advocated and the profile of the service as a whole needs to be raised

Efficiency Review

The Library Service is part of Wave 5 of the council Efficiency Programme. The As Is report has been completed and a savings target of £500,000 has been identified. The To Be report and subsequent consultation with public and staff will take place this year.

REPORT TO	Employment Learning and Skills Policy Performance Board
DATE:	24 March 2014
REPORTING OFFICER:	Strategic Director, Children & Enterprise
SUBJECT:	Implementing Halton Borough Council's Apprenticeship Scheme
PORTFOLIO:	Economic Development
WARDS:	All

1.0 PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to update the Employment Learning and Skills and Community Policy Board on a corporate apprenticeship scheme.

2.0 RECOMMENDATIONS:

It is recommended that:

- 2.1 Members note that option 3 is outlined as the preferred option for developing this scheme

3.0 SUPPORTING INFORMATION

- 3.1 A report on apprenticeships was presented to the Executive Board on 13th March 2014. The Portfolio Holder for Economic Development presented a report which explained that Halton Borough Council's People Plan reinforces the need for the Council to continue to attract, develop and retain excellent people. Furthermore, there is recognition that the Council has an ageing workforce and has been developing a Talent Strategy to promote a structured approach to Succession Planning across the organisation.
- 3.2. The benefits of Apprenticeships have been reported previously to this PPB Briefly, apprenticeships can promote a more balanced workforce if the workforce is ageing; can often inject freshness and new ideas into the organisation; and can help the organisation to reduce skills shortages in growth areas. Apprenticeships also contribute to our wider employment and regeneration policies.

3.3 There are several examples where apprenticeships are working well across the organisation, but it has been difficult to allocate a specific resource to fund and support apprenticeships.

3.4 Executive Board considered three options -

Option 1 - Use existing departmental resources to fund Apprenticeships

Another approach would be to assess whether any Council vacancies could be converted into apprenticeships. An appropriate apprenticeship framework would be identified. This would have the advantage of ensuring that no new money would need to be found, as the funding of the post would already have been identified within the existing departmental budget. However, it is acknowledged that if there is any remaining resource it is likely to be identified as a future saving.

Option 2 - Use of the Council's Invest to Save Budget

One approach that Executive Board could consider, is the use of the Council's Invest to Save Budget to provide an 'apprenticeships pot', which would enable us to recruit a small number of apprentices.

With this option links can be made between the Voluntary Redundancy Expressions of Interest process, the potential to generate savings to the Council and the opportunity to reinvest some of those savings in funding an apprenticeship scheme,

Wherever possible, the Council has been seeking to reduce its staffing resources 'naturally', for example, through Voluntary Redundancy/Voluntary Early Retirement. The Council has coped well with the loss of key individuals and the skills and experience they have held, but in the long-term it is unlikely that the Council will be able to sustain this reduction in skills, knowledge and experience, without investing in its future workforce.

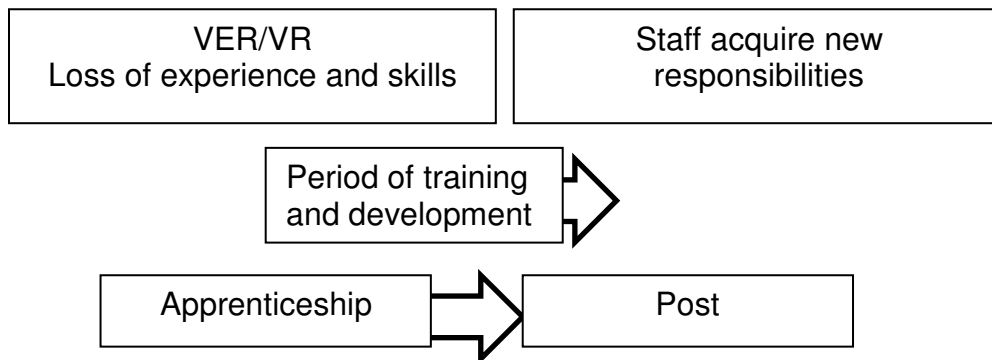
It is interesting to note that 21.6% of the Council's work force (554 people) is over 55, whilst only 2.4 % (62 people) of the Council's workforce is under 25.

Reducing the Council's workforce 'naturally' has saved the Council money. However, we are all aware that further significant savings need to be made.

Furthermore, some of our older staff may consider leaving the organisation, but many managers would be reluctant to allow staff to retire via the Voluntary Early Retirement route, unless they knew that there were other staff being trained and developed to take on these roles in the future.

Conversely, whilst staff previously on lower grades have stepped up and met the challenge of taking on additional and increased responsibilities, some have often had little or no lead in time to take on these new areas of work. In some

instances these staff would welcome a phased or transitioned route to taking on further responsibilities and duties.



Although the Invest to Save Budget is an option to consider, the correlation between savings made in supporting Voluntary Redundancy requests, and reinvesting these savings in recruiting new apprentices, is difficult to quantify.

Option 3 - Explore the use of European Funding to develop a borough wide apprenticeship programme.

This option would see the continued development and support of apprentices through the Halton Employment Partnership. Here, the Council would be one of a number of apprentice providers in the borough. However, the Council would not be able to recover all its apprenticeships costs and would need to identify some matching funding. The Council has ear-marked some resources to support the development of the European programme and this may be an appropriate use of this resource. However, it should be noted that the next European Programme does not commence until September 2014. The development of this option would also explore the feasibility of supporting the Council’s existing apprenticeships provision.

This option was identified as the preferred option.

3.5 Cascading Information on Apprenticeships

There is now an opportunity to better communicate how an Apprenticeship Scheme would work in practice and to identify potential apprenticeship opportunities within and across the Council.

This would help to reduce any concerns and promote a working dialogue with key stakeholders including TUs, Managers, Elected Members and (HR in an advisory role).

