

Public Document Pack



Employment, Learning, Skills and Community Policy and Performance Board

Monday, 20 September 2010 at 6.30 p.m.
Civic Suite, Town Hall, Runcorn

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

Chief Executive

BOARD MEMBERSHIP

Councillor Susan Edge (Chairman)	Labour
Councillor Peter Lloyd Jones (Vice-Chairman)	Labour
Councillor Dave Austin	Liberal Democrat
Councillor Chris Carlin	Independent
Councillor David Findon	Conservative
Councillor Margaret Horabin	Labour
Councillor Harry Howard	Labour
Councillor Andrew MacManus	Labour
Councillor Stan Parker	Labour
Councillor Joe Roberts	Labour
Councillor Christopher Rowe	Liberal Democrat

*Please contact Michelle Simpson on 0151 471 7394 or e-mail michelle.simpson@halton.gov.uk for further information.
The next meeting of the Board is on Monday, 15 November 2010*

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

Part I

Item No.	Page No.
1. MINUTES	
2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)	
<p>Members are reminded of their responsibility to declare any personal or personal and prejudicial interest which they have in any item of business on the agenda no later than when that item is reached and, with personal and prejudicial interests (subject to certain exceptions in the Code of Conduct for Members), to leave the meeting prior to discussion and voting on the item.</p>	
3. PUBLIC QUESTION TIME	1 - 3
4. EXECUTIVE BOARD MINUTES	4 - 7
5. SSP MINUTES	8 - 12
6. DEVELOPMENT OF POLICY ISSUES	
(A) SUSTAINABLE COMMUNITY STRATEGY 2011-2026	13 - 24
(B) 3MG SKILLS & RECRUITMENT PROJECT	25 - 44
(C) HALTON PEOPLE INTO JOBS 10TH ANNIVERSARY	45 - 67
(D) ENTERPRISING HALTON PROGRAMME	68 - 80
7. PERFORMANCE MONITORING	
(A) 1ST QUARTER MONITORING REPORT	81 - 111
(B) PPB SCRUTINY TOPIC GROUP TITLES	112 - 113

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: 20 September 2010

REPORTING OFFICER: Strategic Director, 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: 20 September 2010

REPORTING OFFICER: Chief Executive

SUBJECT: Executive Board Minutes

WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

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

2.0 RECOMMENDATION: That the Minutes be noted.

3.0 POLICY IMPLICATIONS

- 3.1 None.

4.0 OTHER IMPLICATIONS

- 4.1 None.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

None

5.2 Employment, Learning and Skills in Halton

None

5.3 A Healthy Halton

None

5.4 A Safer Halton

None

5.5 Halton's Urban Renewal

None

6.0 RISK ANALYSIS

6.1 None.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

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

APPENDIX 1

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

EXECUTIVE BOARD SUB COMMITTEE MEETING HELD ON 8 JULY 2010

ES12 ACCEPTANCE OF PANTOMIME TENDER

The Sub-Committee was advised that in March 2010 an advertisement was placed for expressions of interest in providing the seasonal pantomime at The Brindley to run from December 2010 to January 2011. From this advertisement seven pre-qualification questionnaires were returned. Of these, two were from organisations who were not production companies. Two other applicants had no experience of producing pantomimes. Of the remaining three applicants two companies failed the financial checks and were therefore disqualified from tendering. As such, this left New Pantomimes Production Limited the only company meeting the criteria.

In order to provide a cost comparison, and be confident that value for money was being achieved, two other comparators were used:-

- the cost of last year's pantomime that had the same number of performances. In this case, the tender submitted was some £6,000 lower than the cost of the previous year's production; and
- two writers/performance directors were invited to submit a proposal to stage a pantomime as a joint production with The Brindley. The initial cost estimate was £116,350. This figure was later reduced but was still higher than the tendered figure.

The process of achieving comparisons was discussed with legal services and given the imperative to provide a pantomime this year, the course of action undertaken was seen as a pragmatic solution to ensure that the tender was competitive and provided value for money.

RESOLVED: That

- 1) the contract be awarded to New Pantomime Productions Limited for the sum of £84,000; and
- 2) the tendering process to provide pantomimes at The Brindley for up to three years from 2011 – 14 is started with immediate effect.

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

DATE: 20 September 2010

REPORTING OFFICER: Chief Executive

SUBJECT: Specialist Strategic Partnership minutes

WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

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

2.0 RECOMMENDATION: That the Minutes be noted.

3.0 POLICY IMPLICATIONS

3.1 None.

4.0 OTHER IMPLICATIONS

4.1 None.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

None

5.2 Employment, Learning and Skills in Halton

None

5.3 A Healthy Halton

None

5.4 A Safer Halton

None

5.5 Halton's Urban Renewal

None

6.0 RISK ANALYSIS

6.1 None.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

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

Employment, Learning & Skills SSP

Minutes of Executive Group Meeting 17th May 2010

9.30 am, Marketing Suite, HBC Municipal Building, Widnes

Present:

Wesley Rourke
 Nick Mannion
 Jo Lomax
 Siobhan Saunders
 Hitesh Patel
 Gerry Fitzpatrick
 Matthew Roberts
 Cllr Eddie Jones
 Simon Clough
 Madeleine Hamadonian
 Cleo Pollard
 Helen Woollacott
 Alan Graham

Organisation:

Economic Regeneration (HBC)
 Strategic Policy & Partnership (HBC)
 Riverside College Halton
 Adult Learning & Skills (HBC)
 CAB
 Enterprise & Employment (HBC)
 HVA
 HBC
 14-19 Partnership (HBC)
 Adult Learning & Skills (HBC)
 Halton Parents & Carers
 SFA
 Communications & Marketing (HBC)

1. Welcome/Apologies

- 1.1 Wesley Rourke welcomed everyone to the meeting and the Group provided introductions.
- 1.2 Apologies had been received from:
- | | |
|-------------------|------------------------|
| Claire Bradbury | YMCA |
| Claire Tierney | External Funding (HBC) |
| Diane Sproson | Connexions |
| Debbie Dalby | HVA |
| Colin Billingsley | Job Centre Plus |
- 1.3 WR invited Helen Woollacott to introduce herself in terms of the newly formed SFA and her terms of remit. Her responsibility is for the provision of funding of adult skills, working for local learner services and ensuring all provider services meet local area needs. She will send some briefing notes to go out with the Minutes.
- 1.4 HP queried whether there will be more discretion re funding for people wishing to change career due to the downturn. SS advised this is covered by Response to Redundancy through Riverside College or HEP.

