

# Public Document Pack



**Employment, Learning and Skills, and  
Community Policy and Performance  
Board  
Monday, 26 June 2017 at 6.30 p.m.  
The Board Room - Municipal Building,  
Widnes**

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

**Chief Executive**

## **BOARD MEMBERSHIP**

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

*Please contact Ann Jones on 0151 511 8276 or e-mail  
[ann.jones@halton.gov.uk](mailto:ann.jones@halton.gov.uk) for further information.  
The next meeting of the Board is on Monday, 25 September 2017*

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

**Part I**

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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:** 26 June 2017

**REPORTING OFFICER:** Strategic Director, Enterprise, Community & 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:** 26 June 2017

**REPORTING OFFICER:** Chief Executive

**SUBJECT:** Executive Board Minutes

**WARD(s):** Boroughwide

## **1.0 PURPOSE OF REPORT**

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

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

## **3.0 POLICY IMPLICATIONS**

- 3.1 None.

## **4.0 OTHER IMPLICATIONS**

- 4.1 None.

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

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

None

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

None

### **5.3 A Healthy Halton**

None

### **5.4 A Safer Halton**

None

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

None

**6.0 RISK ANALYSIS**

6.1 None.

**7.0 EQUALITY AND DIVERSITY ISSUES**

7.1 None.

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

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



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

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**EXECUTIVE BOARD MEETING HELD ON 16 MARCH 2017**

|            |  |
|------------|--|
| <b>114</b> | <b>APPRENTICESHIP SERVICES AND HOUSHOLD APPROACH TO SUPPORTING RESIDENTS INTO WORK</b> |
|------------|--|

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, on the delivery of Apprenticeship Services in the Liverpool City Region (LCR).

The Board was advised that the Skills Funding Agency (SFA) had offered Halton the contract to deliver Apprenticeship Services for the LCR. It was reported that funding would be used to deliver a series of Apprenticeship Hub-related activities across the LCR, as detailed in the report, with the value of the contract set at approximately £875k. Halton would have overall financial management of the contract, with elements of activity commissioned out to partner organisations.

It was reported that, in line with the introduction of Universal Credit, the LCR recognised the importance of working with, and having a better understanding of, household poverty and unemployment. There was a need to work with whole households to improve the retention and progression of residents into work. This approach would have four key principles:

- Household focus;
- Holistic focus;
- Employer focus; and
- Partnership focus.

Local arrangements within each of the six constituent Council areas, would ensure that provision was locally situated and integrated. However, it was noted that the number of Halton families that would be offered assistance had not been finalised.

RESOLVED: That

- 1) progress on both projects be noted; and
- 2) Halton Borough Council accept the Skills Funding Agency contract on behalf of the Liverpool City Region Combined Authority to deliver Apprenticeship Services.

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

**DATE:** 26<sup>th</sup> June 2017

**REPORTING OFFICER:** Strategic Director – Enterprise, Resources and  
Community

**PORTFOLIO:** Economic Development

**SUBJECT:** Employment, Learning, skills and Community  
Policy and  
Performance Board Annual Report for 2016/17

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

1.1 To receive the Employment, Learning and Skills and Community Policy and Performance Board's Annual Report for 2016/17.

**2.0 RECOMMENDED: That the 2016/17 Annual Report be recommended to Full Council.**

### **2.0 SUPPORTING INFORMATION**

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

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

### **3.0 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.

**7.0 RISK ANALYSIS**

N/A

**8.1 EQUALITY AND DIVERSITY ISSUES**

N/A

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

None under the meaning of the Act.

**ANNUAL REPORT**  
**EMPLOYMENT, LEARNING, SKILLS AND COMMUNITY**  
**POLICY AND PERFORMANCE BOARD**  
**APRIL 2016 – MARCH 2017**

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**INTRODUCTION FROM THE CHAIR, COUNCILLOR ANDREW MACMANUS**

At the bi-annual review of the composition of the board I was appointed as Chair and Councillor Sue Edge as the Vice Chair. Four members of the board left and were replaced. I would like to thank the outgoing councillors for their many years of service to the board and thank Sue for her 6 years service as Chair.

At the start of the year an induction programme was arranged for the new members to the board.

Administratively there were 2 changes. Members are invited to have an input in the agenda setting process and the agenda is now arranged under the themes aligned with the board's responsibilities.

The Board is assisted in its scrutiny role by the hard work and support of Member Services and the officers who supply the reports that enable the Board to carry out its duty effectively. I am particularly grateful for the support given to me by the lead officers Wesley Rourke and Chris Patino.

I would like to thank members for their active contributions to the meetings and their participation in the topic group.

The Borough continues to work increasingly as part of the Liverpool City Region in the employment and investment areas. Increasingly the Board's work is scrutinising this relationship and how Halton fits in to LCR plans.

The main issue affecting the Board's future work will be the impact of Brexit. The possibility of looking at this in a topic group was considered but it was decided that more information would be needed for this to be of value.

**MEMBERSHIP AND RESPONSIBILITIES**

During 2016/17 the Board comprised eleven councillors – Councillors A MacManus (Chair), S Edge (Vice Chair), L Cassidy, G Logan, C Plumpton-Walsh, S Baker, June Roberts, Joan Lowe, P Wallace, J Gerrard and C Rowe (opposition party representative).

The responsibilities of the Board are defined in the Council's constitution as:

Corporate Policies/Responsibilities:

- Arts and Cultural Policy
- Sports Strategy
- Adult Learning and Skills Enhancement
- Tackling worklessness and improving access to employment
- Employment, learning and skills aspects of the Sustainable Community Strategy and

- Corporate Plan
- Voluntary Sector

Functions:

- Library Services
- Culture and Leisure Services
- Enterprise and Employment
- Adult Learning and Skills

## REVIEW OF THE YEAR

The Board met 4 times during 2016/17. The main activities are detailed below. In addition the Board considered relevant Executive Board decisions, agreeing the departments' service plans and monitoring their general activities and performance against them.

### Employment Theme:

Apprenticeships: A report gave an update on the Council's position on the apprenticeship policy framework, the apprenticeship levy and the public sector target.

A uniform approach to hiring by the Council has been developed. At the time of the report 13 apprentices had been hired and a further 9 were to be recruited.

Work Programme Contract: The Board received a report which provided an overview of the Department for Work and Pensions Work Programme contract currently being delivered by Halton People Into Jobs. This included achievements to date, income and expenditure and future strategy. The Programme is halfway through its 6 year delivery plan. Members noted the key successes of the Programme. Any financial benefit from the Programme was put back into the service.

Liverpool City Region Single Growth Strategy: A report gave an overview.

It was written to enable the LCR to realise its ambitions for economic growth over the next 25 years. The document explained how the Strategy for Growth encompassed the entire city region and acknowledged the unique strengths and assets of each of the region's local authority areas recognising that they were stronger together.

Members were advised that the Strategy aimed to capitalise on the city region's strengths. The focus of the strategy was economic growth. However, it acknowledged that economic growth was not in itself an end. It was rather the key factor in ensuring that all LCR residents had the opportunity for a decent quality of life for themselves and for future generations.

It was noted that a Single Investment Fund had been established to fund the delivery of the LCR Growth Strategy and that over the next five years that would invest over £460 million.

### Learning Theme:

Daresbury Open Days: The Board received a presentation from the Public Engagement Manger at the Science and Technology Facilities Council entitled '*Daresbury Open Days*'. During the planning stage all schools in Halton had been contacted regarding the event offering them the opportunity to participate. Many took up the offer.

Area Based Target Review: A report gave an update on Further Education in the Liverpool City Region. This is part of the national reforms to Post 16 education.

It was reported that the review process would identify the current position and priorities for skills in the LCR. Further it would promote discussion across the further education sector and encourage a collaborative approach to respond to local economic challenges and skills demands now and in the future. These would cover both infrastructure or curriculum changes.

Members discussed the report and the potential risks to Riverside College.

These outcomes would be the starting point for the future devolution of the Adult Education Budget from 2018-19 and would provide the cornerstone to the LCR's aspirations for the devolution of further education and skills responsibilities.

Members commented that they had concerns regarding the individual needs of each area of the LCR; and that there would be differentials that would need to be made between the Wards within Halton, which were all very different. In response, officers reassured members that the Area Based Review would provide opportunities for Halton to participate in dialogue regarding the uniqueness of the Borough, where points such as this would be considered.

Adult Learning: It was noted that in line with a national 24% Skills Funding Agency funding reduction the 2015-16 provision had been reduced. The main qualification delivery focused on priority areas such as maths, English, employability, ICT and childcare. Members were advised that established curriculum areas which produced good quality outcomes for learners with lower skills still remained, such as Family Learning.

Members were advised that the Mental Health Programme was nearing its Year 1 end with 85 learners taking part. Officers would advise if they had been selected to continue into Year 2 once the analysis of data had taken place.

## **Investment and Economy:**

Local Economic Assessment – 2016: Members were advised that the Local Economic Assessment (LEA) was a key evidence base for the Borough of Halton, providing an accurate picture of the economic performance. The LEA looked to link in with the strategic priorities of the LCR and would be key in providing supporting evidence for funding programmes.

Members were requested to consider whether the intelligence gathered through the LEA should be utilised when formulating the key strategic documents of the Council; and whether an accompanying document to the assessment should be developed (Local Economic Assessment Dashboard).

Business Growth Hub Initiative: The Board received a report and accompanying presentation which informed of the development, delivery and current performance of this initiative. It was launched in May 2016 in partnership with the Halton Chamber of Commerce.

The report explained that the creation of Growth Hubs was a Government initiative intended to provide clarity, consistency and simplification across the business support agenda. They are the interface between the business community and business support providers. The report went on to discuss the LCR Growth Hub and Halton's approach to a local growth hub.

Council's Business Improvement and Growth Team: A report provided an update on work being undertaken by the team to support economic growth and prosperity in Halton. A Halton Business Survey was commissioned. The scope of the survey was explained in the report and although the results from the survey were mixed, it was noted that it was

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

Members were advised that those recommendations and areas for improvement had been taken forward. More recent developments were outlined in the interventions and activities which were discussed in the report.

Review of the impact of current and future policies. The Board received a report at the end of the council year which provided a review and summary of the economic and regeneration strategies and interventions that were published by central government and regional agencies. It also provided commentary on a range of local strategies from Halton based organisations, including the Council.

The report considered how these might influence aspects of the Council's future service delivery in respect of economic development and regeneration.

### **Sport Theme:**

Annual Report for 2015-16: The Board received a presentation from the Council's Sport and Recreation Manager. Members were advised that the Sport and Recreation Team had worked in partnership with a range of stakeholders and had made considerable progress, with a number of impacts and achievements. The team was structured to reflect the priorities set out within the Halton Sports Strategy and illustrated how sport continued to enrich the lives of people living and working in Halton.

It was noted that the service actively worked with partner organisations in order to facilitate development through a better understanding of the local issues and a sharing of resources. Without this much of the work highlighted within the report would not have been possible.

### **Library Theme:**

The delivery of the 'Library Strategy 2013 – 2016' was reviewed through the quarterly Performance Reports.

Annual Report 2015 – 16: The Board received a presentation on the Library Service activity over the last 12 months which had focussed on increasing usage of the service across the community. Members were advised of activities which had supported the delivery of the Library Service Strategy.

### **Community Theme:**

Annual Report 2015 – 16: The report explained that Community Development supported the creation, development and sustainability of independent local community groups, which in turn generated the capacity for effective and inclusive community engagement with Council departments and services. This enabled the delivery on many hundreds of community initiatives to tackle strategic objectives and community needs.

It was reported that the Community Development service also administered grants for Starter, Community Development and Voluntary Youth grants.

Updates were also provided in the report on the Big Local initiative on Windmill Hill, the Your Life Your Community event, the Armed Forces Covenant, and the strategic approach to community engagement in Halton at partnership level.

Brindley Theatre: The Board received a presentation from the Brindley Arts and Events Manager which outlined the recent successes and future priorities for the theatre.

The presentation outlined the recent structural improvements to the building and made reference to operational improvements such as staff restructuring and a new website. He advised that the theatre had undergone a rebranding of the name and logo, brochure format styles and advertising templates.

Members discussed the income generation aspect of the theatre and welcomed the improvement in the finances so far for 2016-17.

**Topic Group:**

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

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

After discussion of options members decided to review the cultural offering in Halton in the context of the LCR approach. This will be reported on later in 2017.



**REPORT TO:** Employment, Learning & Skills PPB

**DATE:** 26 June 2017

**REPORTING OFFICER:** Strategic Director Enterprise, Community & Resources

**PORTFOLIO:** Employment, Learning & Skills

**SUBJECT:** **Liverpool City Region Combined Authority** Employees Support in Skills (ESF) project overview

**WARDS:** Liverpool City Region wide

## **1.0 PURPOSE OF THE REPORT**

- 1.1 To provide Board members with an overview of the ESF Employees Support in Skills project, which Halton Borough Council's Employment, Learning & Skills Division is managing on behalf of the Combined Authority.

## **2.0 RECOMMENDATION:**

**That the report be noted.**

## **3.0 SUPPORTING INFORMATION**

- 3.1 Halton Borough Council currently holds the Chair position for the Liverpool City Region Apprenticeship Hub and is responsible for the management of the Hub's activities, financial and personnel resources on behalf of the Combined Authority and Local Enterprise Partnership
- 3.2 Over recent years, young people and adults across Halton and the wider Liverpool City Region have benefitted from an integrated programme of activity, led or supported by the Liverpool City Region Apprenticeship Hub including:
- An events programme to encourage Apprenticeship take-up by employers, young people and adults (e.g. LCR Apprenticeship Graduation Ceremony, National Apprenticeship Week events in each Borough and related year round marketing and signposting via the Apprenticeship Hub website: <http://apprenticeshipswork.org.uk/>). Plus awareness raising about how to access an apprenticeship through working with schools, colleges and parents/carers and guardians;
  - The Skills Show @ the International Festival of Business 2014 (over 3,500 young people from across LCR attended this hands-on series of 'have a go' events with c.100 employers giving up their time to take part) and a series of 1 day pathways events accompanied this to

provide practical careers education to Year 9 learners on the careers available in manufacturing and engineering (titled Robot Challenge Days); and;

- A supporting suite of labour market intelligence products titled 'Skills for Growth' produced with employers and training providers to inform curriculum planning and careers education.

3.3 In the summer of 2016, Halton Borough Council, on behalf of the Combined Authority submitted a competitive bid for a Skills Funding Agency ESF allocation of £875,000, to deliver a series of Apprenticeship Hub related activities (under the Employees Support in Skills project name) to include:

- Further Apprenticeship promotion capacity funding, with a focus on preparing employers and training providers for Apprenticeship Reform;
- Skills Show related activity to inspire and engage young people in understanding their future careers opportunities; and
- Labour market intelligence including research and policy work to understand Liverpool City Region's skills supply and demand and improve economic growth by creating a more productive workforce.

3.4 The bid was successful and the contract was officially awarded in January 2017; however, it wasn't until the end of February 2017 that the first meeting with the Skills Funding Agency took place to agree project details. Halton then started the process of recruiting 4 staff to drive forward the project and the staff started in post on 8 May 2017.

3.5 The project is funded on a payment by results model; as targets/outputs are achieved, financial claims are then submitted.

3.6 The contract runs until the end of July 2018.

#### **4.0 POLICY IMPLICATIONS**

4.1 The Liverpool City Region Apprenticeship Hub has been operating as a collaborative partnership for a number of years now, with the aim to increase the awareness, volumes and quality of Apprenticeships available to residents of the City Region. Its primary focus is to support and co-ordinate City Region Apprenticeship activities and events.

4.2 The Apprenticeship Hub's Strategy and Strategic Action Plan for 2015-2020 was launched during National Apprenticeship Week in March 2016 following approval at the city region's Employment & Skills Board on behalf of the Local Enterprise Partnership. The principles and aims include:-

- Contributing to the Government's target of 3 million new starts by 2020;
- Promoting Apprenticeships as high quality career development;

- Ensuring Apprenticeships are aligned to meet the current and future needs of the local economy; and
  - Raising quality standards and improving success rates, making the Apprenticeship brand stronger and attractive to employers and young people.
- 4.3 The Government has now started to roll out its Apprenticeship Funding Reforms in England, which include: tax implications for the private and public sector associated with a new Apprenticeship Levy; a 2.3% Apprenticeship target for public sector organisations; and the introduction of a 'voucher' system and Digital Apprenticeship Service.
- 4.4 The ESF via Skills Funding Agency will allow for an additional resource to implement the strategy across the city region and to support Liverpool City Region in implementing the Apprenticeship Funding Reforms.

## **5.0 FINANCIAL IMPLICATIONS**

- 5.1 The Apprenticeship Hub and the Employees Support in Skills Project is externally funded through an ESF/SFA allocation.

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

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

Young people across the city region, including Halton, will have access to a range of apprenticeship opportunities supported by the Apprenticeship Hub.