As a starting point, it was proposed that a future cascade briefing (scheduled for early May 2014) could be used to brief Managers on Apprenticeships. The Council’s (Chief Officer) Management Team has stressed that it is essential that the benefits of an Apprenticeship Scheme are cascaded across the

organisation as a whole. The briefing would set out the process for identifying, appointing, supporting and monitoring apprenticeships. It would include details on:

- Appropriate Induction outlining the respective roles and responsibilities of apprentices and managers;
- How assessments would be undertaken;
- the types of work that apprentices would undertake; and
- typical apprenticeship frameworks.

It is envisaged that as part of a cascade briefing a short round the table discussion would be facilitated to enable managers to ask specific questions about the apprenticeships scheme.

The cascade briefing would allow us to work together to identify areas of the Council where an apprenticeships scheme could be supported, or conversely, where the scheme could not be supported.

Were Executive Board to agree to this, a guidance booklet would be produced outlining the process.

Some of the possible Frequently Asked Questions are contained in Appendix 1

4.0 POLICY IMPLICATIONS

- 4.1 The implementation of a Halton Borough Council Apprenticeship Scheme supports key corporate priorities. Examples include the People Plan, Halton's Sustainable Community Strategy, City Region Employment Strategy Halton's 14-19 Apprenticeship Strategy Action Plan and Halton's NEET Strategy Plan.

5.0 OTHER/FINANCIAL IMPLICATIONS

- 5.1 Were resources to be made available, they would be used as pump-priming money to pilot and then further develop apprenticeships within the Council for a 12-month period. There is an expectation, although no guarantee, that some resources could be recouped through other external grants funding, such as the Skills Funding Agency.

- 5.2 At the end of this 12 month period a number of further options would need to be considered:

- the value of continuing the scheme;
- whether existing apprentices would be offered further employment;
- whether the scheme would be delivered in a different way.

- 5.3 If the scheme is to be coordinated appropriately, then resources would need to be set aside to fulfil this role. Whilst it is expected that most of the resource will be provided by using existing staff i.e. through a combination of the National

Apprenticeships Service, the Council's Employment Learning and Skills Division and Council's Policy Officer(s), it is expected that there will be some initial project coordination requirements. Where possible, the coordination of the scheme will be managed through existing networks and arrangements, but this will be reviewed depending on feedback received from Managers as part of the Cascade Briefing referred to in section 3.5 of the report.

5.4 Therefore, estimated costs for the scheme will be: 1 apprentice @ HBC1 plus on costs = £16,166 x 10 apprentices = £161,660

5.5 Progress reports on the scheme will be provided on a quarterly basis.

5.6 The scheme would commence in November 2014.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 There are a number of positive implications for the Council's priorities i.e.

- Strengthen links and relationships between the Council and local communities –
- Demonstration of Council's commitment to promoting inclusion and wellbeing and reducing poverty.
- A tool to tackle high local levels of Worklessness in specific groups – for example NEETS, (Not in Education, Employment and Training)
- Raise attainment and aspirations for the young people of Halton.
- Contributes towards targets, both internal and with external partners.
- If successfully implemented, could be seen as a 'job creation' scheme.
- Contributes to raising skill levels in the local labour workforce.
- Enhances reputation – research indicates that 80% consumers favour an organisation that employs apprentices.

7.0 RISK ANALYSIS

7.1 *There are some risks associated with the implementation of an Apprenticeship Scheme for Halton Borough Council.*

RISK	LIKELIHOOD	IMPACT	SCORE	MITIGATION
Unable to attract potential candidates	2	5	10(I)	Work with Halton Employment Partnership to identify possible candidates
Difficult to	2	4	8(I)	Successful

RISK	LIKELIHOOD	IMPACT	SCORE	MITIGATION
<i>sustain mentoring support for apprentices</i>				<i>apprenticeships already operate in the Council and this expertise would be available to support</i>
<i>Non-Completion of apprenticeships</i>	3	5	15(m)	<i>Existing arrangements in place to manage apprenticeships</i>
<i>Sustainability of Apprenticeships</i>	4	5	20 (h)	<i>Colleagues will work with funding providers at a national and city region level to continue to support the scheme</i>

Score 0-5

High 20-25

Medium 15-19

Low 0-14

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 Equality and Diversity issues have been considered. The Apprenticeships Scheme seeks to encourage equal employment opportunities for people living and working in the borough, but care is being taken to ensure that the scheme would not discriminate against existing staff.

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

None		

APPENDIX 1 – FREQUENTLY ASKED QUESTIONS

1. I am a manager – what is in it for me?

Apart from contributing to the Council's employment agenda, by helping local unemployed people to get ready for work, the scheme will provide you with an opportunity to obtain some additional resources to support the work of your team.

2. How will managers be supported?

Managers will be guided through the process by the Council's Employment Learning and Skills team. Apprentices also follow a framework where support from the National Apprenticeships Service. We will establish a mentoring network where other managers who have provided apprenticeships in the past will be on hand to offer advice.

3. How do I apply to recruit an apprentice?

First, you will be asked to complete a proforma outlining the business case for why and how you would best use an apprenticeship. You will be provided with examples of job descriptions and person specifications which you can adapt to meet your requirements. Advertisements will be made via the Council's Halton People into Jobs team.

4. How much will apprentices be paid?

Apprentices will be paid HBC1 which complies with the minimum wage.

5. Who pays for the apprentice?

The scheme would be funded as a pilot and further funding is yet to be determined.

6. How will the performance of an apprentice be monitored and assessed?

Whilst managers will be expected to supervise apprentices as they would with other staff, apprentices also have to meet targets set out in their apprenticeship framework.

7. How much off- the job training will be required?

This will vary according to the apprenticeship, but it is likely that the apprenticeship will include day release for training/study.

8. I am an apprentice – what is in it for me?

You will receive an opportunity to get real and practical work experience, whilst studying for a further qualification. The Council is a large employer with a wide range of jobs and professions

9. How long will an apprenticeship last?

Your apprenticeship with the Council will last for up to 12 months

10. What happens when an apprenticeship finishes?

Unfortunately, there is no guarantee that you will be offered a job with the Council. However, your experience and skills gained will put you in a better position to apply for jobs within and outside the Council.