2. Declarations of Interest

- 2.1 There were no personal or pecuniary declarations.

3. Minutes of last meeting and Matters arising

3. Structure
- 3.1 New HBC structure – **NM to circulate details of the new structure with these minutes.**
5. Local Transport Plan 3

- 5.4 Local Transport Plan – **HP to follow this up and email the Group with Steve Eccles' response.**
- 6. Ecotec Presentation
- 6.6 SS advised that a copy of the raw data is awaited when further analysis can be made.
- 6.8 **Press release to be made. SS to liaise with Alan Graham**
- 9.1 14 – 19 Partnership Strategy – **SC to circulate the terms of reference to the Group and the appropriate sub-group.**

4. Partnership Risk Register

- 4.1 NM outlined possible amendments to the partnership's Risk Register in the light of suggestions received from task group leads and the need to reflect changes in personnel since the register was last reviewed in Spring 2009.
- 4.2 Persons responsible were agreed. **NM to forward updated register to WR and sub-group chairs when amended.**

5. Development Session 12 July 2010

- 5.1 The Group agreed the above date. WR outlined his vision for the session and it was suggested that nominees have a prior conversation with him and provide an outline preview.
- 5.2 Group members expressed their views on what the session may provide including:
 - It may be beneficial for the sub-groups to attend so they can understand this SSP's workings and representation. WR stated that he believed SSP sub groups should take greater ownership of the relevant WNF funded projects that sit within their remit.
 - A discussion could be beneficial in terms of what success looks like and the indicator sets and requirements this SSP needs to have.
 - How the Group would operate were there no future capital funding from government and should there be a focus on link funding to performance. A discussion on how partners can understand meeting targets may be beneficial.
 - Consideration of how new government policies will enable this SSP to fulfil local people's needs.
- 5.3 It was noted that Halton is to write a new sustainable community strategy and it is hoped that this session will help towards this.

6. Finance Update

- 6.1 NM outlined the report attached to the Agenda; 2009/10 out-turn and 2010/11 budget.
- 6.2 HP queried the CAB project figure. May require amendment. **HP to liaise with HSP.**
- 6.3 The amount for SFL from LPSA grant to be reviewed.
- 6.4 Points of clarification required regarding Neighbourhood Employment Officers and Links to Work. **GF to resolve and feedback.**

7. Partnership Communications – Alan Graham

- 7.1 Alan Graham introduced himself and informed that he is responsible for the Council's partnership working marketing & communications. He requested members to contact him if they have any item/event within the partnership that they would like to be publicised.

8. Sub-Group Updates

8.1 Enterprise

- GF outlined his report that had been circulated with the Agenda.
- He informed there are two new members of the Enterprise Board from the private sector.
- MR asked if the Enterprise Board needed a member from the voluntary sector. **GF to discuss with MR/DD.**

- The varying types of start-up businesses who have received support outlined.
GF to email the Group when the BIZ directory is up and running, hopefully by end May.

8.2 Skills

- SS outlined the Skills Group Update.
- Regarding LAB a commitment will be required from existing partners for long term partnership working. Members will be kept updated.

8.3 Employment

- Concern that the Employment sub-group not met since December 2009. **WR to raise with CB**

9. Future Jobs Fund

- 9.1 Verbal update from GF. FJF focuses on 18-24 YO JSA claimants. Jobs need to be in the public, voluntary or community sector. 32 started programme to date, with 30 more being recruited.
- 9.2 Halton had been allocated further 213 jobs from 1st April 2010 to 31st March 2011. In addition 500 more jobs have been allocated across the City Region, with Halton provisionally gaining an additional 30 jobs. This number awaiting confirmation from DWP.
- 9.3 No indication yet whether the new Government will continue the FJF beyond March 2011. However, 18-24 'Backing Young Britain' programme likely to remain largely unchanged, although 'Welfare to Work' likely to see some changes.
- NM to draft a note for the July Event setting out incoming Government's evolving strategy and policies on the ELS agenda.**

10. Any Other Business

10.1 Financial Inclusion Strategy

A draft Financial Inclusion Strategy has been received from Halton and Warrington Trading Standards service. **NM to circulate to members for their comments and return.**

- 10.2 WS pointed out that each of the other SSPs currently receive assistance with the collection, Collation and analysis of performance data etc for the HSP/LAA quarterly returns/reports. The ELS partnership currently does not. Therefore, felt that a more robust system needs to be in place to feed into the LAA/LSP.
- Sub-group chairs to remind project managers of need to respond promptly to requests for performance data and commentary.**
- NM to look into partnership receiving greater support for this key area of work.**

- 10.2 HP provided a CAB update. Funding has been received for the kiosks which have now been delivered, although there are some issues with health & safety. CAB is doing a lot of work with PCT, particularly in the area of mental health and especially with employees, also making use of GP surgeries. During 8 weeks of this pilot scheme, there have been 32 referrals and NHS data has shown an immense drop after CAB intervention.

11. Calendar of Meetings

- 11.1 NM circulated the proposed calendar of meetings. This document will also be attached to the Minutes.

Agreed and adopted at ELS SSP Exec meeting on 12th July 2010.

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

DATE: 20 September 2010

REPORTING OFFICER: Strategic Director - Resources

SUBJECT: Sustainable Community Strategy 2011 –
2026

WARDS: All

1.0 PURPOSE OF THE REPORT

- 1.1 This report seeks to update Members on the progress of the new Sustainable Community Strategy (SCS) 2011-2026 and present the emerging vision, key objectives and long term priorities that the plan seeks to deliver upon. The content of this report serves as an introduction to a presentation to be given during the meeting that covers the detail of the content within the emerging draft SCS.
- 1.2 The drafting of a new SCS offers the opportunity to revisit the high level objectives under each of the current five key priorities and reflect the current public priorities and needs. There are a multitude of changes proposed for the public sector and uncertainty over financing mechanisms, but these factors will not change the long term challenges the borough faces. It is important the overarching priorities for the borough are scrutinised so that decisions about the allocation of resources can be made when organisational architectures and funding mechanisms become clearer.

2.0 RECOMMENDATION: That

- (1) Members consider and comment upon the five overarching priorities for the emerging Sustainable Community Strategy 2011-2026.
- (2) Members consider the suggested vision, strategic objectives and challenges contained in Section 6.0 and their alignment with their knowledge of local needs.