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

The Apprenticeship Hub has 3 key priority areas of work which aim to promote the growth and type of apprenticeships in the city region and therefore support employment, learning and skills:

- Employers
- Learners
- Providers

### **6.3 A Healthy Halton** **None**

### **6.4 A Safer Halton** **None**

### **6.5 Halton's Urban Renewal** **None**

## **7.0 RISK ANALYSIS**

- 7.1 There is a potential risk that the Council would be responsible for any claw back of funding arising from, for example, ineligible activities, underperformance and or underspend on the project. To minimise this risk, 'back to back', contracts with providers/delivery agencies will be developed to ensure that this risk is reduced. It is worth noting that Halton Borough Council already has comprehensive processes in place for managing European Funded projects and, therefore, the risk is considered to be low.

## **8.0 EQUALITY AND DIVERSITY ISSUES**

- 8.1 The Apprenticeship Hub is a city region resource to support young people and their families in all matters relating to apprenticeships. The Hub includes representation from all local authorities, Merseyside Colleges' Association, the Greater Merseyside Learning Providers' Federation, Skills Funding Agency, Higher Education and employers and members are there to act on behalf of their respective beneficiaries to ensure equal access to the Hub's resources. The Hub also has its own website [www.apprenticeshipwork.org.uk](http://www.apprenticeshipwork.org.uk)

|                           |  |
|---------------------------|--|
| <b>REPORT TO:</b>         | Employment, Learning & Skills and Community Policy & Performance Board |
| <b>DATE:</b>              | 26 <sup>th</sup> June 2017   |
| <b>REPORTING OFFICER:</b> | Strategic Director – Enterprise, Community and Resources               |
| <b>PORTFOLIO:</b>         | Community & Sport  |
| <b>SUBJECT:</b>           | Community Centres  |
| <b>WARD(S)</b>            | Borough-wide   |

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

To provide Members with information on the Council's Community Centres for the operating periods 2015/16 and 2016/17.

### 2.0 **RECOMMENDATION: That:**

- i) **the report be noted;**
- ii) **Members comment on the Community Centres service delivery.**

### 3.0 **SUPPORTING INFORMATION**

#### **Background**

3.1 The Community Centres service provides for the management and delivery of services from five buildings; Castlefields, Ditton, Grangeway, Murdishaw and Upton. The Centres deliver programmes of community activity, varying models of community cafés 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 the communities within which they are located for residents to enjoy chosen activities and receive services in their neighbourhoods. The facilities are well utilised. Churchill Hall also receives grant funding to support community use.

3.2 For seven years the Community Centres were benchmarked through APSE (the Association of Public Service Excellence) against other similar Civic, Cultural and Community Venues owned and run by other local authorities. This provided significant performance data across a set of performance indicators which was used to help indicate Halton's 'direction of travel'.

Halton's community centres had progressed positively overall on APSE indicators in recent years earning nominations for APSE "Most Improved Centres" and "Best Performer" awards.

3.3 APSE ceased this data set at the end of the operating year 2014/15 as the number of local authorities and venues reduced significantly. In response, Officers developed their own internal data set to continue the same data capture. This resulted in a delay in producing the 2015/16 data set and therefore this report sets out performance over the last two operating years; 2015/16 and 2016/17. Future will be presented to Members annually.

#### 3.4 **Summary of Performance**

Whilst overall performance continues to be high, it has remained fairly static over the past two years. There has been an impact in the Centres with other Council services withdrawing due to budget pressures, and similarly, other organisations doing likewise.

The overall usage capture has increased marginally over the past two years. The trend over a five year period is more indicative:-

- 2012/13 275,526 Attendances
- 2013/14 296,980 Attendances
- 2014/15 312,872 Attendances
- 2015/16 313,582 Attendances
- 2016/17 315,736 Attendances

This capture is formal usage of the facilities, the level of drop in usage is difficult to measure however, drop in usage of community libraries and cafes would increase these figures further.

3.5 Similarly to the usage capture above, the direction of travel for net operating costs is more indicative over a longer period. Below is the trend for the past five years:-

2012/13 Net operating costs - £307k (inclusive of £317k income)  
2013/14 Net operating costs - £216k (inclusive of £324k income)  
2014/15 Net operating costs - £212k (inclusive of £364k income)  
2015/16 Net operating costs - £206k (inclusive of £370,764 income)  
2016/17 Net operating costs - £151k (inclusive of £371,150 income)

The net operating costs for the service have reduced greatly over recent years, with reduced operational costs and increasing income being significant areas of focus.

#### 4.0 COMMUNITY CENTRE PROFILES 2015/16 & 2016/17

The following section contains key performance indicators to illustrate centre performance over a three year period. The section includes a number of graphs that demonstrate the 'direction of travel' on performance.

The 'all service average' refers to Halton's five Community Centres.

#### 4.1 Castlefields Community Centre

4.1.1 Castlefields has seen a reduction in attendance and opening hours, an average reduction of 56 people per week and 2.5 hours of usage. Ella Performance relocated to their own premises which is a key contributing factor.

##### In 2015/16:-

|   |              |
|---|--------------|
| Total annual opening hours              | 3172.00      |
| Total aggregate hours main room hired   | 1844         |
| Total aggregate hours other rooms hired | 4359         |
| Total attendance main room              | 25445        |
| Total attendance other rooms            | 37380        |
| Total other attendance                  | 6146         |
| <b>Total attendance</b>                 | <b>68971</b> |

##### In 2016/17:-

|   |              |
|---|--------------|
| Total annual opening hours              | 2934.00      |
| Total aggregate hours main room hired   | 1813         |
| Total aggregate hours other rooms hired | 4449         |
| Total attendance main room              | 25747        |
| Total attendance other rooms            | 31942        |
| Total other attendance                  | 8455         |
| <b>Total attendance</b>                 | <b>66144</b> |

4.1.2 Category of usage is at Castlefields broken down as follows:-

##### 2015/16

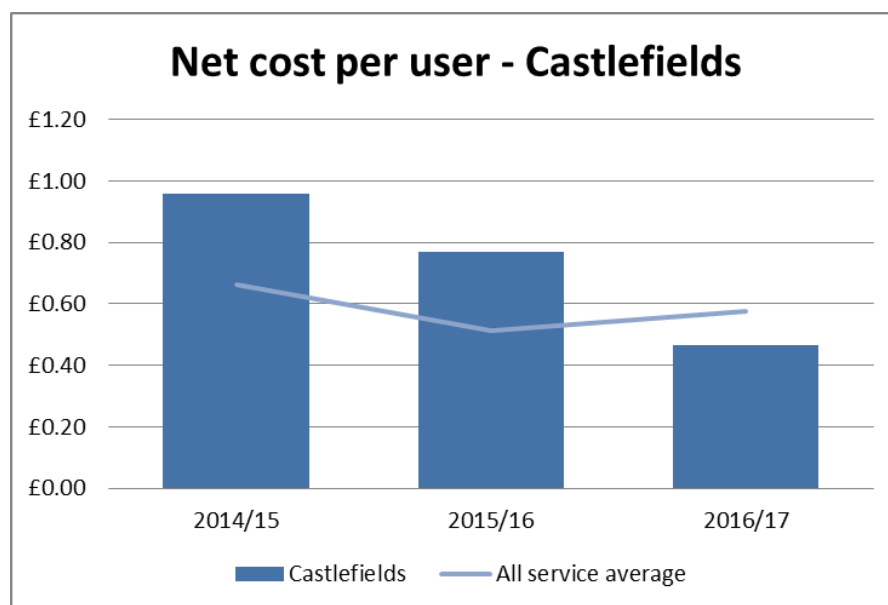
|                         |              |
|-------------------------|--------------|
| Youth & Children        | 4540         |
| Lifelong Learning       | 2574         |
| Health & Healthy Living | 23554        |
| Arts Development        | 26379        |
| Sports Development      | 5342         |
| Statutory Agencies      | 5134         |
| Events                  | 1448         |
| <b>Total</b>            | <b>68971</b> |

**2016/17**

|                         |              |
|-------------------------|--------------|
| Youth & Children        | 3682         |
| Lifelong Learning       | 3953         |
| Health & Healthy Living | 24371        |
| Arts Development        | 17151        |
| Sports Development      | 4535         |
| Statutory Agencies      | 5535         |
| Events                  | 6917         |
| <b>Total</b>            | <b>66144</b> |

4.1.3 Castlefields Direction of Travel Indicators

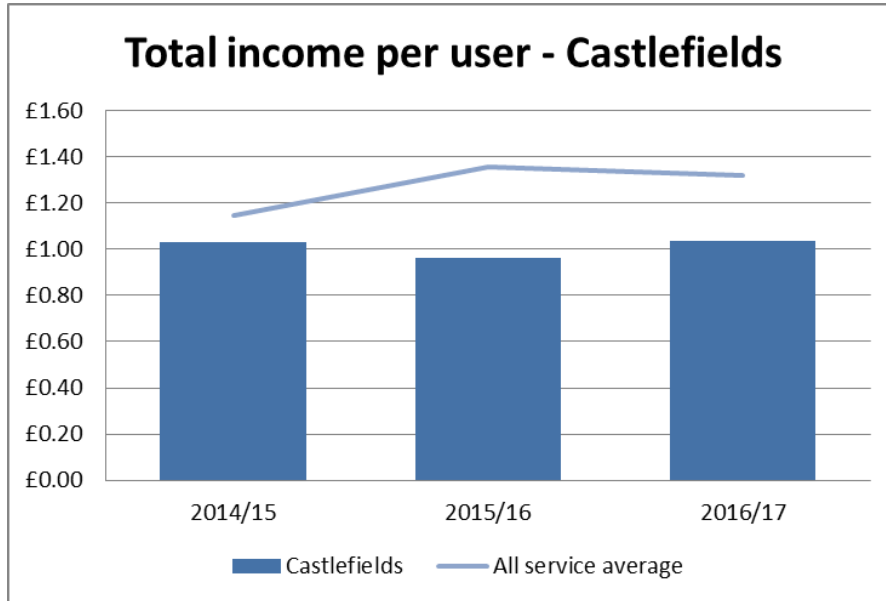
- **Castlefields Net Cost Per User**



The net cost per user has continued to reduce in the last two operating years; in 2015/16 it was 77 pence and reduced to 47 pence in 2016/17. This continues a trend in the nine year data capture which started at £3.05 and at its poorest performance was £4.79 in 2011/12 which was linked to the regeneration of Castlefields.



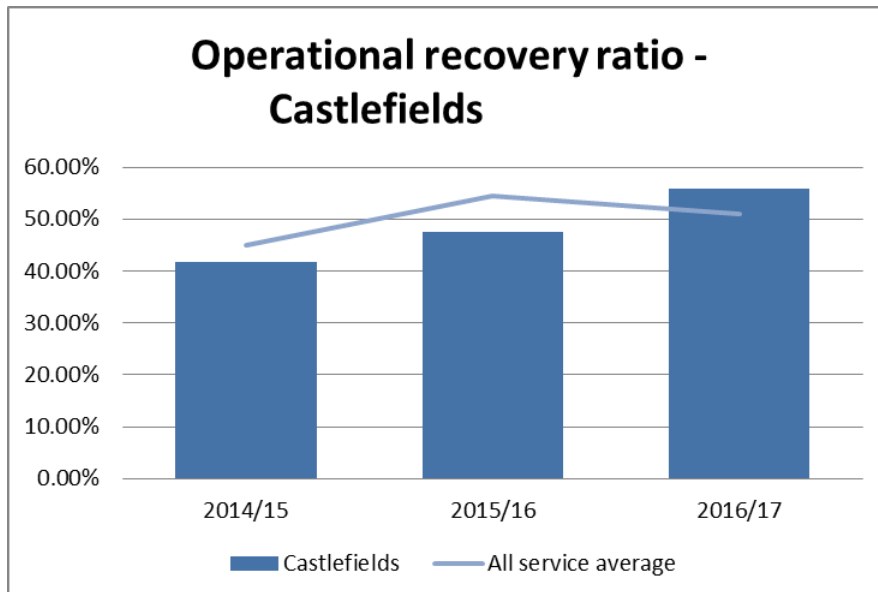
- **Castlefields Total Income Per User**



The income per user in 2016/17 was £1.04, in 2015/16 it was 96p. In previous years Castlefields had benefited from a new centre and in 2012/13 the income per user peaked at £1.21. Increasing income across all centres is a key challenge as only one centre has achieved their highest income level to date in the last two operating years.

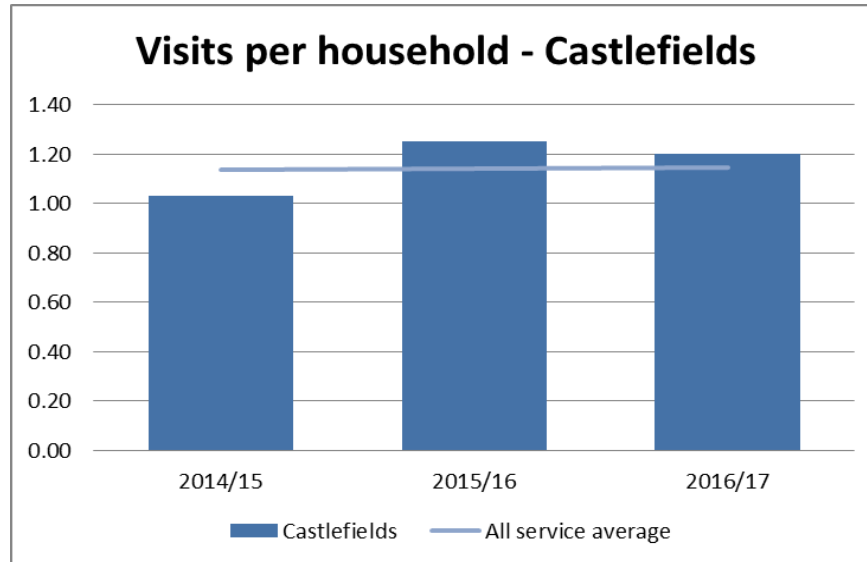
- **Castlefields Operational Recovery**

Operational recovery is a calculation of usage, costs and income.



In 2015/16 operational recovery was 47.59%, in 2016/17 this increased to 56.01% which is a continuing trend in the past five years; at its lowest in the nine years of data it was 10.35% in 2011/12.

**Castlefields Visits Per Household**



The past year has seen a slight reduction on visits per household at 1.20, the previous year (2015/16) it was 1.25, this was the highest it had been over a five year period. The withdrawal of the weekly job club is likely to be a key factor.

**4.2 Ditton Community Centre**

4.2.1 Ditton had experienced a marginal drop in usage in previous operating years which could be attributed to more robust data capture however, the usage has increased slightly over the last two operating years.