11. How and will I be paid?

You will be paid as if you were an employee of the Council i.e. monthly.

REPORT TO:	Employment Learning and Skills and Community Policy Performance Board
DATE:	24th March 2014
REPORTING OFFICER:	Strategic Director Children & Enterprise
PORTFOLIO:	Leader
SUBJECT:	European Programme 2014-2020
WARDS:	Borough-wide

1.0 PURPOSE OF THE REPORT

- 1.1 The Operational Director for Economy, Enterprise and Property will provide a presentation on how Halton's European Funding Action Plan is intended to support the business priorities of the Employment Learning and Skills and Community PPB.

2.0 RECOMMENDATION: That PPB Members:

- (1) Note the presentation and emerging priorities that have been identified.

3.0 SUPPORTING INFORMATION

- 3.1 A report to this Board in January explained that EU Regulations for the new programme require all EU funding to be spent on 11 thematic objectives; the Liverpool City Region has agreed that these themes will be taken forward through 5 portfolios:

- Blue/Green Economy
- Business Economy
- Innovation Economy
- Inclusive Economy
- Place and Connectivity

(N.B. The term portfolio is used in this context to describe specific headings. It does not mean Council Portfolios).

- 3.2 Halton has mirrored the 5 Portfolios in developing its own set of projects under the same themes.

3.3 A partnership event took place on February 7th where the borough's partners were invited to comment on the priorities that had been outlined to date. Partners were asked to confirm their support for the initiatives being developed, and or identify where there were potential gaps in provision.

3.4 The Inclusive Economy and Business Economy are the portfolios most relevant to this Policy Performance Board.

3.5 Emerging considerations for the Business Economy portfolio are:

- Business support measures should address current market failure – EU funding best employed to plug gaps in existing business support provision
- Necessary to map current business support provision against the entire lifecycle of a typical business, from pre-start, to start-up, to post-start to high growth.
- This would enable work of the 'Business' theme' to then better mesh with other providers & the work of other thematic groups

❖ **Establish long-term relationships – ensuring continuity with the company**

- Current ERDF funded business support provision, e.g. Merseyside Business Support Programme (MBSP), is wholly output driven, currently measured at a minimum of 12 hours consultancy support
- 12 hours of support was regarded as of limited use to a growing business, although Halton typically delivers 6 days of support
- Any successor programme to MBSP, be it pan-Merseyside or bespoke to Halton, should have capacity to revisit companies who have previously benefited from support in order to support them further

❖ **Skills & capacity building**

- £900,000.00 of ESF for 'skills' is nominally under the 'Business' theme
- No programmes developed to utilise this resource but stressed the need to address the requirement for higher skills, particularly within the science, technology & advanced manufacturing sector & to build capacity amongst owner managers & directors

- Evident that access to finance was a key challenge facing business leaders & often business leaders have little or no understanding of the financial markets
- Evidently a clear link between this Portfolio & the work of 'Inclusion' & advocated a cross theme working group to work together to develop a series of programmes which addresses the skills needs of individuals in work, those seeking work and business leaders

❖ **Learn from existing programmes**

- Experiences of previous EU funded business support programmes illustrated where mistakes had been made time and time again in successive programmes
- Essential that we learn from the mistakes of previous programmes when designing future programme

3.6 Emerging considerations relating to the Inclusive Economy are set out below:

Skills Development

Aspirations:

- Schools
- NEETs
- Windmill Hill (a big local area)

Cross cutting with other portfolios

Tackling Youth Unemployment

- Person centred approach
- Tracking
- Support to sustain employment
- Work placement/transport : wraparound support

Helping Adults Back To Work

- Making the most of support agencies
- Volunteering
- Focus on specific cohorts
- Interventions/breaking down barriers

- Skills growth & connectivity
- Infrastructure support

4.0 POLICY IMPLICATIONS

- 4.1 This is in line with the Council's Corporate Priorities and with the requirement to lever as much external funding as possible into the borough to support the communities of Halton.
- 4.2 It is proposed that the Operational Director for Economy, Enterprise and Property will take the lead on the day to day management of the programme and will be supported by the External Funding Team who will offer a borough-wide service helping with application writing, funding claims and the ongoing monitoring.

Whilst Halton has an allocation it is imperative that all Halton's applications are realistic and robust and meet the eligibility criteria and that they are underpinned by a comprehensive monitoring system.

It is therefore, anticipated that additional support will be required from the Council's Internal Audit and Accountancy Divisions.

5.0 OTHER IMPLICATIONS

- 5.1 An indicative allocation of £16.9 million is good news for the Borough. However, in order to draw down the maximum grant available over the 7 year period, it will be necessary to identify and secure appropriate matching funding, because, depending on the type of project, the level of matching funding required can vary between 20% and 50%. In broad terms to draw down £16.9m of European grant, a further £40m to £50 million of additional funding will be required.

However, this additional funding can be drawn down using a variety of sources, for example, Government departments (DWP, Skills Funding Agency, Business Innovation and Skills), Lottery Funding, Trust Funding, Landfill Communities funding, Regional Growth Fund, Growing Places Fund, as well as private sector contributions from businesses and developers.

In addition, 'in kind' and 'actual' costs can be used as matching funding, providing the costs are attributable to the project. Examples of in-kind contributions include land, equipment, and unpaid voluntary costs. Actual costs can include premises, salaries, overheads and fees.

There are also opportunities for Halton to apply economies of scale principles by either 'slip-streaming' regional initiatives, or working collaboratively with neighbouring LEP areas. In cases such as these, the Council would not always be the provider of the service, but could still

use its influence and its EU allocation to direct the most effective deployment of these resources for the benefit of Halton's residents and businesses.