3.0 SUPPORTING INFORMATION

- 3.1 The purpose of the Sustainable Community Strategy is to look at what life in Halton is like now, set out how we would like it to change and identify the key things (objectives) required to make this change happen. It is a statutory requirement.
- 3.2 The targets in Halton's existing strategy run to 31 March 2011, Halton Strategic Partnership must therefore produce a new Sustainable Community Strategy for adoption by the Council by April 2011.

- 3.3 The Sustainable Community Strategy will not be delivered in isolation but will dovetail with the wide framework of statutory plans the Council and partners produce to steer corporate direction and inform the community. Examples include the Children and Young People’s Plan, Local Development Framework, and Local Transport Plan. The new Sustainable Community Strategy (SCS) will cover the period from 2011 to 2026. This is the time scale as other major plans, such as the Core Strategy and Local Transport Plan 3, allowing coordinated delivery.
- 3.4 The available evidence, such as the State of the Borough Report, Places Survey, and Joint Strategic Needs Assessments for Health and Community Safety has been reviewed. This information was the subject of a presentation to Full Council on 21 July 2010. From this evidence, it is apparent that the high level vision and five strategic priorities of Halton’s current SCS continue to reflect the long term and intransigent nature of Halton’s challenges and therefore it is proposed that they remain largely unchanged.
- 3.5 The current phase of work is to seek endorsement of the proposed emerging issues / themes and long term challenges that Halton needs to tackle. Once these have been agreed, detailed policy options can be worked up to provide a range of potential interventions to deal with the challenges that Halton faces. The most effective and realistic of these alternatives will be chosen by the Council and its partners later this year for the five year delivery plan.
- 3.6 The five year delivery plan will contain the detail of the planned intervention and prevention activities that will be undertaken to bring about positive change upon Halton priority areas. The inclusion of a five year delivery plan will allow for a regular review of the selected intervention and prevention measures on a shorter timescale to enable changing circumstances throughout the lifetime of the full SCS to be reflected.

3.7 Timescales and Approval Process

3.8 The key dates in the drafting process are as follows:

Date	Stage
September PPBs	Consultation report on emerging themes and challenges at Policy and Performance Boards.
September SSPs	Consultation report on emerging themes and challenges at Special Strategic Partnership (SSP) meetings.
29 September	Approval of draft SCS for public consultation by Halton Strategic Partnership Board (HSPB).
14 October	Approval of draft SCS for public consultation by Executive Board.
29 October	My Halton event. Publicise public consultations.

November	Public consultation on Core Strategy Development Plan Document and draft Sustainable Community Strategy.
December	Final draft SCS issued to elected members and Partners for consultation.
27 January 2011	Executive Board to ratify strategy and sign off final document
11 February	Halton Strategic Partnership Board (HSPB) to ratify strategy and sign off final document
20 April 2011	Adoption at Full Council meeting.
April 2011	Implementation begins.

4.0 POLICY IMPLICATIONS

4.1 The SCS will impact upon many policy areas and have wide ranging impacts on, but not exclusively, social inclusion, poverty, equality and diversity, physical development, environmental quality and health care.

4.2 SCS Vision

4.3 The overall vision contained in the last SCS would still appear to be relevant and it is not recommended that this be changed:

Halton will be a thriving and vibrant borough where people can learn and develop their skills, enjoy a good quality life with good health; a high quality, modern urban environment; the opportunity for all to fulfil their potential; greater wealth and equality; sustained by a thriving business community; and within safer, stronger and more attractive neighbourhoods.

4.4 SCS Priorities

4.5 A summary of the priorities suggested for the SCS are covered in section 6.0 of this report.

4.6 The selection of remedies to tackle the long term challenges under each of the five SCS Priorities will reflect a focus on a united multi-agency response, the holistic understanding of the total public sector investment within an area, and activities that provide early intervention and prevention rather than reactive measures and cures for avoidable situations.

5.0 OTHER IMPLICATIONS

5.1 The draft Development Plan at Annexe A takes into account Government guidance on the development of Sustainable Community Strategies and the duty to inform, consult and involve local people. It is imperative that partners continue to play an integral role in the development of the Strategy through the Halton Strategic Partnership structure.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 For each of the Council's priorities the SCS drafting process allows the review of the baseline information and evidence that underpins this current priority and associated Key Objectives. The new SCS will ensure that the most pressing priorities are identified and addressed.

6.2 A Healthy Halton

6.3 There are no proposed changes to the title of this strategic priority. The vision for this priority will be:

6.4 *To create a healthier community and work to promote well being and a positive experience of life with good health, not simply an absence of disease, and offer opportunities for people to take responsibility for their health with the necessary support available.*

6.5 The strategic objectives of this priority are as follows:

- To understand fully the causes of ill health in Halton and act together to improve the overall health and well-being of local people
- To lay firm foundations for a healthy start in life and support those most in need in the community
- To reduce the burden of disease and preventable causes of death in Halton
- To respond to the needs of an ageing population improving their quality of life and thus enabling them to lead longer, active and more fulfilled lives.
- To remove barriers that disable people and contribute to poor health

6.6 The long term policy priorities for this priority will include:

- Reducing death rates from some of the major causes of death in Halton by reducing smoking levels, increasing exercise and physical activity, improving diet and improving the early detection and treatment of disease.
- Reducing health inequalities by addressing the wider determinants of health such as poverty, unemployment, education, housing and crime.
- "Building" healthy individuals from the earliest stages of life.
- Addressing the needs of older people, enabling them to lead longer, active and healthier lives.
- Increasing community participation and engagement in health issues at an appropriate level based on the health needs of individual communities.
- Developing planned health services (such as planned operations and routine appointments for existing health problems).
- Early detection and screening for depression.

- Developing urgent care services (health services you need in an emergency or when your GP practice is closed).
- Optimising organisational and partnership working arrangements to ensure effective delivery of public health and health improvement.

6.7 Employment, Learning and Skills in Halton

6.8 There are no proposed changes to the title of this strategic priority. The vision for this priority will be:

6.9 *To create an economically prosperous borough that encourages investment, enterprise and business growth, and improves the opportunities for learning and development together with the skills and employment prospects of both residents and workforce so that they are able to feel included socially and financially.*

6.10 The strategic objectives of this priority are as follows:

- To develop a strong, diverse, competitive and sustainable knowledge-based local economy.
- To foster a culture of enterprise and entrepreneurship and make Halton an ideal place to start and grow economic activity
- To develop a culture where learning is valued and raise skill levels throughout the adult population and in the local workforce
- To promote and increase the employability of local people and remove any barriers to employment to get more people into work
- To maximise an individual's potential to increase and manage their income, including access to appropriate, supportive advice services.