**In 2015/16:-**

|   |              |
|---|--------------|
| Total annual opening hours              | 4069         |
| Total aggregate hours main room hired   | 1784         |
| Total aggregate hours other rooms hired | 5932         |
| Total attendance main room              | 23195        |
| Total attendance other rooms            | 42371        |
| Total other attendance                  | 7617         |
| <b>Total attendance</b>                 | <b>73183</b> |

**In 2016/17:-**

|   |              |
|---|--------------|
| Total annual opening hours              | 3934         |
| Total aggregate hours main room hired   | 1857         |
| Total aggregate hours other rooms hired | 6118         |
| Total attendance main room              | 24728        |
| Total attendance other rooms            | 41008        |
| Total other attendance                  | 9326         |
| <b>Total attendance</b>                 | <b>75062</b> |

## 4.2.2 Ditton Category of Usage

Category of usage at Ditton broken down as follows:-

**2015/16**

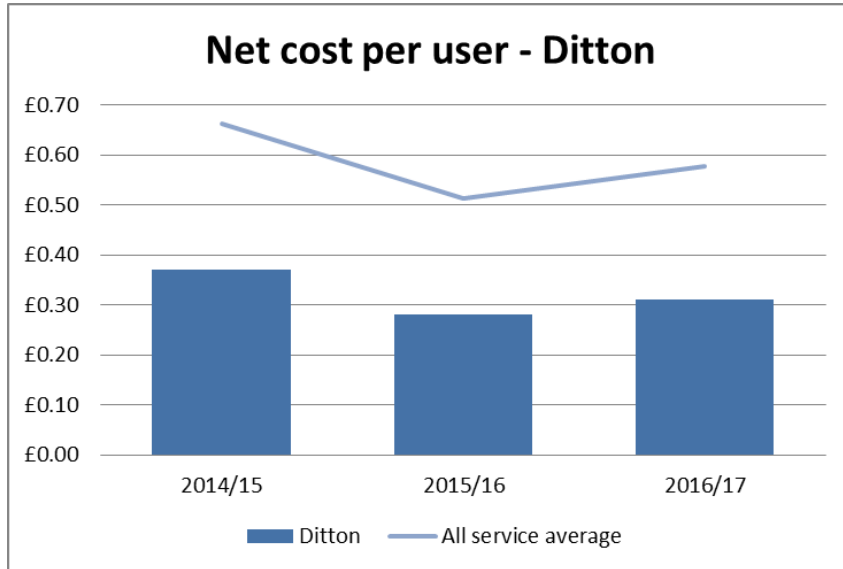
|                         |              |
|-------------------------|--------------|
| Youth & Children        | 13770        |
| Lifelong Learning       | 4962         |
| Health & Healthy Living | 19812        |
| Arts Development        | 28770        |
| Sports Development      | 2376         |
| Statutory Agencies      | 1912         |
| Events                  | 1581         |
| <b>Total</b>            | <b>73183</b> |

**2016/17**

|                         |              |
|-------------------------|--------------|
| Youth & Children        | 14079        |
| Lifelong Learning       | 5401         |
| Health & Healthy Living | 21258        |
| Arts Development        | 27471        |
| Sports Development      | 2488         |
| Statutory Agencies      | 2643         |
| Events                  | 1722         |
| <b>Total</b>            | <b>75062</b> |

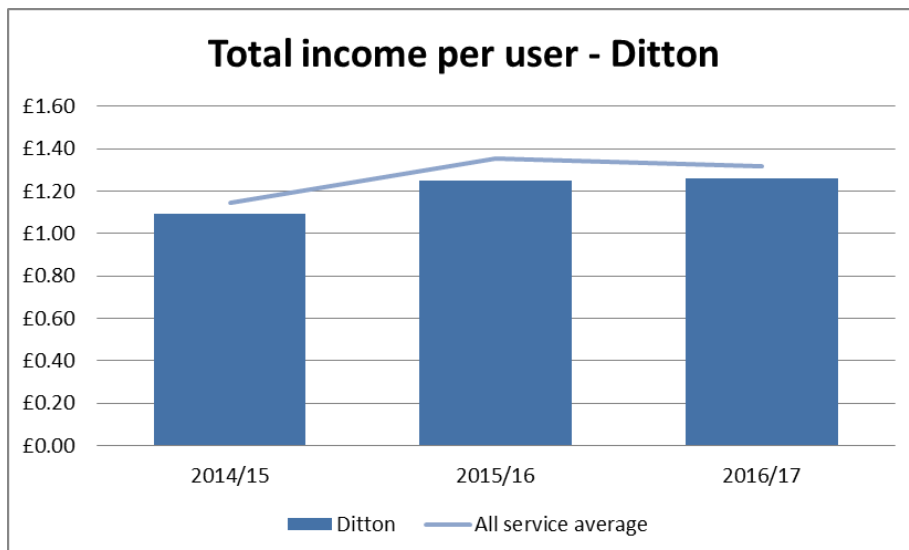
4.2.3 Ditton Direction of Travel Indicators

- Ditton Net Cost Per User



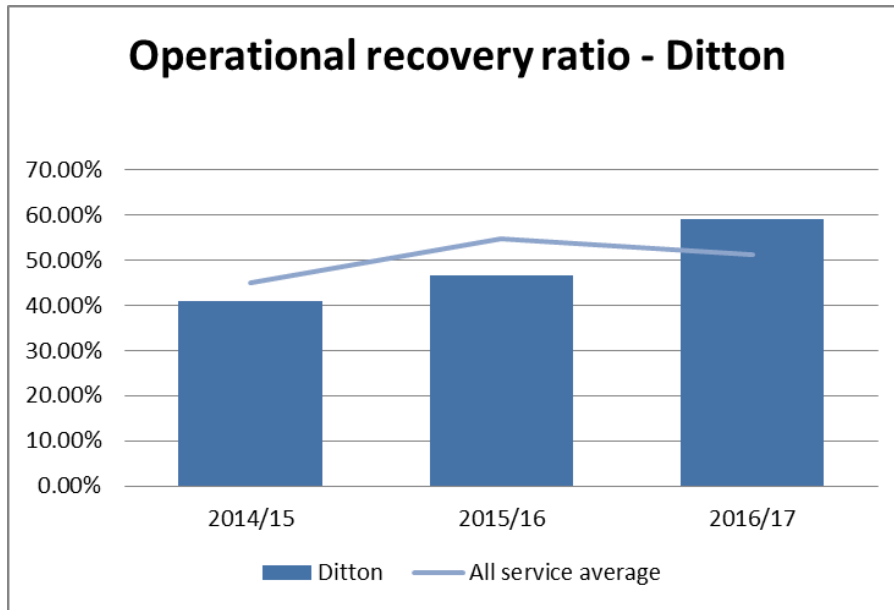
The net cost per user in the last two operating years has increased slightly by three pence to 31p however this is a reduction on the position three years ago when it was 37p. Ditton is the second lowest cost per user across Halton's five centres with a service average of 58 pence net cost per user.

- Ditton Total Income Per User



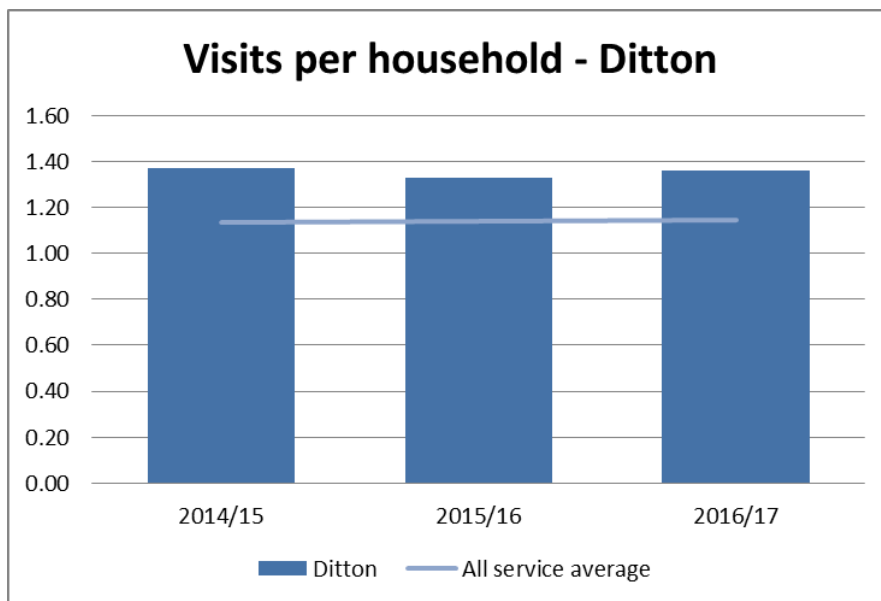
Ditton has continued a five year trend with increasing income per user. In 2015/16 it was £1.25, in 2016/17 it was £1.26 hence, it's a marginally sustained position. This is a key area of focus moving forward, the service average across the five centres is £1.32

- **Ditton Operational Recovery**



Ditton has experienced an increase in the last two operating years of 12.52% in operational recovery, the highest leap across the five centres with the other two centres that achieved an increase being at 8 & 8.42 % hence, a positive position for Ditton. The all service average for this category is 51.05%, Ditton achieved 59.10% in 2016/17, this ranks 2<sup>nd</sup> with Grangeway achieving higher at 62.59%.

- **Ditton Visits Per Household**



This indicator shows an upward trend in the last two years having dipped consistently for three years prior. The service average is 1.15, Ditton achieved 1.33 in 2015/16 and 1.36 in 2016/17.

### 4.3 Grangeway Community Centre

4.3.1 Grangeway Community Centre has two distinct areas, the community centre and the hub where youth provision is delivered; a service level agreement for exclusive use exists for this space. Each of the two areas are approximately 50% of the overall site. In terms of data collection, usage for the community centre only is collated as usage in the youth area is outside of our management; this needs to be considered when reflecting on the usage figures.

4.3.2 The overall usage of Grangeway in 2015/16:-

|   |              |
|---|--------------|
| Total annual opening hours              | 3862         |
| Total aggregate hours main room hired   | 1646         |
| Total aggregate hours other rooms hired | 11627        |
| Total attendance main room              | 30836        |
| Total attendance other rooms            | 26906        |
| Total other attendance                  | 7094         |
| <b>Total attendance</b>                 | <b>64836</b> |

The overall usage of Grangeway in 2016/17:-

|   |              |
|---|--------------|
| Total annual opening hours              | 3982         |
| Total aggregate hours main room hired   | 1632         |
| Total aggregate hours other rooms hired | 2061         |
| Total attendance main room              | 27815        |
| Total attendance other rooms            | 26466        |
| Total other attendance                  | 13590        |
| <b>Total attendance</b>                 | <b>67871</b> |

4.3.4 Category of usage at Grangeway in 2015/16 is broken down as follows:-

|                         |              |
|-------------------------|--------------|
| Youth & Children        | 1854         |
| Lifelong Learning       | 1199         |
| Health & Healthy Living | 11717        |
| Arts Development        | 16922        |
| Sports Development      | 18701        |
| Statutory Agencies      | 13256        |
| Events                  | 1187         |
| <b>Total</b>            | <b>64836</b> |

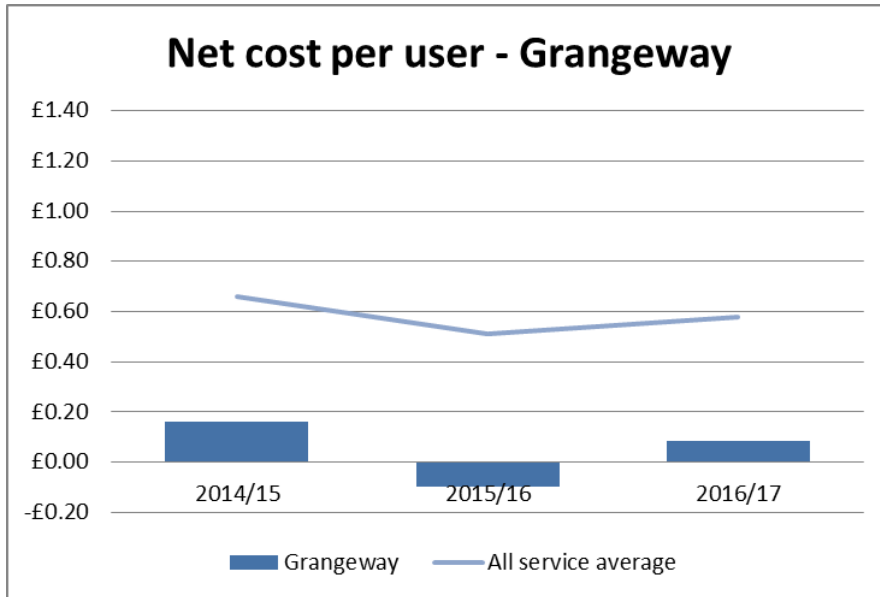
Category of usage at Grangeway in 2016/17 is broken down as follows:-

|                         |       |
|-------------------------|-------|
| Youth & Children        | 10736 |
| Lifelong Learning       | 2153  |
| Health & Healthy Living | 10170 |
| Arts Development        | 12958 |

|                    |              |
|--------------------|--------------|
| Sports Development | 20261        |
| Statutory Agencies | 9649         |
| Events             | 1944         |
| <b>Total</b>       | <b>67871</b> |

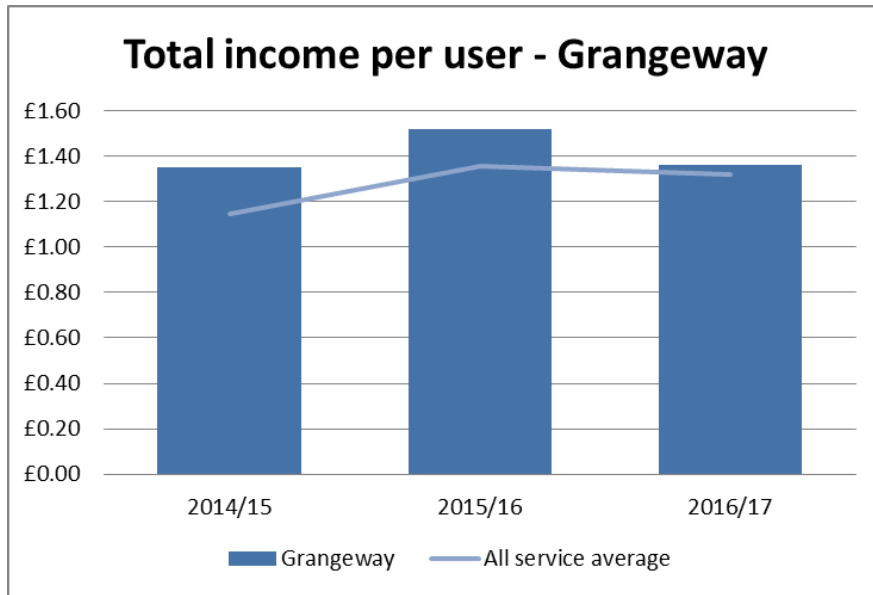
4.3.5 Grangeway Direction of Travel Indicators

- **Grangeway Net Cost Per User**



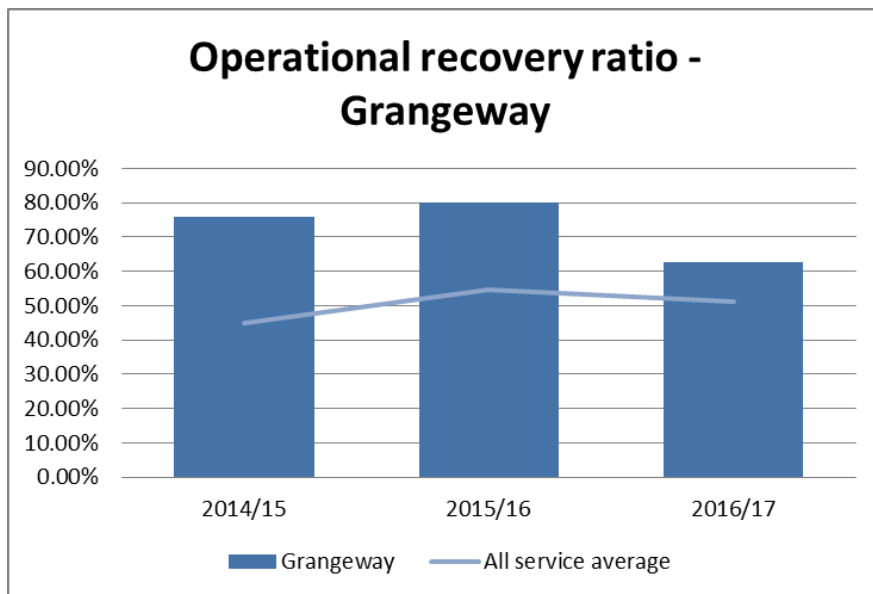
In regards to direction of travel Grangeway has had a positive experience since it peaked at £2.05 in 2010/11. In 2016/17 it was 9p and the year before -10p hence, an increase of 19p over the last two operating years which is attributed to increased costs and reduced income. This remains the lowest of Halton’s Community Centres, the next lowest being 31p at Ditton and the service average is 58p.

**Grangeway Total Income Per User**



Grangeway has experienced a negative direction of travel with this indicator up to 2014/15 at £1.35, the lowest it had been in four years. In 2015/16 it recovered achieving £1.52 and in the last operating year, 2016/17 it was £1.36, another dip. The centre has experienced the withdrawal of some services and activity hence the impact on income per user however, the service average across the five centres is £1.32 hence, still achieving higher but an area of focus moving forward.

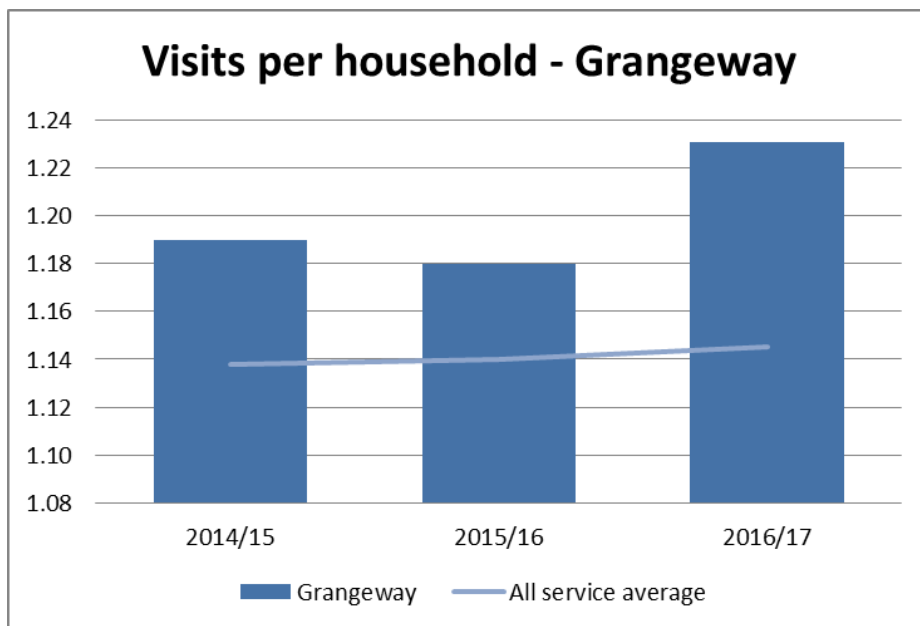
- **Grangeway Operational Recovery**





Grangeway is the highest achieving of Halton’s community centres in this category. It was the first Halton Community Centre to achieve over a 50% operational recovery in 2011/12. Whilst this was a fantastic achievement this would be a difficult position to maintain. The following operating year (2012/13) the centre experienced a downturn to 45.93%, 2013/14 also had a dip to 37.80% however, in 2014/15 the operational recovery increased significantly to 75.95%, a tremendous achievement. In 2015/16 this increased further to 79.94% however, the last operating year 2016/17 it was 62.59%, another dip. The service average is 51.05% hence, Grangeway is achieving high operational recovery but the challenge is to maintain and if possible increase this position as it has done previously.