Therefore, colleagues have developed project realistic options which are not only based on need and demand, but reflect opportunities for drawing down external funding.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

There is a significant opportunity for the EU programme to benefit all of the Council's priorities. Specific projects will be developed to support Children and Young People, targeting the resources where they are most needed.

6.2 Employment, Learning and Skills in Halton

Overall the EU programme will assist in providing job opportunities for local people and will go some way in addressing the level of unemployment in Halton. The projects being developed will support the local economy, local businesses and the local community which in turn will skill up Halton's workforce and create more jobs locally.

6.3 A Healthy Halton

The EU programme will promote healthier communities through jobs opportunities, the development of green transport and housing initiatives.

6.4 A Safer Halton

The EU programme will complement the initiatives of the Mersey Gateway Regeneration Strategy and the good work of the Police and Community Safety and through its projects look to reduce the fear of crime

6.5 Halton's Urban Renewal

The EU programme will act as a catalyst to attract developers and new businesses to the area by creating an attractive, well-accessed and serviced area, which provides a safe and attractive environment for employees and visitors.

7.0 RISK ANALYSIS

- 7.1 There is a risk that the Council will not be in a position to access the EU grant funding if it cannot source the match funding required which is a minimum of £16.9m. If the Council were to place an over reliance external match, Halton could potentially lose out.

8.0 EQUALITY AND DIVERSITY ISSUES

It is anticipated that reference to Equality and Diversity principles will be a prerequisite for any funding available. In fact, the theme 'Inclusive Economy' focuses on supporting disadvantaged either to enter into the work place or remain in the work place

9.0 REASON(S) FOR DECISION

An indicative allocation of £16.9m is a much needed resource which will support the borough in delivering its strategic priorities

10.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

N/A

11.0 IMPLEMENTATION DATE

January 2014 onwards

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

Document	Place of Inspection	Contact Officer
Strategic Investment Plan	Municipal Building	Wesley Rourke

REPORT TO:	Enterprise Learning and Skills Policy and Performance Board
DATE:	24 March 2014
REPORTING OFFICER:	Strategic Director Policy & Resources
SUBJECT:	Performance Management Reports for Quarter 3 of 2013/14
PORTFOLIO:	Resources
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 third quarter period to 31st December 2013.
- 1.2 Key priorities for development or improvement in 2013-16 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board as detailed below:
 - Economy, Enterprise and Property
 - 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.

2.0 RECOMMENDED: That the Policy and Performance Board

- 1) Receive the third 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 & Community Priority Based Report

Reporting Period: Quarter 3, Period October 2013 – 31 December 2013

1.0 Introduction

1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the third quarter of 2013/14; for services areas within the remit of the Employment, Learning Skill & Community Policy & Performance Board.

The report has been structured using the key priorities listed below:

- Supporting Growth and Investment.
- Raising Skill Levels and Reducing Unemployment.
- Enhancing Residents' Quality of Life.

1.2 The way in which traffic light symbols have been used to reflect progress to date is explained within the Appendix (Section 8.0). Please also note initials have been provided to indicate which Operational Director is responsible for commentary to aid members understanding, as shown in the key in the Appendix (Section 8.0).

2.0 Key Developments

2.1 SUPPORTING GROWTH AND INVESTMENT (WR) (CP)

Efficiency Review (WR)

The Final Efficiency Review report was produced and the Board agreed that all core council monies be removed from the Division, with the recommendation that the division becomes self-financing.

Business Improvement & Growth - Investment Enquiries (WR)

The number of investment enquiries for the 2013 calendar year (306) is greatest since 2004 and represents an improvement since the onset of the global recession in 2008.

Lowerhouse Lane Depot (WR)

The proposed improvement works to Lowerhouse Lane Depot following a Health & Safety Executive visit have now commenced on site with the demolition of the former welfare block and archive store and the refurbishment of the workshop welfare facilities. The main resurfacing works will commence on site in January 2014.

Warrington Road Travellers site (WR)

Planning approval has now been obtained for the proposed Travellers site on Warrington Road in Runcorn. Works are continuing with the procurement process with works anticipated to start on site in the new year, completion being due in the Autumn of 2014.

Waste and Environmental Improvement Division (CP)

In December, the Merseyside Recycling and Waste Authority (MRWA) signed contracts with a consortium led by SITA UK for the 30-year Resource and Recovery Contract (RRC) on behalf of the Merseyside and Halton Waste Partnership. The RRC will provide a sustainable and cost effective solution for dealing with residual waste

produced in Halton and across Merseyside. The facilities provided by the RRC are expected to be operational in 2016 and will enable Halton to divert more than 92% of its residual waste from landfill.

In December, Castlefields Community Centre won an APSE (Association of Public Service Excellence) award for "Most Improved Performer for Civic, Cultural & Community Venues". The award recognised the high levels of use at the centre, with user numbers increasing by over 20,000 in the last year. Upton Community Centre was also a finalist for an APSE award in the "Best Performer" category.

Open Space Services (CP)

During Q3 design work on the new pavilion for Runcorn Hill & Heath Park was completed and tenders went out for its construction and for the renovation of the existing lakeside pavilion (which will be used by the Runcorn Model Boat Club) and bowling green hut. Adverts were also placed for an operator of the pavilion.

Practical conservation tasks have begun at Runcorn Hill & Heath Park as part of the HLF project using volunteers who attend weekly sessions. Restoring the heathland on the hill is the first priority.

The car park at Halton Sports was resurfaced during Q3. The car park is used quite intensely and the old surface had broken up.

The contract for the installation of two new cremators at Widnes Crematorium was signed off in Q3. The winning company was ATI. Work will commence on the installation of the cremators in Q4 and will take ten months to complete.