6.11 Research indicates that the long term challenges for this priority include:

- Narrow the gap between deprived and non-deprived areas within the borough
- Development and investment
- Enterprise and business support
- Promotion and marketing
- Targeted investment in skills, a vibrant employment market and creating a strong culture of entrepreneurship.
- Ensure that no area of Halton has unemployment at more than 20% above the borough average
- To reduce the number of adults of working age claiming out of work benefits in the worst performing neighbourhoods
- Encourage digital inclusion and digital life skills
- Tackle worklessness, focussing on reducing the number of Job Seeker Allowance claimants
- Tackle the low wage economy
- Encourage the growth of new businesses and improve business survival
- Improve the skill base within the borough including vocational qualifications.

6.12 Children and Young People in Halton

6.13 There are no proposed changes to the title of this strategic priority. The vision for this priority is:

6.14 *Halton's ambition is to build stronger, safer communities which are able to support the development and learning of children and young people so they grow up feeling safe, secure, happy and healthy, and are ready to be Halton's present and Halton's future.*

6.15 There are three options for the strategic objectives contained in the SCS for this priority. The option chosen for the SCS will also be the basis for the new Children & Young People's Plan that will also be written and published by April 2011. The three policy options are to:

- 1) Continue to frame all work within the existing four overarching priorities for children and young people. These are:
 - Children and young people are physically, emotionally and sexually healthy
 - Every young person is successful when they leave school
 - Children and young people do well wherever they live and whatever their needs
 - Children and young people feel safe at home , in school and in their communities
- 2) Amend the priorities in line with the five Every Child Matters outcomes.
- 3) Develop new priorities that reflect both the development of additional areas of focus within Halton's Children's Trust since the current priorities were implemented, and also the new policy framework for children's services being developed by the government.

6.16 Research indicates that the long term challenges for this priority include:

- Emotional health of children and young people
- Positive activities for young people
- Supporting the teenage pregnancy strategy
- Supporting the childhood obesity strategy
- Support for young people to achieve through education, employment or training (reducing NEET)
- Remove socio-economic barriers to early development
- Continue to improve educational attainment
- Reduce child poverty
- Encourage a healthy weight for children
- Creating opportunities / facilities / amenities for children and young people

- Ensure that low cost transport options are available to allow children and young people to access the activities that matter to them.

6.17 A Safer Halton

6.18 There are no proposed changes to the title of this strategic priority. The vision for this priority will be:

6.19 *To ensure pleasant, safe and secure neighbourhood environments, with attractive, safe surroundings, good quality local amenities, and the ability of people to enjoy life where they live.*

6.20 The strategic objectives of this priority are as follows:

- To investigate and tackle the underlying causes of crime and disorder and respond effectively to public concern by reducing crime levels
- To reduce fear of crime and increase public confidence in the police, council and other agencies to respond to reports of crime and anti social behaviour
- To tackle alcohol and drug/substance misuse problems, and the resulting harm that is caused to communities, families and individuals
- To create and sustain better neighbourhoods that are well designed, well built, well maintained, safe and valued by the people who live in them, reflecting the priorities of residents
- To tackle the problem of domestic abuse and sexual violence in all its forms, supporting the victims and their families and taking enforcement action against perpetrators.
- To reduce the levels of crime that disproportionately affects some of the more deprived areas
- Safeguarding adults who are more vulnerable within the community to physical, financial, sexual and emotional abuse.
- Safeguarding vulnerable children, who are often part of families where there are drug and alcohol problems or where relationships are abusive or violent
- To consult and engage with communities to identify problems and put in place effective measures to address them.
- To monitor and work together to tackle any potential tensions within communities, in particular those that may lead to extremist activity.
- To promote community cohesion and adopt a zero tolerance to all forms of hate crime within Halton, so that no-one is unfairly victimised

6.21 Research indicates that the long term challenges for this priority include:

- To address public perceptions of crime and drug abuse, through more effective communication of information and of positive news stories and locality working/ community engagement.
- To tackle alcohol related crime and anti social behaviour through greater enforcement activity, focused on the night time economy and in other problem areas

- To tackle drug abuse and drug related crime, through provision of effective treatment services and interventions for users and taking appropriate enforcement action. Collaborative working through Ashley House is central to success
- To deliver a wider integrated offender management programme to repeat offenders. This will involve a partnership approach to offer support to perpetrators, such as access to drug and alcohol treatment services to help them to change their behaviour. Where this approach fails we will take appropriate enforcement action.
- To reduce the number of fatal and serious road accidents through enforcement activities, bike safety, driver engagement days and community speed watch projects. Particular attention will be given to educating young people on the risks and causation factors e.g alcohol.
- To tackle serious acquisitive crime, including burglary, personal and business robbery and vehicle crime with a focus on bringing offenders to justice, targeting prolific offenders, providing accessible crime prevention advice, responding to victims, promoting 'Crimestoppers', disrupting the stolen goods market and delivering 'Smartwater' property marking neighbourhoods within those high risk communities.
- Tackling public perceptions of drug dealing in the borough through undertaking a Mapping exercise to show where drug perceptions are out of line with actual drug-related activity and making the public aware of police activity to tackle drugs. Use of the New Places Survey data 2010
- Tackle anti social behaviour within neighbourhoods, through a 'whole family' approach.
- Providing activities, advice and support for young people within Halton, particularly for older children and teenagers.
- Tackling domestic abuse within Halton, supporting the victim and their families and taking appropriate action to deal with offenders. In particular we need to identify interventions that work to address repeat offenders where current approaches are not working.
- Safeguarding adults, identifying abuse early and working together to put in place effective measures to address these
- Safeguarding vulnerable children, in particular those that come from families where there is a history of domestic abuse or drug and alcohol problems. Adopt a 'think family' approach, to ensure that we tackle the underlying causes and not just address the problem.
- Improving local conditions and encouraging people to get involved to help shape what happens in their local area via the continued provision of Locality Area Forums, Police Community Action Meetings (CAMs), Homewatch Schemes and 'Face the People' Sessions.
- Support our diverse community where all residents are able to live without fear of abuse or hate crime

6.22 Halton's Urban Renewal

6.23 It is proposed to change the title of this strategic priority to 'Halton's Environmental Quality and Urban Regeneration'. The vision for this priority will be:

6.24 To transform the urban fabric and infrastructure, to develop exciting places and spaces and to create a vibrant and accessible borough that makes Halton a place where people are proud to live and see a promising future for themselves and their families.