- **Grangeway Visits Per Household**



The visits per household for Grangeway is a positive direction of travel achieving 1.23% in 206/17. This is the largest gain in the last operating year across the five centres, 0.25%. There was a marginal dip in 2015/16 of 0.01% however, Grangeway achieves above the service average of 1.15%.

#### 4.4 Murdishaw Community Centre

4.4.1 Murdishaw Community centre has a variation in its model compared to Halton’s other community centres. This centre was developed in partnership with Riverside and Liverpool Housing Trust and has a Board of Directors with a company limited by guarantee. Four local Councillors currently sit on the board. This governance model enables the centre to apply for charitable funds.

4.4.2 The overall usage of Murdishaw in 2015/16:-

|   |              |
|---|--------------|
| Total annual opening hours              | 3118         |
| Total aggregate hours main room hired   | 1051         |
| Total aggregate hours other rooms hired | 3677         |
| Total attendance main room              | 14231        |
| Total attendance other rooms            | 8421         |
| Total other attendance                  | 4786         |
| <b>Total attendance</b>                 | <b>27438</b> |

The overall usage of Murdishaw in 2016/17:-

|   |              |
|---|--------------|
| Total annual opening hours              | 3159         |
| Total aggregate hours main room hired   | 1183         |
| Total aggregate hours other rooms hired | 5673         |
| Total attendance main room              | 15453        |
| Total attendance other rooms            | 9684         |
| Total other attendance                  | 2911         |
| <b>Total attendance</b>                 | <b>28048</b> |

4.4.3 Category of usage at Murdishaw in 2015/16 is broken down as follows:-

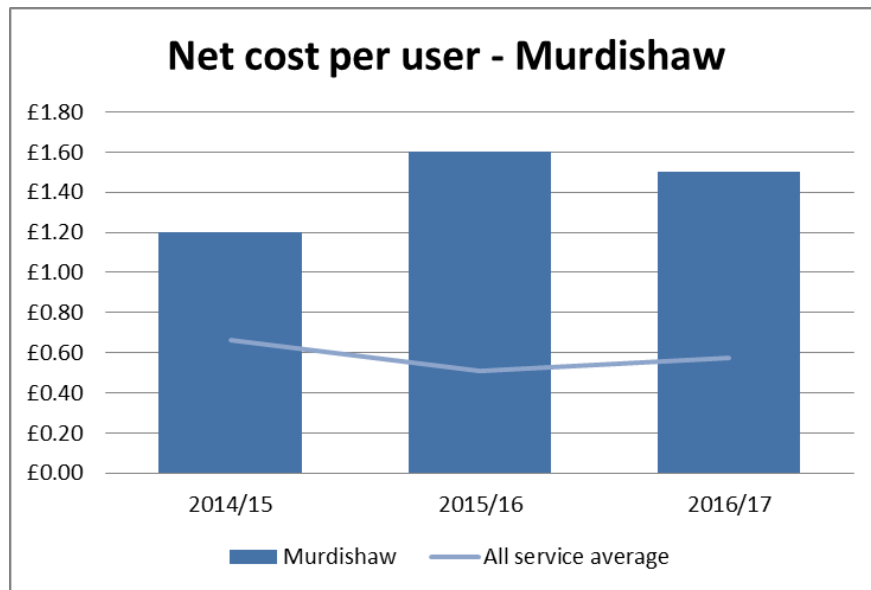
|                         |              |
|-------------------------|--------------|
| Youth & Children        | 2136         |
| Lifelong Learning       | 1836         |
| Health & Healthy Living | 10941        |
| Arts Development        | 1909         |
| Sports Development      | 1082         |
| Statutory Agencies      | 8499         |
| Events                  | 1035         |
| <b>Total</b>            | <b>27438</b> |

In 2016/17 is broken down as follows:-

|                         |              |
|-------------------------|--------------|
| Youth & Children        | 1981         |
| Lifelong Learning       | 1729         |
| Health & Healthy Living | 10650        |
| Arts Development        | 1683         |
| Sports Development      | 1069         |
| Statutory Agencies      | 9626         |
| Events                  | 700          |
| <b>Total</b>            | <b>28048</b> |

## 4.4.4 Murdishaw Direction of Travel Indicators

- **Murdishaw Net Cost Per User**

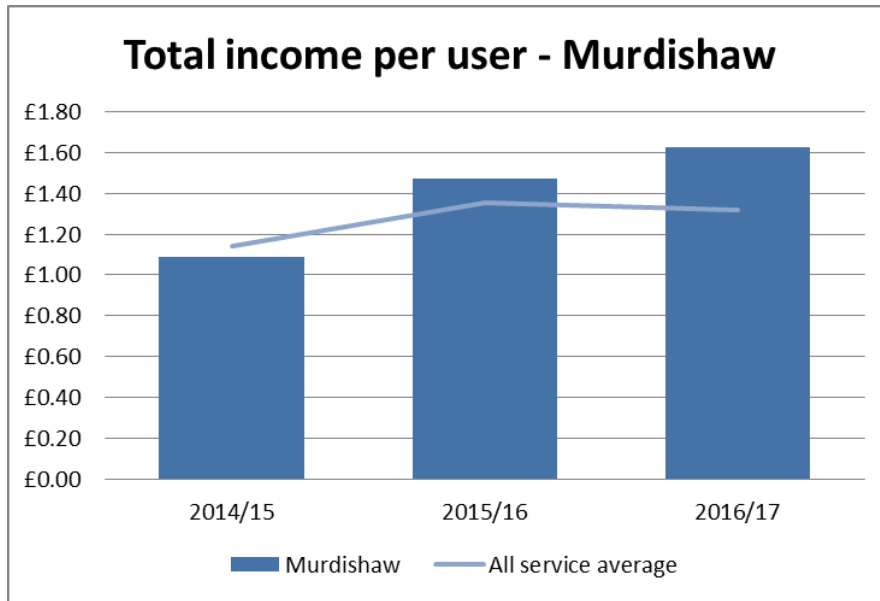


Murdishaw has a distinct governance model to the other HBC centres which has some bearing on this indicator; there is a limited company (Murdishaw Community Centre Limited) with charitable objectives. Funding streams to support events and initiatives at the centre are administered through the company.

Murdishaw has had fluctuating performance with this indicator in the past and its worth bearing in mind Murdishaw also has the highest income per user. At its most expensive it was £3.85 in 2009/10 and its least in 2014/15 at £1.20. This hasn't been maintained and increased to £1.60 in 2015/16 and was identified as an area of focus for Murdishaw, in 2016/17 it reduced to £1.50.

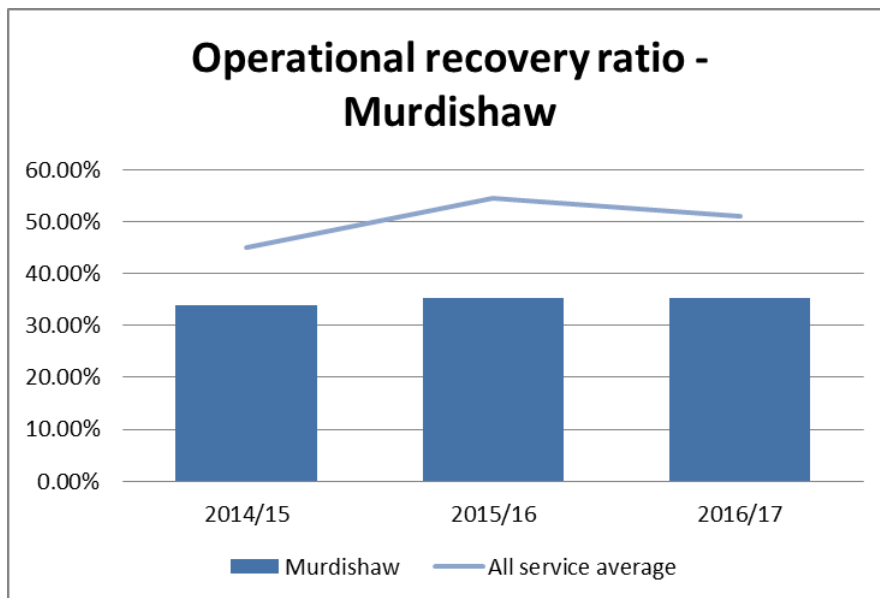
The overall service average is 58p, Murdishaw has the highest net cost per user across the five centres hence, this continues to be a key area of focus moving forward.

- **Murdishaw Total Income Per User**



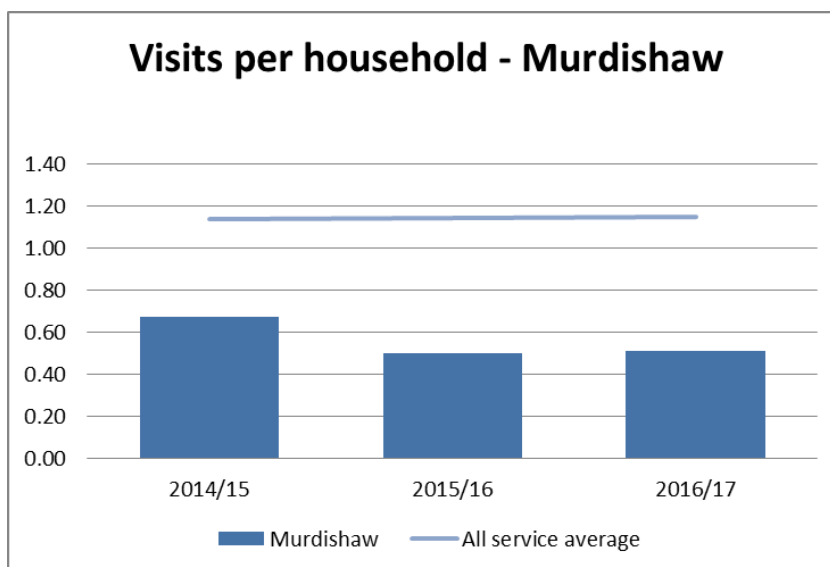
Murdishaw has continued a trend of increasing income per user achieving £1.63 in 2016/17, an increase of 16p on the previous year 2105/16. Murdishaw achieves the highest level of income per user across the five centre's, the service average is £1.32.

- **Murdishaw Operational Recovery**



Murdishaw has demonstrated an increased position with this indicator for the past five years (albeit it the last two years it's been marginal of .08%) however, it is the lowest performing across Halton's centres. This is attributed to the higher net cost per user Murdishaw experiences.

- **Murdishaw Visits Per Household**



Murdishaw achieved 0.51 in 2016/17 and 0.50 in 2015/16. Whilst this is steady it is the lowest across the Council's five centres with the service average being 1.15 and the highest achiever being 1.43.

An area of focus moving forward however, it should be noted the physical location of Murdishaw means it's not a thorough fare area for either footfall or public transport which effects usage being drawn from a wider footprint. There is no drop in offer, people attend with a purpose of attending a session being prepared to travel.

#### 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 a number of junior football teams in addition to senior block booking sessions which results in high demand for this space.

4.5.2 Upton's annual usage in 2015/16 was 79,154 and in 2016/17 78,611. The reduction is attributed to the withdrawal of Children's Centre session and Connexions. Usage is broken down as follows:-

The overall usage of Upton in 2015/16:-

|   |              |
|---|--------------|
| Total annual opening hours              | 4016         |
| Total aggregate hours main room hired   | 1780         |
| Total aggregate hours other rooms hired | 6409         |
| Total attendance main room              | 18701        |
| Total attendance other rooms            | 48643        |
| Total other attendance                  | 11810        |
| <b>Total attendance</b>                 | <b>79154</b> |

|   |              |
|---|--------------|
| The overall usage of Upton in 2016/17:- |              |
| Total annual opening hours              | 3822         |
| Total aggregate hours main room hired   | 2051         |
| Total aggregate hours other rooms hired | 5623         |
| Total attendance main room              | 22527        |
| Total attendance other rooms            | 45059        |
| Total other attendance                  | 11025        |
| <b>Total attendance</b>                 | <b>78611</b> |

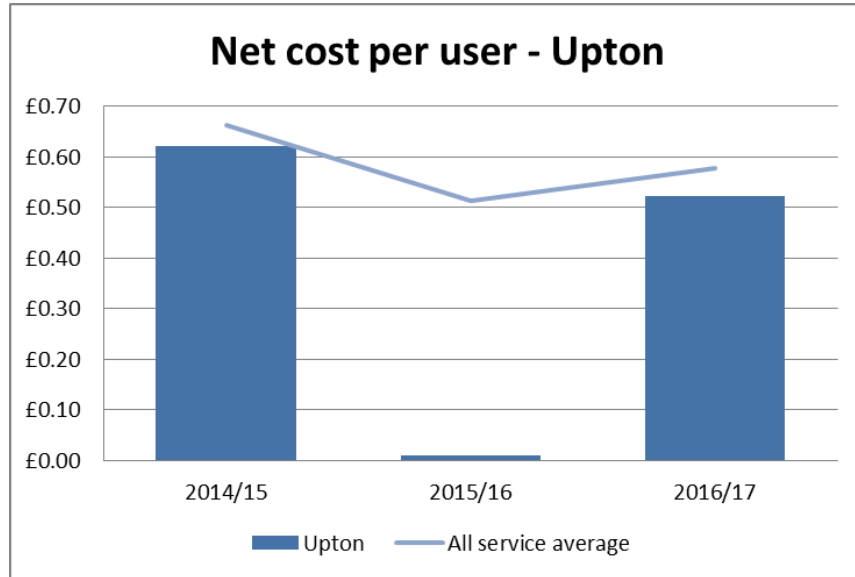
4.5.3 Category of usage at Upton Community Centre is broken down as follows:-

|                         |              |
|-------------------------|--------------|
| <b>2015/16</b>          |              |
| Youth & Children        | 26257        |
| Lifelong Learning       | 5642         |
| Health & Healthy Living | 12127        |
| Arts Development        | 5998         |
| Sports Development      | 18196        |
| Statutory Agencies      | 4395         |
| Events                  | 1539         |
| <b>Total</b>            | <b>79154</b> |

|                         |              |
|-------------------------|--------------|
| <b>2016/17</b>          |              |
| Youth & Children        | 21559        |
| Lifelong Learning       | 3214         |
| Health & Healthy Living | 27772        |
| Arts Development        | 1947         |
| Sports Development      | 16852        |
| Statutory Agencies      | 5397         |
| Events                  | 1870         |
| <b>Total</b>            | <b>78611</b> |

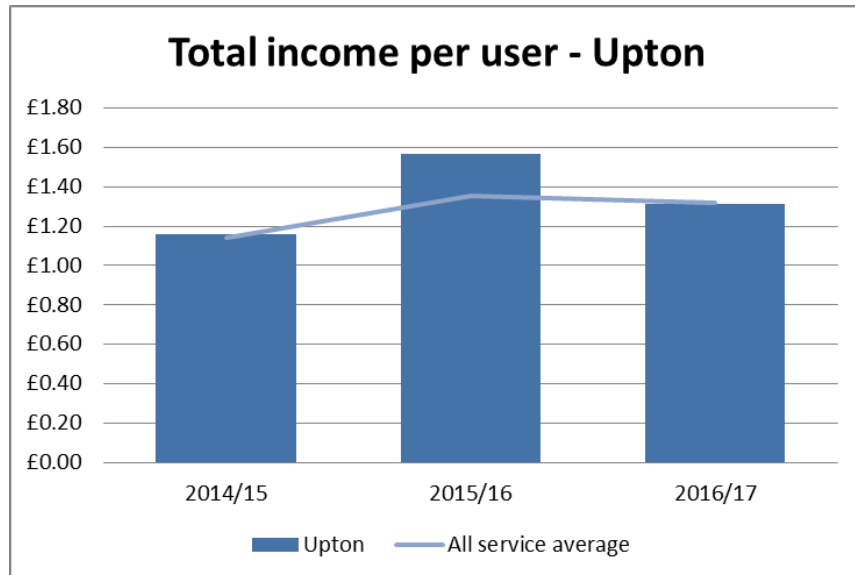
4.5.4 Upton Direction of Travel Indicators

- **Upton Net Cost Per User**



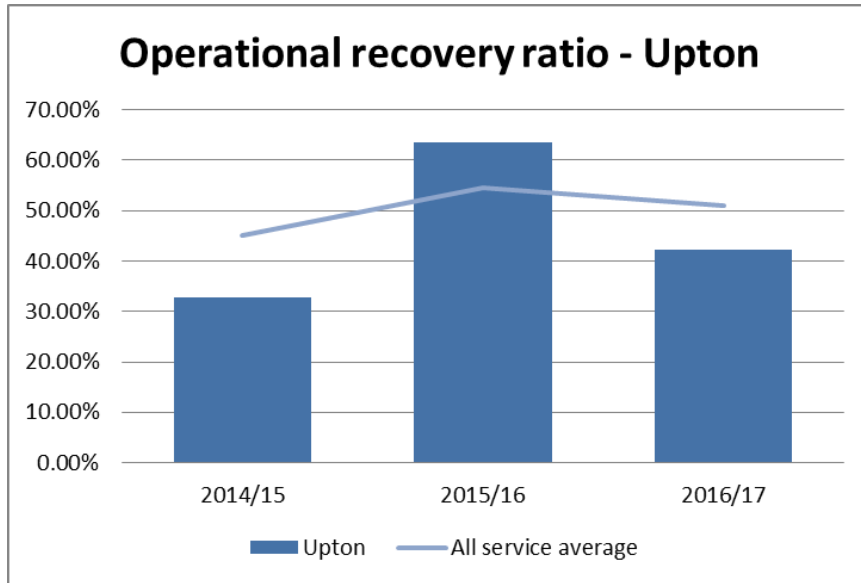
As the graph indicates, Upton experienced a significant drop in net cost per user in 2015/16 of just one pence, a very unique position attributed to an overachievement in income in that year. This increased to 52 pence in 2016/17 which is below the service average of 58 pence.