2.2 RAISING SKILLS LEVELS AND REDUCING UNEMPLOYMENT (WR)

The first of 3 Good Practice case studies relating to the ELS Division was published on the Ofsted website in November 2013, recognising the outstanding employability provision. **(WR)**

Skills sessions (CP)

The Library Service has continued to support people to get online through regular IT Clinics and one to one support as well as specific events including sessions during Get Online Week and the National Older Persons Day I.T Event. This event offered in conjunction with TalkTalk was very successful and provided help and advice to older people covering a range of topics including emails, sorting photographs, using Universal Jobmatch, skype, defragmenting a laptop and advice for beginners. There was a twitter stream throughout the event showing pictures and comments to show what @haltonlibraries was doing to celebrate Older Peoples day.

2.3 ENHANCING RESIDENTS' QUALITY OF LIFE (CP)

2.3.1 THE STADIUM 2014

Fitness Suite (CP)

In December Stadium Fitness/ Halton Borough Council have invested £22k in new Fitness equipment. Stadium Fitness Gym Equipment is mainly IFA or IFI Inclusive Fitness Initiative.

Ladies Gym (CP)

The Ladies only gym is officially due to open on the 2nd January and is already very busy with new members and current female members, the equipment in the ladies gym is all equipment from the main Fitness Suite. In January we will be introducing a gym only membership £16 or £10.99 ladies only membership. In January 2014 we will have adverts in the local press and will be handing out flyers, New Year, New You, New Gym. We have also been out to all the shops in Widnes Town Centre offering corporate discount to staff. Last week staff also visited the municipal buildings coffee shop and Argos call centre.

Below is a table outlining the current levels of membership at the Stadium:

Type of membership	
FULL	725
FULL JUNIOR GYM	33
CASUAL JUNIOR GYM	741
CASUAL ADULT	1790
HLC	127

2.3.2 LIBRARY SERVICE

Efficiency Review (CP)

The As Is report has been presented to the Efficiency Review Board and work of the To Be phase is now underway.

Try Reading Project (CP)

The public library services in the North West and Yorkshire & Humber regions (30 in total) were successful in their joint bid to the Arts Council for "Grants for Arts: Libraries" funding for the creative project "Try Reading". The project celebrates the Rugby League World Cup 2013 and encourages people to read more and engage in writing and drama.

Tim Quinn former Editor of Marvel Comics delivered a cartoon workshop, which included figure drawing, emotions, storytelling in pictures, character and story creation, and comic book history the event was well attended with excellent feedback from all participants.

Reading Activists (CP)

The young volunteers, Reading Activists, have had a busy quarter organising and running a wide range of events including a Takeover themed Hunger Games day, a One Direction Event with author Sarah Oliver, a Murder Mystery interactive investigation activity and a Christmas DJ/rap workshop.

2.3.3 SPORT AND RECREATION (CP)

Halton hosted the USA Tomahawks team as they prepared for and competed in RLWC 2013 Tournament. The teams exploits received widespread media coverage in their home country like never before. Their progress into the Quarter Finals resulted in #shocktheworld with the World famous Wiggles posting a video that was widely viewed. It was a pleasure for Halton to host the USA Tomahawks and acknowledgement was made of their playing attributes, with a top 10 world ranking for the first time and the prestigious UK League Weekly giving them the only A rating and voted team of the tournament with Joseph Paulo and Craig Priestly in their top 10 players of the RLWC. It was well-deserved recognition for a team that showed real passion and great spirit during their stay: Tom the Eagle the USA team mascot, provided by Halton, proved extremely popular, with appearances throughout Halton and special appearances in Bristol, Wrexham and Salford. The team engaged with the community in activities, such as, Schools multi sport celebration, involving over 700 pupils; Open training sessions; Coaching Masterclass; Fireworks; Rocky Horror Sing a long; School Visits.

Universal Free School Meals for Infants (CP)

The school meals team are continuing to review the service in preparation for Sept 2014 when all infant children will be served a free school meal. Capital funding has been made available to the Community and Voluntary controlled schools and a separate amount to the Diocese schools. This funding needs to be prioritised to ensure that each school can prepare and serve all the infants with a meal within the lunchtime period.

Grocery Supplier (CP)

Due to the on-going challenge of food inflation a mini competition was held to make sure that we were getting the best possible price for all our groceries.

A new supplier Trevor's (part of the Country Range Group) came in lower by several thousand pounds. Trevor's are now the new supplier.

3.0 Emerging Issues

3.1 SUPPORTING GROWTH AND INVESTMENT

Property Services (Operations) (WR)

The restructure of the Operational Division has now been agreed and implemented. The changes came into effect on 1st October 2013; this will deliver a £90,000 saving for 2014/15.

We have now started to look at income generation from our corporate building stock linked to the move to agile working which is having the effect of freeing up space. This is an area that we will be increasingly focussing on in the future as there is an opportunity to generate a significant amount of income. The Department of Health have now moved into Rutland house. This reflects a proactive approach to sharing our accommodation, an example of which is working with the Clinical Commissioning Group (CCG) who have previously moved into Runcorn Town Hall. We are also currently in discussions with other public sector partners with a view to them taking some space in Rutland House.

Employment Learning and Skills (WR)

- If successful with the Department of Work and Pensions (DWP) Community Work Placement programme application, additional staffing would be required as the contract would involve working with many hundreds of new customers.
- A Jobs Fair for Work Programme returners will take place on 23 January at Riverside College (led by Job Centre Plus) and the division will have a presence at this event.
- Now that the efficiency review has reported the 'to be' findings, a Divisional restructure will be undertaken in Quarter 4, which will involve some staff being placed at risk and possible redundancies. It will also mean that some services currently delivered by the division will cease.
- The proposals for how the new European monies will be spent will need to be finalised in Quarter 4.
- A number of city region wide events relating to apprenticeships will take place in March and June of 2014. Planning for these events will be required and support from partners, schools and employers will be needed.

Waste and Environmental Improvement (CP)

Officers have undertaken a procurement exercise for the provision of services to divert residual waste from landfill during the interim period up to the commencement of the Merseyside and Halton Resource Recovery Contract. Details of the outcome of the procurement exercise will be presented to Members at a future meeting of the Board.