6.25 The strategic objectives of this priority are as follows:

- Ensure that development achieves high standards of design and sustainability including in regard to its contribution to, and effects of, climate change and provides a positive contribution to its locality.
- To create and sustain a twenty first century business environment with the required variety and quality of sites and premises. Improving digital, road, rail, freight and green infrastructure that will support high levels of investment and economic growth and increase Halton's competitiveness
- To promote the Borough's major employment sites
- Realise the potential of the Mersey Gateway Bridge and the Silver Jubilee Bridge in Halton in order to fully achieve economic growth and environmental benefits, fully deliver sustainable travel options and reduce congestion.
- To revitalise the town centres into dynamic, well-designed high quality commercial, social and cultural areas that can continue to meet the needs of local people, investors, businesses and visitors;
- Ensure Halton's residents enjoy access to a network of community services and facilities providing opportunities to pursue active and healthy lifestyles and allowing them to participate fully in their local community
- Manage the multifunctional value of the Borough's Green infrastructure resource, whilst protecting and seeking enhancements to important local habitats, geology and landscapes, aquatic environments and species
- To ensure Halton designs in and maintains high levels of accessibility to places and spaces, so that opportunity and need are matched, and provide excellent connectivity to the wider world through transport and ICT links;
- Minimise waste generation and maximise reuse, recycling, composting and energy recovery within the Halton waste stream to support sustainable and effective waste management.
- Provide good quality, affordable accommodation to meet the needs of all sections of society
- To enhance, promote and celebrate the quality of the built and natural environment in Halton including tackling the legacy of contamination and dereliction, to further improve the borough's image and boost the confidence and aspirations of local people and business.

6.26 Research indicates that the long term challenges for this priority include:

- Long term commitments for new development:
 - Widnes Waterfront including Venture Fields
 - Windmill Hill
 - Castlefields
 - Canal Quarter
 - West Bank
 - 3MG
 - Sandymoor
 - Daresbury
- Work with partners and the local community to support The Mersey Gateway Bridge to fully realise its benefits.
- Fully utilise the borough's rail, road, commercial waterways and digital and other infrastructure in order to maximise the potential for economic development and sustained economic growth
- Adapt to climate change
- Improve municipal and household recycling rates to bring it in line with regional and national rates
- Maintain the Borough's highway network to promote greater accessibility and connectivity, contributing to improved air quality.
- Continue to reduce CO₂ emissions within the Borough (including industry and road transport).
- Increase the provision of decent homes at a price that people can afford including a focus on the need for extra care housing
- Improve public transport information and local bus services
- Continue to maintain a hierarchy of Parks and open spaces
- Conserve and manage the historic and natural environment in order to maximise the social, cultural and environmental benefits through its contribution to improving the Borough's image.
- Work with partners, private sector organisations and the local community to achieve Borough wide digital connectivity.

6.27 Cross Cutting Issues

6.28 The following issues require a comprehensive and integrated approach to tackle them and therefore the issues are too broad to be encompassed by a single theme:

- Providing for the ageing population
- Narrowing the gap between deprived and non-deprived areas within the borough addressing health and socio-economic inequality.
- Improving educational attainment and increasing access to training opportunities for those living in deprived areas
- Improving access to services such as social and leisure facilities, supermarkets, health services and transport.
- Understanding how knowledge and perceptions of health related issues can affect the local population
- Reducing social isolation
- Maximising community resources and facilitating effective community engagement and participation in public sector activities in Halton.
- Integrated delivery of services

- Increase community satisfaction with Halton as a place to live.
- Running services effectively and efficiently to meet customer needs and increase public satisfaction with all public services in Halton.

7.0 RISK ANALYSIS

7.1 It is vital that rapid progress is made on the Sustainable Community Strategy to ensure that Halton Strategic Partnership continues to be clear about its priorities for service delivery, setting out the steps needed to bring about improvements to those areas of greatest concern to the people of Halton.

7.2 Delay to the SCS will:

- Reduce the Partnership's ability to take account of the local community's aspirations, needs and priorities;
- Have serious implications for Partnership co-ordination between all the public, private, voluntary and community organisations that operate locally.
- Potentially reduce the effectiveness of the Partnership through fragmentation of strategies.

7.3 These risks are mitigated by a monthly review of all significant risk factors highlighted by the project's risk assessment.

7.4 The availability of funding will impact upon the range of options and activities that can be put forward in the delivery plan component of the final SCS. Until a clearer financial picture emerges following the Comprehensive Spending Review in October no decision on the range of measure can be made.

8.0 EQUALITY AND DIVERSITY ISSUES

Building stronger communities through community engagement must continue to be a key outcome for the strategy. The Halton Strategic Partnership is already committed to equality regardless of age, sex, caring responsibility, race, religion, sexuality or disability.

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

Document	Place of Inspection	Contact Officer
A Community Strategy for a Sustainable Halton 2006-2011	Municipal Building, Widnes	Tim Gibbs
Refresh SCS 2006-2011 (published September 2009)	Municipal Building, Widnes	Tim Gibbs

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

DATE: 20th September 2010

REPORTING OFFICER: Strategic Director, Environment & Economy

SUBJECT: 3MG skills and recruitment project

WARDS: Boroughwide

1.0 PURPOSE OF THE REPORT

- 1.1 To update members on the 3MG skills and recruitment project which involved the Halton Employment Partnership handling the recruitment for the new Tesco chilled distribution centre and the Norbert Dentressangle recycling unit associated with it.
- 1.2 To share with PPB members the 3MG Skills & Recruitment Evaluation Report and agree some recommendations. about future skills and recruitment support.

2.0 RECOMMENDATIONS:

- i. That the report is received
- ii. That consideration is given to how similar projects can take place in the future in light of the withdrawal of Working Neighbourhoods Funding.