- **Upton Total Income Per User**



As indicated above 2015/16 saw a significant increase in income positively affecting both net cost and income per user. In 2016/17 the income per user is £1.31, the second highest it has achieved in a nine year period.

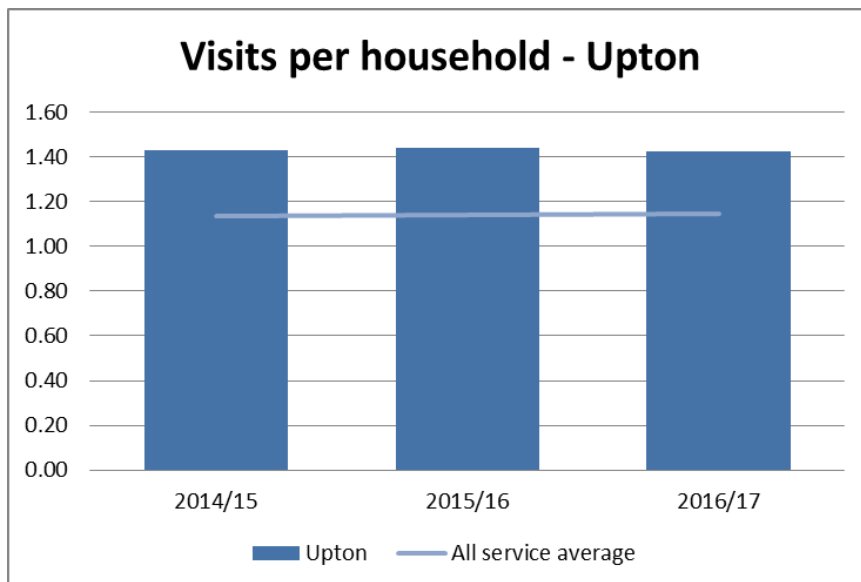
- **Upton Operational Recovery**



The above graph further demonstrates 2015/16 as a high achieving year at 63.59%. In 2016/17 this reduced to 42.26% which is lower than the service average of 51.05%.

Increasing income and operational recovery to reduce net cost per user is a key priority for Upton.

- **Upton Visits Per Household**



Upton has sustained above service average for visits per household achieving 1.43 which is a static position at Upton over the past three years.



## **5.0 SERVICE SUMMARY & FUTURE CHALLENGES**

- 5.1 Overall for the two operating years across the five community centres, usage has increased marginally (by 2,154 visits), income has been steady with a slight increase however, the net operating cost position for the service (as detailed in 3.5) demonstrates the continuous improvement and overall efficiency of the service.

The ambition for the service is to continue this trend towards a zero net operating cost recognising this will be a challenge. The journey over the past five years shows operating efficiently is core to the service approach however, whilst Council departments and partner agencies continue to experience financial pressures, maintaining service level agreements and income levels increasing further is a significant challenge.

- 5.2 The Community Centres traditionally have balanced usage between community led activity and neighbourhood delivery of services. The centres have witnessed increased activity for co-location of services and one of the centres (Grangeway) now has a Council agile work area. These elements of usage offset costs across other departments and budgets for the Council and optimises the space as most community led activity is booked for evenings and weekends with service provision predominantly occupying daytime usage, complimentary usage of the space.

- 5.3 A marketing strategy is being developed for the service in 2017 to increase the profile and offer of the spaces to grow activity and usage. There are varied operating hours and days across the five centres as the service responds to bookings. Three of the five centres have regular weekend usage, the service is keen to grow this offer across all five sites.

A website is currently being developed and will be launched over the summer with an e-communication mechanism to enable regular communication and social media coverage.

- 5.4 The digital inclusion offer available at Castlefields, Upton & Ditton community centres has proven increasingly popular in particular supporting universal credit and job search requirements. The service is expanding the provision at Castlefields in the coming months and is developing a project in partnership with the Board of Directors at Murdishaw to refurbish the café space and incorporate digital access points during the 2017/18 operating year.

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

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

Community centres provide a platform for intergenerational activity, community activity and youth service delivery. The service hosts auditions for 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**

Community centres provide employment opportunities within the service, community delivery points for training and employment initiatives and lifelong learning. Future job funds and work experience placements for young people and adults with learning disabilities are offered all year round in the community centres.

### **6.3 A Healthy Halton**

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.

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. 26% 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. 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 Centres, Hate Crime Reporting Centres and designated Safe in Town facilities.

### **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 resident's health and wellbeing by providing support, enhancing skills and building connected communities. Not providing community centres or reducing the services and activities provided through them could have a detrimental effect on current and potential future users and 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.

|                           |  |
|---------------------------|--|
| <b>REPORT TO:</b>         | Employment, Learning & Skills and Community Policy and Performance Board |
| <b>DATE:</b>              | Monday 26 June 2017  |
| <b>REPORTING OFFICER:</b> | Strategic Director, Enterprise, Community and Resources                  |
| <b>PORTFOLIO:</b>         | Economic Development   |
| <b>SUBJECT:</b>           | Business Improvement and Growth Team<br>Update on Work Priorities        |
| <b>WARD(S)</b>            | Borough-wide   |

## 1.0 **PURPOSE OF THE REPORT**

- 1.1 At the request of the Chair, this report and presentation will inform Members about the current performance and future work priorities of the Business Improvement and Growth Team. The report reflects upon the changing nature of business support both nationally and across the Liverpool City Region.

## 2.0 **RECOMMENDATION: That:**

- i) Members note the activities and performance of the Business Improvement and Growth Team and sets out the emerging delivery model which will better reflect the priorities of the Council and will seek to align local delivery with emerging City Region business support delivery.

## 3.0 **SUPPORTING INFORMATION**

### 3.1 **Background**

The Business Improvement and Growth Team are currently responsible for the delivery of the following functions on behalf of the Council :-

- The management of inward investment enquiries from both inward investors and local companies wishing to expand and grow
- The management of a commercial property database and the delivery of a comprehensive commercial property finding service
- Researching and disseminating business critical information to local companies
- Engaging with the key companies in the Borough
- Delivering the LCR Growth Hub in Halton
- Delivering the EU funded 'Liverpool City Region Integrated

Business Support Programme'

- Facilitating sector specific cluster groups, for example advanced manufacturing and pharmaceuticals

However, the Business Improvement and Growth Team are currently undertaking a broad range of activities and driving a diverse range of projects beyond the scope of the objectives described above.

The delivery of business support across the wider Liverpool City Region is also in a period of transition.

It is, therefore, timely, to consider the broader range of activities undertaken by the Business Improvement and Growth Team and to identify the key priorities of the Team going forward and in so doing ensure that the Team are focused upon those activities which will have the greatest impact upon the economic regeneration of Halton.

A detailed presentation will, therefore, be made to the Board detailing performance against a number of key priorities and contracts and presenting, for consideration by Members, a modified delivery model.

**4.0 POLICY IMPLICATIONS**

4.1 Better aligning the activities of the Business Improvement and Growth Team with the Council's emerging regeneration priorities will impact positively upon both the supply of sites and premises available for new and expanding businesses and the growth of the business base in the Borough.

**5.0 FINANCIAL IMPLICATIONS**

5.1 There are no financial implications associated with this report

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

**6.1 Children & Young People in Halton**

Growth in the LCR business base will result in greater employment opportunities for the Borough's young people.

**6.2 Employment, Learning & Skills in Halton**

Growth in the LCR business base will result in greater employment opportunities for the community of Halton.

6.3 **A Healthy Halton**

Access to sustainable employment will impact positively upon the health of the Borough

6.4 **A Safer Halton**

No implications

6.5 **Halton's Urban Renewal**

Increasingly, the activities of the Business Improvement and Growth Team will be aligned with the delivery of the Mersey Gateway Regeneration Plan. The increased human resource and expertise allocated to the project will accelerate the urban regeneration of the Borough.

7.0 **RISK ANALYSIS**

7.1 The resources of the Business Improvement and Growth Team are finite. Redeployment of those resources will, necessarily, mean, therefore, that other activities will cease.

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 There are no equality and diversity issues

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

None under the meaning of the Act.

|                           |   |
|---------------------------|---|
| <b>REPORT TO:</b>         | Employment Learning And Skills & Community Policy Performance Board |
| <b>DATE:</b>              | 26th June 2017  |
| <b>REPORTING OFFICER:</b> | Strategic Director, Enterprise, Community and Resources             |
| <b>PORTFOLIO:</b>         | Economic Development  |
| <b>SUBJECT:</b>           | Presentation Women's Organisation                                   |
| <b>WARD(S)</b>            | Borough-wide  |

1.0 **PURPOSE OF THE REPORT**

- 1.1 To receive a presentation from the Women's Organisation regarding business and entrepreneurship activities that the organisation is delivering in Halton and the Liverpool City Region

2.0 **RECOMMENDATION: That:**

- i) The board notes the presentation and action points.

3.0 **SUPPORTING INFORMATION**

- 3.1 Members will receive a presentation from Maggie Carroll, from the Women's Organisation.
- 3.2 Further information will be provided outlining the work of the organisation and how it is being funded to deliver a wide range of business starts, and self-employment advice to residents in Halton.

4.0 **POLICY IMPLICATIONS**

- 4.1 There are no further policy implications.

5.0 **OTHER/FINANCIAL IMPLICATIONS**

- 5.1 N/A

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

- 6.1 The work of the Women's Organisation complements a wide range of the Council's priorities, and is an important and supportive strategic partner in contributing to the borough's economic regeneration and growth agenda.

7.0 **RISK ANALYSIS**

7.1 There are no risks identified.

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

None under the meaning of the Act.



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

**DATE:** 26<sup>th</sup> June 2017

**REPORTING OFFICER:** Strategic Director People

**SUBJECT:** Performance Management Reports for  
Quarters 3 and 4 of 2016/17

**WARDS:** Boroughwide

## **1.0 PURPOSE OF REPORT**

- 1.1 To consider, and raise any questions or points of clarification, in respect of performance management for the third and fourth quarter periods to 31<sup>st</sup> March 2017.
- 1.2 Key priorities for development or improvement in 2016-17 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board as detailed below:
- Enterprise, Employment and Skills
  - Community and Environment

The report details progress against service objectives and milestones, and performance targets and provides information relating to key developments and emerging issues that have arisen during the period. ***Please be aware that the Quarter 3 report has previously been circulated to Members of the Board at the time that this became available following period end.***

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

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

## **3.0 SUPPORTING INFORMATION**

- 3.1 Departmental objectives provide a clear statement on what services are planning to achieve and to show how they contribute to the Council's strategic priorities. Such information is central to the Council's performance management arrangements and the Policy and

Performance Board has a key role in monitoring performance and strengthening accountability.

**4.0 POLICY IMPLICATIONS**

4.1 There are no policy implications associated with this report.

**5.0 OTHER IMPLICATIONS**

5.1 There are no other implications associated with this report.

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

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

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

**7.0 RISK ANALYSIS**

7.1 Not applicable.

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 Not applicable.

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

Not applicable

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

Reporting Period: **Quarter 3 – 1<sup>st</sup> October 2016 – 31<sup>st</sup> December 2016**

### 1.0 Introduction

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

### 2.0 Key Developments

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

#### *Employment, Learning & Skills*

a. Ways to Work Project

The Project is designed to help people of all ages develop their skills, gain training and start employment. The total amount of ESF allocated is £29.5m, with HBC accessing £2.1m for the three year project. The Grant Funding Allocation (GFA) has been issued to this project therefore Government are legally committed. Project delivery commenced in Halton in January 2016 and has submitted 4 quarterly claims. The project is now supporting up to 281 local residents with Careers Advice and Guidance and 30 have started paid work placements with local employers to gain experience and develop their skills.

b. New Markets 2

This is a business support programme for more developed businesses to help them access new market opportunities by using specialist consultants for activities such as marketing etc. This project will draw down £5.6m of ERDF for a range of delivery bodies across the City Region including Sci-Tech Daresbury. Two information / engagement events were held at The Innovation Centre at Sci-tech Daresbury during quarter 3 to raise awareness of the project and start the process of engaging with the businesses on campus.

c. Include IT-Mersey

The Council are also part of a Liverpool City Region wide consortium bid with the Voluntary Organisation Learning Association (VOLA) who are the lead applicant for a Digital Inclusion Project through the Big Lottery Fund (BLF) Building Better Opportunities call. BLF are an 'Opt In' provider of the European Social Fund who have recently released two calls; 'Digital Inclusion' and 'Financial Inclusion'. The total amount of funding available is £1.6m for Digital and £2.5m for Financial. The 1st stage application, submitted by VOLA, a social enterprise organisation has been successful and VOLA have now submitted a 2nd stage application in November. It is envisaged that a final decision regarding this contract award will take place in early 2017.

d. Liverpool City Region Integrated Business Support (LCRIBS) Programme

The Liverpool City Region Integrated Business Support (LCRIBS) programme within Halton continues to progress well. There are 120 businesses listed on the Halton LCRIBS database. Of these 83 are engaged in the programme and are either in, or have completed, the Diagnostic Phase. Of these 62 are in the Specialist Assistance Phase. The target for 2016 was 29 SMEs assisted. This target has been met in full. The delivery of the LCRIBS programme within Halton is integrated with the Halton Growth Hub service and to date there have been 410 LCRIBS engagements.

e. Business Growth Hub Brokerage Service

The Growth Hub Service has been operational since May 2016. A number of Liverpool City Region wide initiatives that are now available to Halton businesses. The latest additions to the service include:-

f. Skills for Growth

As part of the Liverpool City Region Local Growth Deal with Government, the City Region have been awarded £3.05m across 2016/17 and 2017/18 to deliver a Skills for Growth programme of training support to businesses including independent and impartial advice through a Brokerage Service working across the Liverpool City Region.

The Brokerage Service will provide a gateway to skills provision and financial support for training with Skills Brokers supporting businesses to identify their training needs. Brokers will also advise on Apprenticeship reforms including the introduction of the Apprenticeship Levy, Digital Apprenticeship Service and changes to how Apprenticeship Standards are developed.

Skills for Growth financial support will support eligible businesses within the Liverpool City Region to co-invest in training to improve the skills and productivity of their workforce. The service can provide eligible SME's with up to 80% funding towards eligible training courses and non SME's with up to 50% funding.

g. LCR 4.0

The LCR 4.0 initiative is designed to help manufacturing organisations benefit from, what has been termed, the '4th Industrial Revolution'.

Part funded by the European Regional Development Fund, LCR 4.0 creates a collaborative community that connects SME's to expertise and support from key knowledge assets in the region through a dedicated LCR 4.0 team which helps SME's explore the potential of Industry 4.0 technologies by providing support ranging from research and development, knowledge transfer and the acceleration of ideas from concept to commercialisation. This initiative brings together a breadth of resources

including the Hartree Centre and Virtual Engineering resources in Daresbury to support manufacturing innovation and growth.

h. Growth Hub Halton Business Brokerage Service

Since the official launch in May 2016 the Halton Growth Hub has responded to 409 business enquiries helping businesses access over 638 initiatives.