Open Space Services (CP)

During Q3 the country experienced a period of storms and gales which resulted in a number of trees being blown over and others were badly damaged. This has put pressure on the planned works of the tree team. For obvious reasons emergency works always take precedence. Presently a large number of planned works have had to be rescheduled in the programme for later in Q4.

Sport and Recreation (CP)

Gym memberships in the Council Leisure Facilities (operated by DC Leisure) have dropped as a result of the low cost gym operator in Runcorn; Pure Gym.

4.0 Risk Control Measures

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements.

As such progress concerning the implementation of all high risk mitigation measures will be monitored in Quarter 2 and Quarter 4.

5.0 Progress against high priority equality actions


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.

6.0 Performance Overview

6.1 The following information provides a synopsis of progress for both milestones and performance indicators across the key thematic priority areas.

Supporting Growth & Investment (WR)

Key Milestones









Ref	Milestones	Q3 Progress
EEP2	Deliver the BID Year 5 action plan by March 2014	

Supporting Commentary

EEP 02: (WR)

All outputs associated with the BID year 1 Action Plan are on programme and on budget

Key Performance Indicators

Ref	Measure	12/13 Actual	13/14 Target	Q3	Current Progress	Direction of Travel
SCS ELS01	Increase the number of active enterprises within the Borough	2715 (2012)	2675	2775		
SCS ELS02	Increase the proportion of business diversity in the following sectors: Knowledge Economy, Superport, Low carbon/green, Visitor Economy	26%	26%	27.03% (March 2013)		
DIS LI 05	Number of inward investment enquiries per annum	246	180	233 Cumulative		
DIS LI 06	Inward investment enquiry conversion rate percentage	15%	10%	26%		

Supporting Commentary

SCS ELS01: (WR)

This is the latest data released on 3rd October 2013 which is a snapshot of the Inter Departmental Business Register (IDBR) taken on 12 March 2013. To download and view the current data in excel format, click on the link below, the Information is taken from: (table B1.1)

<http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcm%3A77-313744>

SCS ELS02: (WR)

The latest data released on 3rd October 2013 is a snapshot of the Inter Departmental Business Register (IDBR) taken on 12 March 2013. To download and view the current data in excel format, click on the link below, the Information is taken from: (table B1.1) <http://www.ons.gov.uk/ons/publications/re-reference-tables.html?edition=tcm%3A77-313744>

The following standard categories have been chosen as a proxy for these priorities:


- Professional, Scientific and Technical
- Information and Communication
- Transport and Storage

DIS LI05: (WR) The number of investment enquiries for the 2013 calendar year (306) is greatest since 2004 and represents a significant rebound since the onset of the global recession in 2008. During quarter 3 there were 66 enquiries.

DIS LI06: (WR) The upward trend in investment enquiries is reflected in the number of conversions which, at 46 in 2013, is the highest level since 2001.

Raising Skills Levels & Reducing Unemployment (WR)

Key Milestones

Ref	Milestones	Q3 Progress
EEP3	Deliver Work Programme via sub contract arrangements to Prime Contractors A4E and Ingeus Deloitte in line with the contract	









Supporting Commentary

EEP 03: (WR)

Job Start and Job Outcome targets for Ingeus were achieved against most customer group except customer group 6 – ESA customers.

Job Start and Job Outcome targets were not achieved for A4e. A formal notice to improve was received from A4E in November 2013. A performance improvement plan was submitted and approved by A4e to increase performance by 31st March 14.

Key Performance Indicators

Ref	Measure	12/13 Actual	13/14 Target	Q3	Current Progress	Direction of Travel
SCS ELS03	The number of people classed as self-employed	6.2%	6.5%	6% (Local Economic Assessment HBC July 2013)		
SCS ELS04	Reduce the proportion of people with no qualifications	11.5% Jan to Dec 2011	11.5%	12.1% (Jan to Dec 2012)		
SCS ELS05	Increase the percentage of people achieving NVQ Level 4 and above	24.5%	24.0%	24.5% (Jan to Dec 2012)		
SCS ELS07	The percentage of people registered unemployed and seeking employment (JSA Claimants)	5.2%	4.8% (March 2014)	4.0%		
SCS ELS08	The percentage of the working age population claiming out of work benefits	16.87%	17% Under review with JC Plus	15.1%		
ELS LI 03	Number of starts on DWP work programme	1271 489 (A4E) 782 (Ingeus)	1572 454 (A4E) 1118 (Ingeus)	1473 811 (A4E) Cumulative 662 (Ingeus) Cumulative		
ELS LI 04	Number of new starts into permitted work for local people with disabilities (over 12 months)	14	20	14 Cumulative		

Supporting Commentary



SCS ELS 03: (WR) HBC does not own this NI data. The latest data available from ONS relates to 2011/2012. However, 15 learners accessing HPIJ's Enterprising Halton service have become self-employed during Quarter 3. Quarter 2 is the latest data available for July 2013 at 6% based on the Local Economic Assessment HBC, which is marginally down compared to the same period for 11/12 at 6.4%.

SCS ELS 04: (WR) HBC does not own this NI data. However, 51 learners have achieved full Functional Skills qualifications from Quarter 1 to Quarter 3. The latest data available (Jan to Dec 2012) is 12.1% which is an increase from 11.5% compared to the same period in 2011. Source: ONS annual population survey from www.nomisweb.co.uk

- SCS ELS 05:** (WR) HBC does not own this NI data which is only available from the Skills Funding Agency 18 months after learners achieve the qualification. The latest data available (Jan to Dec 2012) is 24.5% which has marginally increased from 24% compared to the same period in 2011. Source: ONS annual population survey from www.nomisweb.co.uk.
- SCS ELS 07:** (WR) The number of people on JSA in Q4 was 3233, which is 4%. This is nearly 1000 less people compared to the same time last year and is 187 fewer residents than were claiming last quarter.
- SCS ELS 08:** (WR) The number of the working age population claiming out of work benefits (JSA, ESA and lone parent benefit) in Q3 was 12,243, which is 15.1% and demonstrates the direction of travel is positive. This is good performance in comparison to the same quarter last year of 17.11%.
- ELS LI 03:** (WR) 199 starts across both Ingeus and A4e Work Programme contracts in quarter 3 (153 Ingeus starts and 46 A4e starts). Referrals from DWP have been lower than indicative flows for this quarter; therefore fewer customers have started on programme. There continues to be an increase in the number of customers in receipt of Employment Support Allowance. In comparison, the figure for Q3 last year was 229 starts across both Ingeus and A4e Work Programme contracts and did not reach the target, it is therefore anticipated that this year's target will not be achieved.
- ELS LI 04** (WR) 3 individuals started permitted work this quarter. This is less than Q2; however resources have been set aside to encourage new starts in to permitted work through the work programme contracts.