3.0 BACKGROUND

- 3.1 Following research with local employers in the borough, the Halton Employment Partnership (HEP) was established to offer a one stop shop service to local businesses and residents. The HEP can support companies and individuals with pre recruitment training, skills training, sourcing of apprenticeships and other workforce development needs. It can also provide employers with a recruitment and selection package of support. The Halton Investors' Handbook set out the offer to employers and this was shared with Stobarts as the 3MG landowner.
- 3.2 Initial HEP partners included the Halton Strategic Partnership, Halton Borough Council (including Adult Learning and Skills Development, Halton People into Jobs, Education Business Partnership and Major Projects), Job Centre Plus, Riverside College Halton, Sector Skills Councils, the Skills Funding Agency, and local training providers.

- 3.3 The Mersey Multimodal Gateway (3MG) is a 44 acre development established by Stobarts in partnership with Halton Borough Council, and a 528,000 sq ft chilled distribution centre provides the centre piece for the development. Following discussions between HEP and Stobarts over a 12 month period, Stobarts introduced HEP to their first tenant – Tesco – and the complete employment offer was presented to Tesco. Following on from this, HEP managed the Tesco and Norbert Dentressangle recruitment for the 3MG site.

4.0 SUPPORTING INFORMATION

- 4.1 This was the first major recruitment project that the HEP had managed and the project was undertaken in a number of stages:
1. Commitment and buy-in from the Chief Executive (HBC) and the Employment, Learning & Skills Specialist Strategic Partnership
 2. Development of technical elements including a bespoke recruitment database, training of staff to handle recruitment hotline and compilation of a Frequently Asked Questions resource
 3. Identification of suitable accommodation for the various elements of the project including handling of returned application forms and interview base
 4. Identification of 3MG skills and recruitment project team and establishment of roles and responsibilities
 5. Preparation of literature to be sent out to potential job applicants
 6. Collating details of individuals who had already expressed an interest in 3MG jobs
 7. Registering names onto the bespoke database
 8. Delivery of pre recruitment programmes to those individuals that requested them
 9. Scoring of completed job application forms
 10. Arrangement of interview schedule
 11. Holding of interviews over an 8 week period
 12. Opening of the Tesco/Norbert depot and first people going into work
 13. Contacting all applicants to inform them of their outcome (successful or not)
 14. Close of project and analysis of job outcomes
 15. Evaluation of project
- 4.2 Tesco provided weekly statistics on job offers and these in turn were shared with HEP partners and other key stakeholders from partner organisations.
- 4.3 The full evaluation report is included at Appendix 1. However, in summary, the following job outcomes were achieved:

Tesco

- There were 377 new job starts at the Tesco distribution centre
- 75% of these were Halton residents

- 46% of the starters were previously unemployed and 82% of these were Halton unemployed residents. i.e. nearly 38% of the total new starters at Tesco were previously unemployed Halton residents
- There was a Widnes: Runcorn job outcome split of 60:40
- Of the 377 new job starters, 25 were female and 352 male
- Of the 377, 113 were married and 264 were single.
- 30% (i.e. 111) of the new starters were registered HPIJ clients

Norbert Dentressangle

Of the 20 available jobs, the following were offered to local people:

- Shift coordinator - 1
- Chargehand - 4
- Bridge person - 2

In addition to this, a number of warehouse operative posts were offered but at the time of writing this report, these statistics had not yet been provided.

- 4.4 To ensure that the 3MG Jobs project was successful, agreeing roles and responsibilities of the HEP team was key. Each HEP partner involved in the 3MG skills and recruitment project was given a particular role to play. Roles and responsibilities ranged from project management, IT database development, dealing with calls coming into the 3MG Jobs hotline and opening and sending out of application forms.
- 4.5 Both Tesco and Norbert Dentressangle were very pleased with the support offered through HEP and comments made ranged from the high calibre of applicants being presented to the company to the professionalism of the HEP staff in handling the recruitment process.
- 4.6 The Halton Employment Partnership and its activities are funded through Working Neighbourhoods Funding (WNF), which is due to cease on 31st March 2011. HEP was able to gain insight into the types of jobs that would become available on the 3MG site. They were able to develop, alongside other providers, a range of sector specific employability programmes that were targeted, in the main, at local unemployed people. The result of this was that when the jobs became available, there was a readily available workforce – which is the key message contained within the Investors' Handbook around the Halton Employment Partnership, and is reflected in the feedback from Tesco and Norbert Dentressangle.

5.0 FINANCE IMPLICATIONS

- 5.1 The HEP as a collaborative has demonstrated that presenting businesses with a 'one stop shop' approach for recruitment and training cuts out many unnecessary layers of bureaucracy for them. It is also a great way to utilise the various expertise that individual partners can bring to the table. Being able to present potential investors with the 'complete employment offer' is a valuable resource for the local authority, but with that comes the need to finance this resource.

- 5.2 All existing WNF projects are to be reviewed during August/September 2010 and decisions made about which projects warrant further investment. The long term benefits brought by the Tesco/Norbert's recruitment will no doubt include an improved local economy and, it could be argued that, the complete employment offer should continue to be something Halton offers its future investors.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

7.1 Children and Young People in Halton

Supports key objectives C and E.

Logistics continues to be a growth sector in the borough. Ensuring children and young people are offered the opportunity to explore training and qualifications in this area will put them in good stead to apply for future jobs in this sector.

7.2 Employment, Learning and Skills in Halton

Supports key objectives B and C.

The 3MG Skills and Recruitment project supported those individuals from Halton, particularly those from priority groups, in gaining the skills needed to apply for and secure employment in one of the key growth sectors in the borough

7.3 A Healthy Halton

Supports key objectives B, C and E.

7.3 A Safer Halton

None applicable

7.5 Halton's Urban Renewal

Supports key objectives A and E.

The 3MG physical development brings many benefits to Halton in its own right. However, marrying up the physical aspects of urban renewal to the social aspects of employment, learning and skills allows for additional benefits to the local economy.

7.0 RISK ANALYSIS

- 8.1 None applicable

8.0 EQUALITY AND DIVERSITY ISSUES

- 9.1 The Halton Employment Partnership operates within the LSP framework, which in turn operates under the Council's Equality and Diversity policy.

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

- 10.1 There are no background documents under the meaning of this Act.