Activity for Quarter 3 includes engagement with 132 Halton based businesses and undertaking 81 business diagnostics. This activity helped businesses access 160 business initiatives including brokerage to:-

| <b>Business Support Agency\Initiatives</b> | <b>Referrals</b> |
|--|------------------|
| Start-up/Enterprise                        | 22               |
| Regional Growth Fund                       | 3                |
| LCRIBS                                     | 34               |
| MSIF                                       | 4                |
| Property / Investment                      | 27               |
| DIT  | 1                |
| Training                                   | 15               |
| Events                                     | 2                |
| Chamber Services                           | 3                |
| Sensor City                                | 1                |
| Skills for Growth                          | 1                |
| Low Carbon Eco                             | 2                |

- i. Specification drawn up and 6 month contract awarded to Sysco for a Skills Factory piece of work at Sci Tech Daresbury. The Skills Factory is modelled on the Black Country Skills Factory concept with the objective of addressing skills needs on the Sci Tech campus
- j. Delivery of the Ways to Work ESF contract continued with the third claim and third change control being submitted. Additional ESF funding has been awarded to Halton Borough Council on behalf of the Combined Authority to deliver an 18 month Apprenticeship Services contract for the Skills Funding Agency.
- k. Liverpool City Region Apprenticeship Hub – the Council continued to manage this service and during Quarter 3 2 key events took place in the city region. The first was an Apprentice Ambassador Workshop to determine levels of interest from ambassadors with regards to supporting the city region’s apprenticeship agenda. The second was an event to seek interest from a range of agencies/partners across the city region in supporting the implementation of the Hub Strategy 2015-2020. The final announcements on Apprenticeship Reforms were announced in Quarter 3 and the Hub will be instrumental in helping businesses and providers understand the impact of these reforms on their operations.
- l. The Halton People into Jobs service continues to perform highest in the country on the DWP Work Programme (Ingeus contract). The Work & Health Programme will replace the Work Programme, once referrals cease at the end of March – these final referrals will be on programme for 52 weeks. It is unclear when the new programme will be implemented but Halton, along with city region colleagues, is engaged in the consultation process with DWP and has expressed interest in being part of the supply chain.

- m. Discussions have continued with Alstom and Emovis with regards to recruitment for their new facilities in Halton. The first few Emovis jobs have been advertised through Halton Employment Partnership and work is underway to develop a bespoke pre-employment programme with them to support recruitment of customer service staff.

*Community Services*

- n. Library Service  
Savings: The public consultation on potential changes to the opening hours at Ditton Library, and the staff consultation on a proposed restructure have both now closed. These plans form 2017-18 budget savings proposal for the service.

*Sports & Recreation*

- o. Active Halton  
The 'Active Halton' brand is now highly visible in the Leisure centre and wider community activities. The Active Halton website is being used and the online leisure centre booking is operational, with regular customers and new customers able to book activities online.
- p. Increase Participation and Widen Access  
Fitness memberships across the leisure centres have seen a significant increase due to the recent refurbishments and marketing campaigns. Swimming Lessons are slightly down on last year. This is mainly due to recruitment issues.
- q. Holiday Programming (October)  
The leisure centres ran a variety of swimming lesson programmes suitable for children age 3+. Sessions and programmes such as beginner and intermediate, snorkelling (an adventure hunt in the water using your snorkelling skills) and swimming camps (to help children progress through water based skills) etc. Currently working with a number of schools, to widen the programme on offer.
- r. Frank Myler Pavilion Activity Programme  
There are now 25 community classes on offer each week and 8 groups training at Frank Myler Pavilion each week. A number of teams are using the established pitches and Multi Use Games Area (MUGA) on site for training and fixtures at the weekend.

**3.0 Emerging Issues**

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

*Employment, Learning & Skills*

- a. European Programme 2014 – 20  
As part of the Skills Factory project, there is an opportunity to bid for some skills capital monies through the Single Investment Fund. Applications are due in on 24th January and a small task group has been set up to pull a bid together. The capital would be used to develop a new physical training facility on the campus and would require an element of match funding.

LCR Apprenticeship Hub – HBC has been asked to take on the Accountable Body role for this project and will include the creation of a number of new roles including an overall Project Manager. Recruitment will take place in Q4. The value of the contract is £900k and will run until July 2018.

It is nearly 4 years since the Division was inspected by Ofsted. Inspection planning is underway with staff, including updating key documents (e.g. Quality Improvement Plan). The inspection will be a short inspection (2 days) – during this time, Ofsted may deem the service to be in a similar position to the last inspection and therefore judge it to be the same. However, if, during the 2 days, evidence comes to light that the service has changed significantly, then this would spark a full inspection and there is a strong possibility that the current grade could reduce/increase.

b. Apprenticeship Hub and Skills Shows

The SFA had awarded a contract to Greater Merseyside Learning Provider Federation for Capacity building (c. £0.876m) in October 2016. This contract offer was subsequently withdrawn in early December 2016 due to an inadequate Ofsted inspection. The contract is in the process of being awarded to HBC on behalf of the Combined Authority but there is again a delay of 3 months in this support being operationalised.

*Sports & Recreation*

c. Leisure Centres

We are reviewing how we deliver leisure services to see where further efficiencies can be made, by doing things differently. The Councils aim is to create sustainable and long-term leisure provision in Halton, run with minimum subsidy.

*Library Service*

d. Digital Infrastructure:

Reliability of library Wi-Fi network and outdated hardware offer in libraries continues to undermine capacity to support users to get online and develop digital skills. Investment is required to lessen impact on planning and allow for potential external funding opportunities to be applied for.

e. Organisational capacity:

Impact on service delivery of the potential restructure as part of the budget savings proposal.

**4.0 Risk Control Measures**

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

Progress concerning the implementation any relevant high-risk mitigation measures was reported to the various Policy and performance Boards at Quarter 2.

**5.0 High Priority Equality Actions**

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

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

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

## 6.0 Performance Overview

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

### Employment, Learning & Skills

#### Key Objectives / milestones

| Ref     | Milestones  | Q3 Progress                         |
|---------|---|-------------------------------------|
| EEP 02a | Implement delivery of A4E/ Ingeus Work Programme contracts for Year6 <b>by June 2016</b> (DM ELS, EEP)  | <input checked="" type="checkbox"/> |
| EEP 02c | Deliver successor Merseyside Business Support Programme <b>April 2016</b>   | <input checked="" type="checkbox"/> |
| EEP 02d | Deliver ESF Ways to Work <b>April 2016</b>  | <input checked="" type="checkbox"/> |
| EEP 04a | <b>By March 2017</b> provide a comprehensive programme of training through targeted 'Inspire' and 'Continuous Improvement Workshops' (Divisional Manager, Employment, Learning and Skills)  | <input checked="" type="checkbox"/> |
| EEP 04b | Complete the annual Matrix review to retain Matrix accreditation across the ELS division <b>by April 2016</b> (Divisional Manager, Employment, Learning and Skills)   | <input checked="" type="checkbox"/> |
| EEP 04c | Deliver year 6 of the A4e/Ingeus Work Programme contracts (initially 5 yr. contracts) <b>by June 2016</b> (Divisional Manager, Employment, Learning and Skills)   | <input checked="" type="checkbox"/> |
| EEP 04d | Secure extension to A4e/Ingeus Work Programme contracts (initially 5 yr. contracts) <b>by June 2016</b> (Divisional Manager, Employment, Learning and Skills)   | <input checked="" type="checkbox"/> |
| EEP 04f | Create a Skills Brokerage service as part of a wider 'Skills Factory' model at Sci Tech Daresbury <b>by July 2016</b>   | <input checked="" type="checkbox"/> |
| EEP 04g | <b>By December 2016</b> create a Coaching and mentoring team amongst the tutors which will promote professional discussion and create opportunities to learn and apply new skills in an atmosphere of trust and open professional relationships (Divisional Manager, Employment, Learning and Skills) | <input checked="" type="checkbox"/> |

#### Supporting Commentary

##### EEP 02a

Year 6 delivery commenced April 16. A review of all advisor caseloads has been completed and meetings held with Jobcentre Plus to identify effective ways of engaging with customers that do not attend



mandatory activity. Tracking is also being completed to identify any hidden performance and to generate additional revenue through to March 2017.

EEP 02c

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

EEP 02d

- ESF / YEI funding is matched with Youth Employment Gateway (YEG) funding from January 2016
- There have been 298 starts on the programme at the end of ESF Q4 (January 2016 - December 2016). Outputs exceed targets set.

EEP 04a

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

EEP 04b

Matrix accreditation achieved 23rd March 2016. Due for annual assessment March 2017.

EEP 04c

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

EEP 04d

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



















EEP 04f

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

EEP 04g

Two members of the team successfully achieving accreditation (ILM3 Coaching in the Workplace). Analysis of the reflective study of those involved and according to the principles of coaching we identified that it would be more effective if the Tutors were able to access a Coaching team that was outside of their own peer/management group. Mentors are provided to any staff who achieve less than Good in their performance review. HBC's Learning and Development team delivered a presentation to all staff at December Continuous Improvement Workshop raising awareness of the training opportunities for coaching, the benefits of coaching and ways to access the new corporate Coaching team (organised by the L & D team and available to all Council staff) that is expected to be rolled out in April 2017.

**Key Performance Indicators**

| Ref       | Measure   | 15 / 16 Actual | 16 / 17 Target | Q3 Actual     | Q3 Progress   | Direction of travel   |
|-----------|---|----------------|----------------|---------------|---|---|
| EEP LI 04 | Number of Jobs Created (from projects managed by EEP)   | N / A          | 40             | N / A         | N / A   | N / A   |
| EEP LI 05 | Number of Jobs Safeguarded (from projects managed by EEP)   | N / A          | 100            | N / A         | N / A   | N / A   |
| EEP LI 06 | Number of Enrolments (Adult Learning)   | N / A          | 3600           | 1312          |    |    |
| EEP LI 07 | Number of People supported into work  | N / A          | 532            | 432           |    |    |
| EEP LI 08 | Percentage of learners achieving accreditation  | N / A          | 37%            | N / A         | N / A   | N / A   |
| EEP LI 09 | Number of Businesses Supported  | N / A          | 40             | 132           |    |    |
| EEP LI 11 | Reduce the proportion of people with no qualifications  | 7100           | TBC            | Not Available | N / A   | N / A   |
| EEP LI 12 | Increase the percentage of people achieving NVQ Level 4+  | 17,400         | TBC            | Not Available | N / A   | N / A   |
| EEP LI 20 | Number of new apprenticeship starts in Halton Borough Council   | 13             | 10             | 15            |  |  |
| EEP LI 21 | Overall success for learners through the adult learning programme                                       | 89%            | 90%            | N / A         | N / A   | N / A   |
| EEP LI 22 | Number of tutors graded good or outstanding   | 86%            | 85%            | N / A         | N / A   | N / A   |
| EEP LI 23 | Number of schools and nurseries engaged in family learning  | 23             | 30             | 23            |  |  |
| EEP LI 24 | Total number of job starts on DWP programme (People Plus)   | 94             | 90             | 99            |  |  |
| EEP LI 25 | Total number of job starts on DWP programme (Ingeus)  | 212            | 180            | 152           |  |  |
| EEP LI 28 | Monthly reviews of performance of the Work Programme contract undertaken                                | 100%           | 100%           | 100%          |  |  |
| EEP LI 29 | Number of new starts into permitted/paid work for local people with disabilities (over 12 month period) | 42             | 15             | 20            |  |  |

**Supporting Commentary**

EEP LI 04 &amp; 05

The total number of jobs safeguarded is based on projects being managed by the EEP department. This will be reported annually.

EEP LI 06

The enrolment figure represents the first term of the academic year and is on track to reach the full year target, however the figure is lower than previous year (1365).

EEP LI 07

84 Work Programme and 12 YEG customers supported into employment in Q3.

EEP LI 08

81 learners achieved a qualification in Q3 (Oct – Dec 16). The 2016/17 academic year commenced in September 2016 and will continue to July 2017 so the % figure will be reported on an annual basis. A large proportion of learners will achieve qualifications in the Spring and Summer terms.

EEP LI 09

As outlined in the key developments section of the report a number of business support projects are progressing well.

EEP LI 11 & 12

Data updated on an annual basis.

EEP LI 20

Work is taking place to ensure the organisation is ready for changes to apprenticeships in April 2017.

EEP LI 21

Q3 data shows recorded achievement rate to date, however there are more achievements yet to be input and therefore the final Q3 figure will be higher. Final year end data not completed.

EEP LI 22

Autumn observations complete – awaiting Moderation with management OTLA team.  
First round of observations not due until October 2016 (Termly Oct-Feb-May).

EEP LI 23

6 schools were engaged in Q3 but it has proved difficult to engage parents in nursery provision. 23 schools and nurseries were engaged in 2015/16 academic year (Aug 15 – July 16). The academic year runs from September (quarter 2).

EEP LI 24

Total number of jobs sourced for customers in Q3 was 12.

EEP LI 25

Total number of jobs sourced for customers in Q3 was 44.

EEP LI 28







Meetings were held with Ingeus and People Plus to review performance throughout Q3.

EEP LI 29

12 individuals with disabilities/health conditions were supported in to permitted/paid work during in Q3

## Community Services

### Key Objectives / milestones

| Ref    | Milestones   | Q3 Progress   |
|--------|--|---|
| CE 01a | Leisure Centre operations brought back in house  |  |
| CE 01b | Deliver a comprehensive programme of Sport and Physical Activity throughout Halton   |  |
| CE 01c | Reduced the number of inactive people in Halton  |  |
| CE 01d | Active Halton brand rolled out.  |  |
| CE 02a | Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2017/18) - <b>January 2017</b> . |  |
| CE 04a | Deliver a programme of extended informal learning opportunities including support for digital inclusion meeting identified local targets - <b>March 2017</b> .       |  |

### Supporting Commentary

#### CE 01a

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

#### CE 01b

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

#### CE 01c

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

#### CE 01d

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

#### CE 02a

Managers continue to work closely with Corporate Marketing to improve usage and uptake of all the various suites within the Stadium. A number of new events have been pencilled in that will see a number of new revenue streams introduced over the next twelve months.

#### CE 04a

##### **Children & young people:**

- 1285 children, parents & carers attended story sessions that demonstrate the value of reading with children, and the impact on speech and learning development.
- 412 children & teachers took part in library class visits to learn about libraries, reading & learning opportunities.




**Digital inclusion**

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

**STEM skills development:**

- 69 people attended code clubs to learn how to make computer games, animations and websites by learning how to code.
- 349 children attended, learning through play, LEGO / K-Nex clubs to develop building, engineering, creative thinking & problem solving skills.

**Key Performance Indicators**

| Ref      | Measure   | 15 / 16 Actual | 16 / 17 Target  | Q3 Actual | Q3 Progress   | Direction of travel   |
|----------|---|----------------|---|-----------|---|---|
| CE LI 04 | % of adult population (16+) participating in sport each week.   | 23.80%         | 24.00%  | N / A     | N / A   | N / A   |
| CE LI 15 | Number of active users (physical & digital resources) of the library service during the last 12 months.   | 255,095        | 320,000   | 294,105   |   | N / A   |
| CE LI 16 | Number of physical and virtual visits to libraries (annual total)   | 323,779        | 440,000   | 385,210   |  |  |
| CE LI 17 | Increase in percentage of the population taking part in sport and physical activity at least twice in the last month (KPI 1 from Active Lives survey) | N / A          | Target to be agreed and established from baseline data in next financial year | N / A     | N / A   | N / A   |
| CE LI 18 | Percentage of people physically inactive (KPI 2 from Active Lives survey)   | N / A          |   | N / A     | N / A   | N / A   |
| CE LI 19 | Percentage of adults utilising outdoor space for exercise/ health reasons (MENE survey)   | N / A          |   | N / A     | N / A   | N / A   |

**Supporting Commentary**CE LI 04

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

CE LI 15

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

CE LI 16

End of year figure to be provided in Q4.