Enhancing Residents' Quality of Life (CP)

Key Milestones

Ref	Milestones	Q3 Progress
CE1	Implement the new Sports Strategy (2012-2014) - March 2014 .	
CE4	Undertake CIPFA PLUS Survey (Public Library User Survey for Children) due to take place September 2013 .	

Supporting Commentary

CE1: The Councils Sport and Recreation Team continue to deliver and support activity against the key themes and objectives contained in the Sports Strategy. The service produces a monthly report to highlight the key areas of work. (CP)







Quarter 3 activities include:

Community Sports coaches delivered 200 hours coaching; 2373 coaching contacts and 107 training opportunities. 3 workshops delivered 55 attendees, 10 coaching bursaries. Other activities included; Halton hosting USA RLWC team, preparing Widnes Recreation Project planning and grant applications.

- Walking Football Pilot for Over 50s at Kingsway Leisure Centre
- Funding clinic, support to older adult groups; Sports clubs; OBA
- Get Active October promotion – 41 new participants registered in community classes
- Training for Health Champions
- I-pitch cricket league pilot – 60 attendees
- Cronton College linked to Halton Sports Partnership
- On-going support to community exercise classes, over 50 groups.

CE4: The new format survey will be undertaken between 17th February 2014 and 1st March 2014. (CP)

Key Performance Indicators

Ref	Measure	11/12 Actual	12/13 Target	Q3	Current Progress	Direction of Travel
<u>CE LI 6</u>	Number of active users of the library service during the last 12 months.	16,468	23,000	16,194		
<u>CE LI 6a</u>	Number of visits to libraries (annual total).	621,109	600,000	180,767		
<u>CE LI 7</u>	Percentage of the adult population (16+) participating in sport each week (Previously NI8).	21.7%	24%	23.1		

Supporting Commentary

CE LI6: 68,139 registered users, current figure of 16,194, having using the service in the last 12 months. This is down on the equivalent quarter last year, however the number of new borrowers joining in this quarter has risen by 7.5%. (CP)

CE LI6a: Based on current figures target will be achieved. (CP)

CE LI7: The annual return for this target was released in December 2013 the 24% target was not achieved. (CP)

7.0 Financial Statements

ECONOMY ENTERPRISE & PROPERTY DEPARTMENT

SUMMARY FINANCIAL POSITION AS AT 31 DECEMBER
2013

Economy, Enterprise & Property Dep't Revenue	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<u>Expenditure</u>				
Employees	4,419	3,521	3,572	(51)
Repairs & Maintenance	2,703	2,048	2,040	8
Energy & Water Costs	606	421	413	8
NNDR	637	621	622	(1)
Rents	376	355	355	0
Marketing Programme	128	23	17	6
Promotions	84	34	27	7
Supplies & Services	1,251	839	823	16
Agency Related Payments	168	145	145	0
Total Expenditure	10,372	8,007	8,014	(7)
<u>Income</u>				
Fees & Charges	-587	-471	-471	0
Rent - Markets	-758	-577	-580	3
Rent - Industrial	-965	-615	-610	(5)
Rent – Commercial	-533	-452	-450	(2)
Government Grant Income	-914	-559	-559	0
Transfer from Reserves	-361	-361	-361	0
Recharges to Capital	-420	-207	-207	0
Reimbursements & Other Grant Income	-659	-577	-585	8
Schools SLA Income	-494	-494	-494	0
Total Income	-5,691	-4,313	-4,317	4
Net Operational Budget	4,681	3,955	3,958	(3)
<u>Recharges</u>				
Premises Support Costs	1,498	1,133	1,133	0
Transport Support Costs	38	22	22	0
Central Support Service Costs	1,706	1,289	1,289	0
Asset Rental Support Costs	2,390	0	0	0
Repairs & Maintenance Recharge Income	-2,185	-1,639	-1,639	0
Accommodation Recharge Income	-2,759	-2,070	-2,070	0
Central Supp. Service Rech. Income	-1,891	-1,419	-1,419	0
Total Recharges	-1,202	-2,684	-2,684	0
Net Expenditure	3,478	1,010	1,013	(3)

Comments

The overspend to date on the Employee budget has reduced this quarter due to vacancies within the Operations and Investment & Development Division. Spend to date is still over budget, as staff savings targets are not being achieved within the Building and School Cleaning Service as these services need to be fully staffed at all times.

In order to ease budget pressures spending has been restricted in year on Supplies & Services. Promotions and Marketing has also been kept to a minimum in an effort to achieve in year savings for the Department.

Income levels for industrial and commercial rent has improved as a result of renegotiation of contracts and compensation payments from Mersey Gateway for loss of rental income.

Work has continued with managers during the last quarter to look at budget pressures. This has resulted in realignment of budgets and this is reflected in the variances above.

In overall terms it is anticipated that net expenditure will be slightly above the overall Departmental budget by year-end, primarily as a result of the Staff Savings target.