A Complete Employment Offer



3MG SKILLS & RECRUITMENT PROJECT

EVALUATION REPORT

August 2010

1.0 Introduction

- 1.1 Following research with local employers in the borough, the Halton Employment Partnership (HEP) was established to offer a one stop shop service to local businesses and residents. The HEP brings together expertise from various employment, learning and skills agencies who are ready to work together on a 'complete employment offer'.
- 1.2 Initial HEP partners included the Halton Strategic Partnership, Halton Borough Council (including Adult Learning and Skills Development, Halton People into Jobs, Education Business Partnership and Major Projects), Job Centre Plus, Riverside College Halton, Sector Skills Councils, the Skills Funding Agency, and local training providers. The 3MG recruitment project saw the number of partners involved in offering the 'complete employment offer' increase to include additional Halton Borough Council departments (Halton Direct Link, Corporate IT, Stobart Stadium Halton, Corporate Training, the Mersey Gateway Team, External Funding and Resources).
- 1.3 The HEP provides a single point of contact for local employers and local people and can support companies and individuals with pre recruitment training, skills training, sourcing of apprenticeships and other workforce development needs. It can also provide employers with a recruitment and selection package of support.
- 1.4 The Mersey Multimodal Gateway (3MG) is a 44 acre development established by Stobarts in partnership with Halton Borough Council, and a 528,000 sq ft chilled distribution centre provides the centre piece for the development. Following discussions between HEP and Stobarts over a 12 month period, Stobarts introduced HEP to their first tenant – Tesco – and the complete employment offer was presented to Tesco.
- 1.5 As a result of circumstances surrounding the closure of Tesco's other distribution centres in Middleton and Middleton, there was a lot of sensitivity associated with the recruitment project for the 3MG site. Initial discussions indicated 400+ new jobs at Tesco the majority of which would be Warehouse Operatives, with others being Maintenance Operatives and Clerical Officers.
- 1.6 Tesco advised HEP on the application process they use, including the use of a scoring matrix which identifies applicants in a red, amber or green category. Tesco wished to interview all green applicants and were keen to be presented with local people with some previous experience. Prior to the recruitment project commencing, it was agreed that Halton residents scoring green would take priority, followed by non

Halton residents and that the HEP would wait further instruction from Tesco.

- 1.7 Around the time that HEP was introduced to Tesco, they were also introduced to Norbert Dentressangle, the recycling partners of Tesco. They too were closing down other recycling sites and relocating to 3MG and were pleased to be presented with the complete employment offer.
- 1.8 This was the first major recruitment project that the HEP had managed and the project was undertaken in a number of stages.

2.0 Stages of Development of the 3MG/Tesco Recruitment Project

2.1 Late 2008

Stage 1 'Commitment and buy-in'

- Commitment from Halton's Employment, Learning & Skills Specialist Strategic Partnership to the establishment of the Halton Employment Partnership and a 'complete employment offer'
- Production of Halton's Investors' Handbook for Logistics Sector employers
- Introduction to Tesco Limited and Norbert Dentressangle facilitated by Stobarts
- Negotiation of a 'bespoke' offer for both customers
- Commitment and buy-in to HEP offer from Halton Borough Council's Chief Executive and partners
- Commitment from HEP partners to provide staff to support the recruitment drive (HEP partners committed to second staff to the project)

2.2 Early 2009

Stage 2 'Nuts and bolts'

- Development of a technical database by Corporate IT, Halton Direct Link and the HEP to support the project and capture information relating to applicants and applications made
- Identification of anticipated 'Frequently Asked Questions' (FAQs) from interested applicants
- Training staff from HEP partners to use and maintain database
- Training of HEP staff to work in Halton Direct Link Call Centre and man the dedicated phone line
- At this stage partners including Major Projects, HPIJ, HEP team and Jobcentre Plus were collecting details of interest in potential 3MG jobs

2.3 Stage 3 'Filling in the gaps'

- Marketing campaign developed with Corporate Communications
- Accommodation secured for different phases of project including Corporate Training Centre at HBC as the base for HEP administrative staff (to deal with incoming and outgoing application forms), and rooms allocated at Stobart Stadium for the interview process.

- Dedicated HEP PO Box set up and HEP stationery ordered
 - IT suite established at the Stobart Stadium in preparation for Tesco management staff training
 - HEP partners continued to maintain records of those people who registered an interest in 3MG jobs.
- 2.4 At this stage, however, the project was 'put on hold' as a result of the sensitivities associated with the closure of the Middleton and Middlewich sites. This was quite a disappointment to the project team as all systems were in place ready to go live. This delay meant that several staff that were originally involved and trained ready to support the project moved on to other work/roles within their organisations. The marketing campaign was again put on hold (in the end, the marketing campaign was not needed because 7000+ people came forward without any publicity). The IT suite at the Stadium was also not used as a management training facility by Tesco, but was used later as an admin office by Tesco/HEP staff.
- 2.5 February 2010
Stage 4 'Round 2!'
- Indication from Tesco Limited that the recruitment drive would start in the very near future – no definite dates given at this stage – negotiations continued to take place with existing staff at Middleton and Middlewich sites
 - Project meeting called between all HEP partners to plan and agree the final package of support to Tesco
 - HEP partners identified the final project team – this included interviewing some HPIJ clients to work on the project answering calls at Halton Direct Link Contact Centre
 - Some members of original team had moved on or changed roles, therefore new staff had to be identified and trained accordingly
 - Corporate IDs, e-mail accounts, internet access, and security passes for non HBC staff were arranged
 - Access to the bespoke 3MG database was set up for the HEP recruitment team
- 2.6 **Stage 5 'Final touches'**
- Tesco advised that they would supply application forms, 3 job descriptions and company information for inclusion in the application packs
 - Covering letter from HEP was agreed and printing was arranged
 - Corporate Training Centre base was prepared – this included a room to compile the application packs and another room (Flexible Working Suite) to receive, mark and store completed application forms. In addition, this room housed a number of networked PCs allowing the bespoke database to be updated as applications were scored
 - Daily postage collection from Sorting Office organised
 - Postage charging, consignment notes, courier collection service organised through Corporate Resources

2.7 **Stage 6 'Spreading the word'**

- The 3MG Jobs website, text and email facilities were finalised in terms of content
- Further planning meetings took place and project staff were given a final brief before 'going live'
- HEP produced a letter for all those people who had previously expressed an interest in 3MG jobs with the various partners (JCP, HPIJ, HEP, Major Projects, JCP). The letter advised that interest in 3MG/Tesco jobs could be officially registered on the 3MG database from 17th February. It also asked if individuals were interested in any pre recruitment training.