CE LI 17, 18 & 19

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

## 7.0 Financial Statement

### ECONOMY ENTERPRISE & PROPERTY

#### Revenue Budget as at 31 December 2016

|   | Annual<br>Budget<br>£'000 | Budget To<br>Date<br>£'000 | Actual To<br>Date<br>£'000 | Variance to<br>Date<br>(Overspend)<br>£'000 |
|---|---------------------------|----------------------------|----------------------------|---|
| <b><u>Expenditure</u></b>               |                           |                            |                            |   |
| Employees                               | 4,574                     | 3,288                      | 3,321                      | (33)  |
| Repairs & Maintenance                   | 2,576                     | 1,271                      | 1,101                      | 170   |
| Premises                                | 49                        | 44                         | 45                         | (1)   |
| Energy & Water Costs                    | 655                       | 388                        | 351                        | 37  |
| NNDR                                    | 542                       | 515                        | 467                        | 48  |
| Rents                                   | 353                       | 348                        | 340                        | 8   |
| Economic Regeneration Activities        | 49                        | 12                         | 12                         | 0   |
| Supplies & Services                     | 2,356                     | 1,233                      | 1,173                      | 60  |
| Grants to Non Voluntary Organisations   | 233                       | 64                         | 64                         | 0   |
| Agency Related                          | 0                         | 0                          | 1                          | (1)   |
| <b>Total Expenditure</b>                | <b>11,387</b>             | <b>7,163</b>               | <b>6,875</b>               | <b>288</b>                                  |
| <b><u>Income</u></b>                    |                           |                            |                            |   |
| Fees & Charges                          | -291                      | -204                       | -211                       | 7   |
| Rent – Markets                          | -778                      | -586                       | -589                       | 3   |
| Rent – Industrial Estates               | -48                       | -63                        | -186                       | 123   |
| Rent – Investment Properties            | -855                      | -590                       | -603                       | 13  |
| Transfer to /from Reserves              | -1,538                    | -1,168                     | -1,168                     | 0   |
| Government Grant – Income               | -2,085                    | -876                       | -876                       | 0   |
| Reimbursements & Other Income           | -196                      | -170                       | -174                       | 4   |
| Recharges to Capital                    | -213                      | -81                        | -51                        | (30)  |
| Schools Sla Income                      | -558                      | -547                       | -547                       | 0   |
| <b>Total Income</b>                     | <b>6,562</b>              | <b>-4,285</b>              | <b>-4,405</b>              | <b>120</b>                                  |
| <b>Net Operational Expenditure</b>      | <b>4,825</b>              | <b>2,878</b>               | <b>2,470</b>               | <b>408</b>                                  |
| <b><u>Recharges</u></b>                 |                           |                            |                            |   |
| Premises Support Costs                  | 1,916                     | 1,410                      | 1,410                      | 0   |
| Transport Support Costs                 | 19                        | 12                         | 12                         | 0   |
| Central Support Service Costs           | 2,084                     | 1,551                      | 1,551                      | 0   |
| Repairs & Maintenance Recharge Income   | -2,703                    | -2,027                     | -2,027                     | 0   |
| Accommodation Recharge Income           | -2,959                    | -2,198                     | -2,198                     | 0   |
| Central Support Service Recharge Income | -1,934                    | -1,449                     | -1,449                     | 0   |
| <b>Net Total Recharges</b>              | <b>-3,577</b>             | <b>-2,701</b>              | <b>-2,701</b>              | <b>0</b>                                    |
| <b>Net Department Expenditure</b>       | <b>1,248</b>              | <b>177</b>                 | <b>-231</b>                | <b>408</b>                                  |

**Comments on the above figures**

Economy Enterprise & Property Departmental budget is £408k under budget profile at the end of the third quarter of the financial year. The significant budget variances are listed below.

The negative variance on employee costs is due targets against staff turnover savings not being met due to the low number of vacancies held within the department.

Delays in repair and maintenance work have resulted in the repairs and maintenance expenditure being lower than budget profile at Quarter 3.

NNDR expenditure is below budget due to the revaluation of a number of Council Properties.

Supplies & Services is below budget to date as there has been a conscious effort to limit spends on controllable budgets and security costs for the Council being lower than expected.

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

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

Every effort will be made to ensure that expenditure on controllable budgets is kept to a minimum within the Department for the remainder of the financial year. It is forecast net spend at year end will be below the annual budget.



**ECONOMY ENTERPRISE & PROPERTY****Capital Projects as at 31 December 2016**

| Capital Expenditure                                   | 2016/17<br>Capital<br>Allocation<br>£'000 | Allocation<br>to Date<br>£'000 | Actual<br>Spend<br>£'000 | Total<br>Allocation<br>Remaining<br>£'000 |
|---|---|--------------------------------|--------------------------|---|
| Castlefields Regeneration                             | 54  | 24                             | 24                       | 30  |
| 3MG   | 876                                       | 327                            | 327                      | 549                                       |
| Former Crossville Depot                               | 4,375                                     | 2,283                          | 2,283                    | 2092                                      |
| Johnsons Lane Infrastructure                          | 302                                       | 0                              | 0                        | 302                                       |
| Decontamination of Land                               | 6   | 0                              | 0                        | 6   |
| Sci- Tech Daresbury                                   | 15,939                                    | 14,240                         | 14240                    | 1,699                                     |
| Police Station Demolition                             | 341                                       | 323                            | 323                      | 18  |
| Travellers Site Warrington Road                       | 48  | 0                              | 0                        | 48  |
| Widnes Town Centre Initiative                         | 16  | 16                             | 16                       | 0   |
| Widnes Carpark, 29-31 Moor Lane & Land at<br>Halebank | 235                                       | 0                              | 0                        | 235                                       |
| Equality Act Improvement Works                        | 150                                       | 0                              | 0                        | 150                                       |
| Signage at The Hive                                   | 50  | 0                              | 0                        | 50  |
| The Croft Public House                                | 30  | 0                              | 0                        | 30  |
| Widnes Market Refurbishment                           | 1,052                                     | 74                             | 74                       | 978                                       |
| Linnets Club House                                    | 0   | 0                              | 34                       | (34)                                      |
| <b>Total Capital Expenditure</b>                      | <b>23,474</b>                             | <b>17,287</b>                  | <b>17,321</b>            | <b>6,153</b>                              |

**Comments on the above figures.**

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

**Sci-Tech Daresbury** –The current phase of works is reaching completion. Tech Space 1 is currently in fit out and essentially completed at the end of December 2016. Final sign off of the contract is anticipated early in Q4 and once this is complete the lease to Daresbury Science and Innovation Campus LLP will be completed.

**3MG:** The sale to Alston for the first phase was completed in December. Work will continue to provide services to the land and erect the rail sidings

**Former Crossville Depot:** Work continues on site with an estimated finish on site end of March for the Marstons Pub and June for Costa.

**Widnes Market Refurbishment:** Work has been delayed due to a procurement issue. The tender process will start again in January with work hopefully starting on site early February.

**COMMUNITY & ENVIRONMENT DEPARTMENT****Revenue Budget as at 31<sup>st</sup> December 2016**

|                                     | Annual<br>Budget £'000 | Budget To<br>Date £'000 | Actual £'000   | Variance<br>(overspend)<br>£'000 |
|-------------------------------------|------------------------|-------------------------|----------------|----------------------------------|
| <b><u>Expenditure</u></b>           |                        |                         |                |                                  |
| Employees                           | 13,850                 | 10,418                  | 10,511         | (93)                             |
| Other Premises                      | 2,079                  | 1,534                   | 1,504          | 30                               |
| Supplies & Services                 | 1,739                  | 1,310                   | 1,260          | 50                               |
| Book Fund                           | 170                    | 115                     | 113            | 2                                |
| Hired & Contracted Services         | 1,148                  | 757                     | 728            | 29                               |
| Food Provisions                     | 611                    | 481                     | 471            | 10                               |
| School Meals Food                   | 2,059                  | 1,309                   | 1,288          | 21                               |
| Transport                           | 55                     | 35                      | 27             | 8                                |
| Other Agency Costs                  | 557                    | 330                     | 244            | 86                               |
| Waste Disposal Contracts            | 5,419                  | 2,492                   | 2,552          | (60)                             |
| Grants To Voluntary Organisations   | 254                    | 226                     | 209            | 17                               |
| Grant To Norton Priory              | 172                    | 172                     | 174            | (2)                              |
| Rolling Projects                    | 105                    | 73                      | 73             | 0                                |
| Transfers To Reserves               | 133                    | 0                       | 0              | 0                                |
| Capital Financing                   | 86                     | 27                      | 20             | 7                                |
| <b>Total Expenditure</b>            | <b>28,437</b>          | <b>19,279</b>           | <b>19,174</b>  | <b>105</b>                       |
| <b><u>Income</u></b>                |                        |                         |                |                                  |
| Sales Income                        | -2,344                 | -1,628                  | -1,474         | (154)                            |
| School Meals Sales                  | -2,179                 | -1,519                  | -1,565         | 46                               |
| Fees & Charges Income               | -5,277                 | -4,388                  | -4,267         | (121)                            |
| Rents Income                        | -291                   | -241                    | -250           | 9                                |
| Government Grant Income             | -1,209                 | -1,168                  | -1,168         | 0                                |
| Reimbursements & Other Grant Income | -650                   | -451                    | -454           | 3                                |
| Schools SLA Income                  | -83                    | -80                     | -80            | 0                                |
| Internal Fees Income                | -194                   | -87                     | -75            | (12)                             |
| School Meals Other Income           | -2,350                 | -1,796                  | -1,828         | 32                               |
| Catering Fees                       | -187                   | -140                    | -54            | (86)                             |
| Capital Salaries                    | -53                    | -26                     | -34            | 8                                |
| Rolling Projects Income             | -105                   | -30                     | -30            | 0                                |
| Transfers From Reserves             | -75                    | -67                     | -67            | 0                                |
| <b>Total Income</b>                 | <b>-14,997</b>         | <b>-11,621</b>          | <b>-11,346</b> | <b>(275)</b>                     |
| <b>Net Operational Expenditure</b>  | <b>13,440</b>          | <b>7,658</b>            | <b>7,828</b>   | <b>(170)</b>                     |
| <b><u>Recharges</u></b>             |                        |                         |                |                                  |
| Premises Support                    | 1,915                  | 1,401                   | 1,401          | 0                                |
| Transport Recharges                 | 1,942                  | 989                     | 989            | 0                                |
| Departmental Support Services       | 9                      | 0                       | 0              | 0                                |
| Central Support Services            | 2,481                  | 1,880                   | 1,880          | 0                                |
| HBC Support Costs Income            | -447                   | -140                    | -140           | 0                                |
| <b>Net Total Recharges</b>          | <b>5,900</b>           | <b>4,130</b>            | <b>4,130</b>   | <b>0</b>                         |
| <b>Net Department Expenditure</b>   | <b>19,340</b>          | <b>11,788</b>           | <b>11,958</b>  | <b>(170)</b>                     |

**Comments on the above figures:**

The net department budget is £170,000 over budget profile at the end of the third quarter of the 2016/17 financial year.

Employee expenditure is over budget to date mainly due to staff savings targets for the period not being achieved in full. Staff savings for the year are £553,060 which will be difficult to achieve but will be monitored closely. The use of casuals in Stadium, Catering and the Brindley is higher than at the same stage last year.

Other Agency costs are £86,000 under budget profile as many Area Forum projects have not yet started. Unallocated budgets across all Area Forums total £182,000.

Waste disposal contracts have faced a significant change this year with new contract agreements commencing in October. As charges are calculated quarterly there are no indications of actual costs just yet. However, it is expected that significant increases in spend will occur and work has already been undertaken to reduce the impact of this. Currently this budget is over budget profile and will remain a pressure to be closely scrutinised for the remainder of the year.

Sales income, Fees & Charges and Internal Catering Fees across the Department collectively continue to struggle to achieve agreed income target budgets for the year. Particular problem areas are catering sales, chargeable Open Spaces works, bar income and littering fines. Where possible budgets will be realigned from any underspending expenditure budgets.

Conversely there are some income streams that are performing well. Income relating to the collection of green waste has already overachieved by over £60,000 against its budget. Brindley income is better compared to the same stage last year and cremations income has also increased and is overachieving.

Based on current spend patterns it is estimated the year-end outturn for the department will show an overspend of approximately £250,000. Expenditure will be closely monitored for the remainder of the year and the outturn position will be updated accordingly.

**COMMUNITY & ENVIRONMENT DEPARTMENT****Capital Projects as at 31<sup>st</sup> December 2016**

|   | 2016-17<br>Capital<br>Allocation<br>£'000 | Allocation To<br>Date<br>£'000 | Actual<br>Spend To<br>Date<br>£'000 | Total Allocation<br>Remaining<br>£'000 |
|---|---|--------------------------------|-------------------------------------|--|
| Stadium Minor Works                     | 280                                       | 260                            | 257                                 | 23                                     |
| Leisure Centres Refurbishment           | 275                                       | 275                            | 276                                 | (1)                                    |
| Widnes Recreation Site                  | 231                                       | 231                            | 231                                 | 0                                      |
| Norton Priory                           | 2,830                                     | 2,790                          | 2,786                               | 44                                     |
| Norton Priory Biomass Boiler            | 107                                       | 0                              | 0                                   | 107                                    |
| Children's Playground Equipment         | 65  | 15                             | 13                                  | 52                                     |
| Landfill Tax Credit Schemes             | 340                                       | 0                              | 0                                   | 340                                    |
| Upton Improvements                      | 13  | 0                              | 0                                   | 13                                     |
| The Glenn Play Area                     | 64  | 30                             | 26                                  | 38                                     |
| Runcorn Hill Park                       | 210                                       | 120                            | 120                                 | 90                                     |
| Crow Wood Park Play Areas               | 35  | 5                              | 4                                   | 31                                     |
| Open Spaces Schemes                     | 200                                       | 150                            | 130                                 | 70                                     |
| Peelhouse Lane Cemetery                 | 105                                       | 10                             | 10                                  | 95                                     |
| Peelhouse Lane Cemetery –Enabling Works | 46  | 35                             | 35                                  | 11                                     |
| Litter Bins                             | 20  | 10                             | 23                                  | (3)                                    |
| <b>Total</b>                            | <b>4,821</b>                              | <b>3,931</b>                   | <b>3,911</b>                        | <b>910</b>                             |

**Comments on the above figures:**

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

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

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

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

The Runcorn Hill project is 4 years into a 5 year programme. The main capital works (Café building/pond/path/boundary works) are largely completed, with some additional path and boundary work to complete.




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

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





## 8.0 Application of Symbols

Symbols are used in the following manner:

### Progress Symbols

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

### Direction of Travel Indicator

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

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

Reporting Period: **Quarter 4 – 1<sup>st</sup> January 2017 – 31<sup>st</sup> March 2017**

### 1.0 Introduction

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

### 2.0 Key Developments

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

#### *Employment, Learning & Skills*

- a. **Single Investment Fund**  
A joint HBC and Sci-Tech Daresbury bid to the Single Investment Fund to develop a Skills Factory on the campus was submitted. This would complement the work undertaken by Sysco which was commissioned in Q3 to devise the pipeline for the Skills Factory concept.
- b. **ESF Ways to Work Contract**  
Claims 4 & 5 of the ESF Ways to Work contract were submitted – Halton has a potential £3m income for the project overall. An ESF audit took place in Q4.
- c. **Adult Learning Self-Assessment Report**  
The Adult Learning Self-Assessment Report was completed and shared with Ofsted. Following this, the Adult Learning Service was inspected by Ofsted. The outcomes of the inspection will be published in 2017/18 Q1. The ‘short’ inspection did not convert to a full inspection, which is positive.
- d. **Merseylink SME Procurement Workshop**  
A Merseylink SME procurement support workshop took place in Q4, with over 50 local companies being supported.

e. **DWP Health & Work Programme**  
The division submitted a number of Stage One applications to organisations bidding to deliver the DWP Health & Work Programme. 3 of the organisations were shortlisted by DWP, so the division hopes to be invited to apply for Stage Two of the process to be part of the supply chain to deliver the Programme

f. **Apprenticeships**  
National Apprenticeship Week took place in Q4, with a number of activities being supported by the Divisional Manager, as part of the lead role on the Combined Authority ESF Employees Support in Skills contract. This included a visit to the House of Commons with 7 city region apprentices and sponsoring a range of events, including one at Riverside College. In addition, the recruitment process for the ESF contract commenced – it is hoped staff will be in place in May. They will be HBC employees but will work on behalf of the CA.

The report on the city region Area Based Review was published, with a number of recommendations being put forward; including the establishment of Task & Finish Groups to drive forward some of the recommendations. The Divisional Manager will support the Apprenticeship Growth Group.

g. **Tackling Worklessness**  
The Division has supported the submission of a city region 'Household Approach to Worklessness' application to the DWP. If successful, this will be implemented in January/February 2018 and will involve working with at least 2 adults in a household who are long term unemployed, testing out the concept that sharing a residence with someone who is unemployed can influence the aspirations of others in the household.

#### *Library Services*

h. **Savings:**  
The public consultation on potential changes to the opening hours at Ditton Library, and the staff consultation on a proposed restructure have both now been completed and a new library structure / opening hours will commence 1st June 2017.

#### *Sports & Recreation*

i. **Leisure Centres**  
The final staff structure for Leisure Centre operations has been agreed and recruitment commenced. The new structure will be operational from 1st June 2017. The staff have faced many challenges since the transfer of the Leisure Centres back to the Council and they should be commended for the tremendous professionalism shown during extremely difficult times. The centres continued to perform well and within budget, making a significant contribution towards 2016/17 savings target.