Economy, Enterprise & Property Dep't Capital Projects	Annual Budget £'000	Budget to date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
Castlefields Regeneration	827	70	70	0
3MG	5,695	2,400	2,280	120
Widnes Waterfront	1,000	0	0	0
Johnsons Lane Infrastructure	500	0	0	0
The Hive	214	108	88	20
Decontamination of Land	155	64	64	0
Daresbury SciTech- Power Infrastructure	3,587	1950	1949	1
Daresbury Sci-Tech – Transport	350	150	163	-13
Queens Arms	69	44	44	0
HBT Bus Park	71	71	71	0
Former Crossvile Depot	518	0	0	0
Former Fairfield Site Demolition	450	301	201	100
Fairfield High Site - Contingency Costs	50	6	6	0
Widnes Town Centre Initiative	85	22	22	0
Travellers Site	849	65	65	0
Lower House Lane Depot – Upgrade	757	56	66	-10
Disability Discrimination Act/Disabled Access	150	72	42	30
Total	15,327	5,379	5,131	248
Grand Total	30,760	16,008	15,652	356

COMMUNITY & ENVIRONMENT DEPARTMENT

Revenue Budget as at 31 December 2013

	Annual Budget £'000	Budget To Date £'000	Actual to Date £'000	Variance To Date (overspend) £'000
<u>Expenditure</u>				
Employees	12,206	9,205	9,370	(165)
Other Premises	1,363	969	876	93
Supplies & Services	1,549	1,083	1,023	60
Book Fund	225	186	187	(1)
Promotional	290	206	205	1
Other Hired Services	991	528	542	(14)
Food Provisions	773	499	460	39
School Meals Food	1,660	917	887	30
Transport	70	52	33	19
Other Agency Costs	877	145	153	(8)
Waste Disposal Contracts	4,799	2,697	2,667	30
Leisure Management Contract	1,492	1,011	1,042	(31)
Grants To Voluntary Organisations	333	290	287	3
Grant To Norton Priory	222	222	224	(2)
Rolling Projects	185	42	42	0
Capital Financing	33	0	0	0
Total Spending	27,068	18,052	17,998	54
<u>Income</u>				
Sales Income	-2,216	-1,508	-1,431	(77)
School Meals Sales	-2,224	-1,154	-1,192	38
Fees & Charges Income	-2,729	-1,750	-1,676	(74)
Rents Income	-156	-97	-94	(3)
Government Grant Income	-111	-31	-43	12
Reimbursements & Other Grant Income	-510	-291	-330	39
Schools SLA Income	-278	-254	-226	(28)
Internal Fees Income	-104	-59	-48	(11)
School Meals Other Income	-2,265	-1,883	-1,916	33
Meals On Wheels	-188	-132	-135	3
Catering Fees	-173	-130	-62	(68)
Capital Salaries	-103	-77	-39	(38)
Transfers From Reserves	-247	-185	-185	0
Total Income	-11,304	-7,551	-7,377	(174)
Net Controllable Expenditure	15,764	10,501	10,621	(120)
<u>Recharges</u>				
Premises Support	1,491	924	925	(1)
Transport Recharges	2,242	1,384	1,398	(14)
Departmental Support Services	9	0	0	0
Central Support Services	3,119	2,362	2,362	0
Asset Charges	3,052	0	0	0
HBC Support Costs Income	-375	-375	-374	(1)
Net Total Recharges	9,538	4,295	4,311	(16)

Net Departmental Total	25,302	14,796	14,930	(136)
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Comments on the above figures:

Net operational expenditure is £136,000 over budget profile at the end of the third quarter of the financial year.

Employees' expenditure is over budget profile by £165,000, primarily due to savings targets for premium pay of £256,400 for this financial year. Agency staffing is approximately £58,000 less than at the same stage last year, which is helping to keep the overspend on staff costs to a minimum. To date, with the exception of the Stadium, all other divisions with the department are under budget profile contributing to the achievement of the staff turnover saving targets of £461,625.

The main budget pressure is income received and the targets set for the department and budgets are underachieving in several areas particularly Sales, Fees & Charges, Catering Fees and Capital Salaries. Sales and Fees and Charges for the Stadium as a whole are still struggling to meet targets and changes to capital salaries criteria has added further pressure to the underachieving income targets.

Expenditure on other premises and supplies and services is currently £ 153,000 under budget profile. This is due to savings on equipment budgets, hired services, lower than expected utility bills within the Community Centres and savings on consumables budgets.

The Leisure management contract is over budget profile and is expected to overspend by approximately £ 40,000 by year end.

Waste disposal contract invoices have been fluctuating during the year with amounts being higher than expected earlier in the year but recent invoices are lower, resulting in overall spend being less than anticipated for this stage of the financial year. It is possible that increases will occur in the next few months so revisions to projections will continue to be monitored regularly.

School Meals is still performing well against budget, with sales and food costs both having favourable variances.




The final year end position for the Department is expected to be approximately £180,000 over budget which will be contained within the Directorates budget.

Capital Projects as at 31 December 2013

Project	Capital Allocation 2013/14 £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
<u>Community & Environment Division</u>				
Stadium Minor Works	30	8	8	22
Stadium Disability Works	30	0	0	30
Stadium Gym Equipment	30	0	0	30
Widnes Recreation Site	2,680	110	108	2,572
Childrens Playground Equipment	81	25	24	57
Playground Third Party Funding	340	13	13	327
Arley Drive (Upton)	66	2	2	64
Crow Wood	13	0	0	13
Open Spaces Schemes	72	72	71	1
Runcorn Cemetery Extension	9	1	1	8
Cremators At Widnes Crematorium	396	5	5	391
Runcorn Hill Park	120	52	52	68
Runcorn Busway Works for Gas Powered Buses	30	30	30	0
Litter Bins	50	30	29	21
	3,947	348	343	3,604




8.0 Appendix – Explanation for use of symbols

Symbols are used in the following manner:

<u>Progress</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 <u>intervention or remedial action taken</u>.</i>

Direction of Travel Indicator

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

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.

Key for Operational Director Lead

WR – Wesley Rourke - Operational Director Economy, Enterprise & Property
 CP – Chris Patino - Operational Director Community and Environment