Sport Development Officer for Children and Young People recruitment completed. Officer has been making contacts with the sports governing bodies, meeting with local clubs to find any areas that they require development support and guidance. Going out into community finding out what the young people in Halton think about sport and the opportunities in the Borough, whilst also meeting agencies like Young Addaction to establish links.

j. **Swimming Development**  
Halton schools took part in the annual Swimathon event in March. A number of schools attended across Halton improving participation in this area based on last years' participation numbers. Specialised swimming advice and instruction was provided by trained staff. Halton school swimming galas took place in March at Runcorn and Kingsway Pools.

- k. **Holiday Programming**  
The three leisure centres set up an active schedule of activity programmes for the February half term. This included, free fitness sessions, swimming crash courses, including the introduction of snorkelling and football camps. Participation up on last years activities.
- l. **Frank Myler Pavilion Activity Programme:**  
There are now 25 community classes on offer each week and 7 groups training on the floodlit MUGA. New sessions include a Gentle Easy Exercise.
- Frank Myler Multi Sports Club is to start in April after the Easter Holidays, the emphasis is on developing participant's confidence to go on and play sport more frequently within a club setting. Runcorn Multi Sports clubs are in the planning stages, aiming to start in the summer months.
- m. **Community Sports Coach**  
Schools coaching SLA continued to be delivered across 23 schools with 1512 contacts and 131 teachers observing sessions during Q4. Couch to 5k block 3, plus other community sessions attended by 433 children and 2227 adult participants. Couch to 5k Graduation after the initial 10 week block many attended Park Run at Victoria Park. A planned Runcorn Couch to 5k at Phoenix Park will commence from April 2017.
- n. **Get Active Project:**  
The Sport England CSAF Project came to an end on 31 March 2017. The final figures being 5869 participants registered and a throughput figure of 150890. Both have over achieved on their respective targets - 4376 / 63920. A CSAF case study on the Halton project has been published by Sport England and can be viewed [here](#) (hard copy available on request).
- o. **Walk Leader Volunteering**  
9 active Walk Leader Volunteers supported to lead a schedule of weekly health walks inc GP referral walks.
- p. **Sporting Excellence**  
Sports specific development work with local clubs continues to support talented athletes, coaches and officials to reach their full potential.
- q. **Finance and Funding for Sport**  
Sports Development Grant Scheme Q4 awards: 7 individual bursaries awarded.:

| <b>Sporting Excellence</b> | <b>Sporting Excellence</b>  | <b>Sporting Excellence</b> |
|----------------------------|-----------------------------|----------------------------|
| 1. Leah Challoner          | County Netball Kit          | £100.00                    |
| 2. Thomas Wright           | Widnes RU Tour              | £100.00                    |
| 3. Jack Conlon             | Widnes RU Tour              | £100.00                    |
| 4. David Parr              | Widnes RU Tour              | £100.00                    |
| 5. Richie O'Connell        | Invictus Selection Training | £300.00                    |
| 6. Robbie Wright           | Special Olympics Player     | £150.00                    |
| 7. Robert Wright           | Special Olympics Golf Coach | £150.00                    |
| <b>Total</b>               |                             | <b>£1000.00</b>            |



## Coaching bursaries – 10 bursaries

| Name                    | Activity    | Bursary Amount  |
|-------------------------|-------------|-----------------|
| 1. Marcus Evans         | RL Coaching | £100.00         |
| 2. Paul Anderson        | Archery     | £100.00         |
| 3. Colin Millington     | Football    | £147.50         |
| 4. Kyd Joe Kirby        | Football    | £100.00         |
| 5. Sam Mottram          | Football    | £72.50          |
| 6. Jack Washington      | Football    | £72.50          |
| 7. Sarah O'Connell      | Archery     | £100.00         |
| 8. Chris Blackett       | Football    | £147.50         |
| 9. Sarah Furlong        | Rowing      | £105.00         |
| 10. Nigel Hayes         | Rowing      | £105.00         |
| 11. Maxwell Leisor-Ford | Rowing      | £105.00         |
| <b>Total</b>            |             | <b>£1050.00</b> |

| CLUB   | PROJECT   | FUNDING   | OUTCOME  |
|--|---|---|--|
| Pexhill FC, St Michaels FC, Runcorn Linnets U7's, Widnes Tigers RL, Weston Point U7's, Simms Cross RL, Runcorn Hockey Club, Runcorn Linnets Supporters FC, | Help to all clubs for kit, equipment and development in the community.                            | Sports Development Grant for Groups.  | £2200.00   |
| Widnes Running Club  | Set up Junior Park Run  | £3000.00  | Supported  |
| Halebank FC  | Changing Rooms Insulation and Building Drainage. £8500.00   | Secured £4000 match funding from Area Forum. Phase 1 is complete, club to submit for phase 2 requesting £2000 | Property Services handed the job to Halebank FC due to timescales. |
| Kyujutsu Archery Club  | Looking for New Facility – update; the club are leasing Woodlands Facility for 10 year agreement. | Exploring all funds for facility and development.   | On-going   |
| Riverside Halton Boxing Club   | Community Promotion   | Submitted £1500 to Halton Fund  | Awaiting decision  |
| Halton Spartans  | Long term Development/Planning  | Sport England Small Grants  | Awaiting follow up mtg   |
| Widnes Tennis Academy  | Girls Tennis Development  | Halton Fund   | Awaiting decision  |

### 3.0 Emerging Issues

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

#### *Employment, Learning & Skills*

- a. **Sci Tech Skills Factory Capital Funding Bid**  
The Sci Tech Skills Factory capital bid has been invited to the second stage of application. The revised application will need to be submitted in May 2017 and could bring over a £1m investment to develop a skills centre.
- b. **Halton Employment Partnership**  
The division (via the Halton Employment Partnership) is continuing to work with Emovis, the tolling operator for the new and existing bridges. In May 2017, the bespoke pre employment programmes will commence and these will form part of the recruitment process. First jobs will commence June 2017 at the Manor Park call centre facility and it is hoped a good number of these will go to Halton residents.
- c. **DWP Health & Work Programme Supply Chain**  
Stage 2 expressions of interest to become part of the supply chain for the new DWP Health & Work Programme are due to be submitted in May 2017. The 3 shortlisted organisations will then go down to one, so it is important to ensure submissions meet the deadline if the division is to be offered the opportunity to deliver. The Health & Work Programme will replace the current Work Programme for which the division delivers 75% of this in Halton.
- d. **ESF Ways To Work Project**  
The service will continue to implement the ESF Ways to Work project, including acting upon the outcomes from the Q4 audit and financially reprofiling where necessary. A freeze on any new Intermediate Labour Market (ILM) placements is in place due to demand outweighing supply (for Investment Priority 1.3 funding).

#### *Sports & Recreation*

- e. **Stadium Fitness**  
Following the successful transfer back to the Council of our three leisure centres plans are well advanced to refurbish the gym and introduce a new Membership Management System which will allow members to use any of the Council's facilities irrespective of where they join.

### 4.0 Risk Control Measures

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

Progress concerning the implementation any relevant high-risk mitigation measures was reported to the various Policy and performance Boards at Quarter 2.

## **5.0 High Priority Equality Actions**

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

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

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

## 6.0 Performance Overview

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

### Employment, Learning & Skills

#### Key Objectives / milestones

| Ref     | Milestones  | Q4 Progress   |
|---------|---|---|
| EEP 02a | Implement delivery of A4E/ Ingeus Work Programme contracts for Year6 <b>by June 2016</b> (DM ELS, EEP)  |    |
| EEP 02c | Deliver successor Merseyside Business Support Programme <b>April 2016</b>   |    |
| EEP 02d | Deliver ESF Ways to Work <b>April 2016</b>  |    |
| EEP 04a | <b>By March 2017</b> provide a comprehensive programme of training through targeted 'Inspire' and 'Continuous Improvement Workshops' (Divisional Manager, Employment, Learning and Skills)  |    |
| EEP 04b | Complete the annual Matrix review to retain Matrix accreditation across the ELS division <b>by April 2016</b> (Divisional Manager, Employment, Learning and Skills)   |   |
| EEP 04c | Deliver year 6 of the A4e/Ingeus Work Programme contracts (initially 5 yr. contracts) <b>by June 2016</b> (Divisional Manager, Employment, Learning and Skills)   |  |
| EEP 04d | Secure extension to A4e/Ingeus Work Programme contracts (initially 5 yr. contracts) <b>by June 2016</b> (Divisional Manager, Employment, Learning and Skills)   |  |
| EEP 04f | Create a Skills Brokerage service as part of a wider 'Skills Factory' model at Sci Tech Daresbury <b>by July 2016</b>   |  |
| EEP 04g | <b>By December 2016</b> create a Coaching and mentoring team amongst the tutors which will promote professional discussion and create opportunities to learn and apply new skills in an atmosphere of trust and open professional relationships (Divisional Manager, Employment, Learning and Skills) |  |

#### Supporting Commentary

Achieved. Training is based around a needs analysis using Observation of Teaching and Learning areas for improvement and as well as workshops and training days now incorporates peer exchange group drop in sessions and individual support where appropriate. Q4 activity includes British Values Inspire session and follow up Peer Exchange Group.

The annual Matrix review was completed successfully in March 2017 and the service continues to be accredited.

Year 6 delivery commenced April 16. Advisor caseloads were reviewed to take into account a reducing

referral rate (as the programme comes to a close). Some small scale restructuring will be necessary. Year 6 extension secured. Referrals stopped 31st March 2017. Work Programme contracts will continue to be delivered to customers currently on programme through to March 2019.

ESF / YEI funding is matched with Youth Employment Gateway (YEG) funding from January 2016.










At the end of March 2017,











- 487 clients registered on programme
- 170 30+ adults (above profile of 130)
- 317 16-29 year olds (towards profile of 320)
  
- 42 clients moved into employment of which,
- 18 x 1.1 (30+ adults); 11 x full time, 6 x part time, 1 x self-employed
- 24 x 1.3 (16-29 year olds); 20 x full time, 4 x part time)

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

Formal Coaching within the division will be provided by HBC's Learning and Development Coaching Team that is to be made accessible to all HBC employees. We have been advised that expected roll out is after April 2017. We will continue to promote this service to staff but the Coaching team is now facilitated by the central L & D team.

### Key Performance Indicators

| Ref       | Measure   | 15 / 16 Actual | 16 / 17 Target | Q4 Actual | Q4 Progress   | Direction of travel   |
|-----------|---|----------------|----------------|-----------|---|---|
| EEP LI 04 | Number of Jobs Created (from projects managed by EEP)         | N / A          | 40             | 122       |  | N / A   |
| EEP LI 05 | Number of Jobs Safeguarded (from projects managed by EEP)     | N / A          | 100            | N/A       | N/A   | N/A   |
| EEP LI 06 | Number of Enrolments (Adult Learning)                         | N / A          | 3600           | 1960      |  |  |
| EEP LI 07 | Number of People supported into work                          | N / A          | 532            | 543       |  | N / A   |
| EEP LI 08 | Percentage of learners achieving accreditation                | N / A          | 37%            | 4%        | N/A   | N/A   |
| EEP LI 09 | Number of Businesses Supported                                | N / A          | 40             | 47        |  | N / A   |
| EEP LI 11 | Reduce the proportion of people with no qualifications        | 7100           | TBC            | 8,300     | N / A   |  |
| EEP LI 12 | Increase the percentage of people achieving NVQ Level 4+      | 17,400         | TBC            | 21,100    | N / A   |  |
| EEP LI 20 | Number of new apprenticeship starts in Halton Borough Council | 13             | 10             | 6         |  |  |

| Ref       | Measure   | 15 / 16 Actual | 16 / 17 Target | Q4 Actual | Q4 Progress   | Direction of travel   |
|-----------|---|----------------|----------------|-----------|---|---|
| EEP LI 21 | Overall success for learners through the adult learning programme                                       | 89%            | 90%            | 89.7%     |  |  |
| EEP LI 22 | Number of tutors graded good or outstanding   | 86%            | 85%            | 90%       |  |  |
| EEP LI 23 | Number of schools and nurseries engaged in family learning  | 23             | 30             | 12        |  |  |
| EEP LI 24 | Total number of job starts on DWP programme (People Plus)   | 94             | 90             | 123       |  | N / A   |
| EEP LI 25 | Total number of job starts on DWP programme (Ingeus)  | 212            | 180            | 197       |  | N / A   |
| EEP LI 28 | Monthly reviews of performance of the Work Programme contract undertaken                                | 100%           | 100%           | 100%      |  | N / A   |
| EEP LI 29 | Number of new starts into permitted/paid work for local people with disabilities (over 12 month period) | 42             | 15             | 33        |  | N / A   |

### Supporting Commentary

#### EEP LI 04

The figure comprises information gathered via the Business Improvement Team's business database as well as information gathered through the externally funded contracts run through the HPIJ team

#### EEP LI 05

This information is not currently recorded

#### EEP LI 06

Q4 figure shows the number of enrolments from 1st September to 31st March, however there are more enrolments yet to be input and therefore the final year end figure will be higher. Adult Learning data is completed in an academic year

#### EEP LI 07

69 Work Programme and 42 ESF/YEG customers supported into employment in Q4.

Q4 figure shows the number of learners who have achieved accreditation from 1st September to 31st March, however there are more achievements yet to be input due to awaiting results and therefore the final year end figure will be higher. Adult Learning data is completed in an academic year.

#### EEP LI 08

The 2016/17 academic year commenced in September 2016 and will continue to July 2017 so the % figure will be reported on an annual basis. A large proportion of learners will achieve qualifications in the Spring and Summer terms.







#### EEP LI 09

The Key developments section refers to businesses supported. The figure relates to specific engagement

rather than initial enquiries through the growth hub

### Community Services

#### Key Objectives / milestones

| Ref    | Milestones  | Q4 Progress  |
|--------|---|--|
| CE 01a | Leisure Centre operations brought back in house   |   |
| CE 01b | Deliver a comprehensive programme of Sport and Physical Activity throughout Halton  |   |
| CE 01c | Reduced the number of inactive people in Halton   |   |
| CE 01d | Active Halton brand rolled out.   |   |
| CE 02a | Identify areas for improvement in line with the Business Plan and Marketing Plan (this will drive the development of milestones for 2017/18) - <b>January 2017.</b> |   |
| CE 04a | Deliver a programme of extended informal learning opportunities including support for digital inclusion meeting identified local targets - <b>March 2017.</b>       |  |

#### Supporting Commentary

##### CE 01a

The transfer was achieved seamlessly. A significant saving was achieved on bringing the service back in house. The Council reviewed all operation and changes will be made to the service in order to achieve further savings during 2017/18 This has been an extremely challenging time for all staff and they have acted professionally throughout, continuing to deliver a quality service. The changes that are being made for 2017/18, will affect the front line service, but the service remains committed to encouraging residents to be active.

##### CE 01b

The sports programme this year has surpassed previous years; this was due to additional resources received from Sport England and local partners for the Get Active project.

##### CE 01c

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

##### CE 01d

The Active Halton brand has been very well received. We are looking to expand the brand into other, non sporting, projects and venues.

##### CE 02a

Managers continue to identify areas for improvement, working closely with all our tenants and partners the number of community activities has grown significantly. Managers also look wherever to

increase business/income, a new calendar of events is being produced and advertised that will see an increase in footfall.

#### CE 04a

A marketing campaign has taken place within all schools that has seen the introduction of new menus/menu boards and also a number of site visits have taken place.

### **Key Performance Indicators**

| Ref      | Measure   | 15 / 16<br>Actual | 16 / 17<br>Target   | Q4<br>Actual | Q4<br>Progress | Direction of<br>travel |
|----------|---|-------------------|---|--------------|----------------|------------------------|
| CE LI 04 | % of adult population (16+) participating in sport each week.   | 23.80%            | 24.00%  | N / A        | N / A          | N / A                  |
| CE LI 15 | Number of active users (physical & digital resources) of the library service during the last 12 months.   | 255,095           | 320,000   | N / A        | N / A          | N / A                  |
| CE LI 16 | Number of physical and virtual visits to libraries (annual total)   | 323,779           | 440,000   | N / A        | N / A          | N / A                  |
| CE LI 17 | Increase in percentage of the population taking part in sport and physical activity at least twice in the last month (KPI 1 from Active Lives survey) | N / A             | Target to be agreed and established from baseline data in next financial year | N / A        | N / A          | N / A                  |
| CE LI 18 | Percentage of people physically inactive (KPI 2 from Active Lives survey)   | N / A             |   | N / A        | N / A          | N / A                  |
| CE LI 19 | Percentage of adults utilising outdoor space for exercise/health reasons (MENE survey)  | N / A             |   | N / A        | N / A          | N / A                  |

### **Supporting Commentary**

#### CE LI 04, 17, 18, & 19

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

#### CE LI 15 & 16

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






## 7.0 Financial Statement

The Council's 2016/17 year-end accounts are currently being finalised. The year-end position for each Department will therefore be made available via the Intranet by 30th June 2017.




## 8.0 Application of Symbols

Symbols are used in the following manner:

### Progress Symbols

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

### Direction of Travel Indicator

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