2.8 **Stage 7 'Registrations come rolling in'**

- Registrations of interest were received from 17th February by 'phone, online, by text, email and through visiting Halton Direct Link offices
- All registrations were entered on the 3MG Jobs database in preparation for sending out application packs
- Live enquiries were dealt with by Halton Direct Link Contact Centre advisers
- E-mail enquiries and those not dealt with at the Contact Centre, were forwarded to the HEP e-mail inbox to be dealt with by HEP staff
- All requests for pre recruitment training were also sent to the HEP email inbox

2.9 March 2010

Stage 8 'Project begins to roll out'

- HEP staff contacted those individuals who had requested pre recruitment training by telephone
- HEP staff organised and delivered pre recruitment sessions at 4 venues across Halton
- The 3MG project team were still awaiting application pack content from Tesco
- Original plan to issue packs by the end of April was revised and messages changed to say packs would be issued by the end of May
- Registrations of interest continued to be received and processed
- The 3MG Jobs database was 'cleansed' to delete any duplicated registrations

2.10 End March 2010 – May 2010

Stage 9 'The core of the project'

- At a meeting held on the 30th March with Tesco they confirmed they wanted to start interviewing from the 12th April
- A template for the interview schedule was supplied by Tesco
- At this point, HEP were advised by Tesco to initially focus on the recruitment of Warehouse Operatives
- Received applications for Maintenance and Clerical positions were scored with the intention that these would be interviewed at a later date

- HEP recruitment staff were brought together to work on processing applications over at the Corporate Training Centre
- Application pack content collected from Tesco staff – however only the Warehouse Operative job descriptions were received and only 2000 application forms at this stage
- Application packs were collated at the Corporate Training base and were sent out to those people on the database, together with a covering letter from HEP, which provided guidance on returning applications
- Contact Centre IT staff developed 'labels run' for application packs
- Application packs were sent out to people on the database in batches of 500 and in order of date of registration of interest – the database was automatically updated with this information and the date of dispatch
- A consignment note for post was requested and collected each day
- A courier service collected post from the Corporate Training Centre each day and delivered it to the Sorting Office

2.11 **Stage 10 'Identifying interviewees'**

- A mail merge for interview letters was developed by Contact Centre IT staff
- Each day, HEP staff collected returned applications from the P O Box
- On receipt, applications were scored as per the Tesco scoring matrix
- The date of receipt and scores were entered on to the 3MG Jobs database
- 'Greens' and, later, 'ambers' with experience, were allocated interviews dates/times as per the Tesco schedule
- Interview letters were sent out each day – first 2 week's interviewees were also contacted by telephone to give them their interview information as Tesco's timescale was extremely tight
- Tesco is a Local Employment Partnership (LEP) employer, meaning that they are committed to taking on local unemployed people. As such, Jobcentre Plus had a supply of LEP forms which collected information about the employment status of the interviewees as they arrived for interview
- Registrations of interest in 3MG Jobs continued to be made
- Further application forms were supplied by Tesco and more packs sent out
- HEP staff based at the Corporate Training Centre dealt with requests for interview rearrangements and rescheduled accordingly
- 'Regret' letters sent out regularly to 'red' applicants advising them that they had not been successful with their application
- During Stages 9 & 10 of the project, 4 - 8 staff would be working at the Corporate Training Centre base

2.12 **Stage 11 'Interviews get underway'**

- HEP/Tesco negotiated facilities at the Stobart Stadium with the Stadium Manager

- 4 more HEP staff were allocated to work alongside Tesco at the Stadium in support of interview process; this included a 'meet and greet' service, photocopying of documents and other administration support
- HEP staff later gave support at the actual 3MG Tesco depot to the Drug and Alcohol testing process
- Weekly meetings took place between HBC's Skills and Recruitment Manager (Inward Investment) and Tesco's Project Manager
- Scored and sorted application forms were delivered to the Stadium each week in readiness for the following week's interviews
- Tesco's Project Manager emailed list of job offers to the 3MG Jobs Project Director (Divisional Manager Adult Learning & Skills Development) at the end of each week; these were disseminated to relevant stakeholders

2.13 End May to June 2010

Stage 12 'Depot opens'

- Tesco depot opened end May 2010 and recruitment staff moved from the Stadium to the 3MG depot
- HEP staff continued to support Tesco HR staff at depot with interview process and administration, and drug and alcohol testing

2.14 **Stage 13 'Closing the application process loop'**

- HEP staff based at the Corporate Training Centre continued to arrange interviews until early June
- The remaining 'red' regret letters were sent out to unsuccessful applicants
- After negotiations with Tesco and with support from Contact Centre IT staff, the Tesco 'keeping your details on file' letter was sent out to the remaining applicants which ensured that all applicants had then received some form of response from HEP/Tesco.

2.15 **Stage 14 'Project ends'**

- Project ended – messages on 3MG phone line, text service, e-mail service and websites were changed to indicate that the recruitment for Tesco had ended
- Corporate Training Centre base was cleared
- All Tesco documentation handed over to Tesco

2.16 July 2010

Stage 15

- Evaluation meeting for HEP partners involved in the Tesco recruitment was held to determine the key learning points from the 3MG Jobs project and agree content for the evaluation report
- Production of draft evaluation report by Skills and Recruitment Manager

2.17 August 2010

- Final evaluation report completed

3.0 Recruitment on behalf of Norbert Dentressangle

- 3.1 The HEP recruitment team were also able to assist Norbert Dentressangle, the recycling partners of Tesco Limited, in recruiting to a number of posts at their 3MG site. Using existing information from the 3MG Jobs database 500+ Norbert application packs were sent out to potential candidates. In this instance, Norbert's requested the applications to be returned directly to themselves and they made their own interview arrangements.
- 3.2 Types of jobs available were Shift Co-ordinators, Charge hands, Bridge person and Operatives. The numbers of jobs available to local people was small, at around 20 and this was as a result of staff at the Middleton site transferring across.
- 3.2 As with the Tesco recruitment, Contact Centre IT staff developed appropriate mail merge documents to contact relevant applicants. HEP assisted in collating application packs, sending these out with HEP cover letters and dealing with any enquiries that came up.
- 3.3 The HBC Skills & Recruitment Manager liaised regularly with the HR Manager at Norbert's to ensure a smooth recruitment process.

4.0 Project Reporting and Monitoring

- 4.1 The 3MG Jobs database was developed to be able to produce statistics on the volumes of registrations of interest, applications received, applications scored and the results, correspondence issued to applicants and job outcomes. Reports on these statistics could be run at any time.
- 4.2 The database also contained the facility to record any comments or enquiries, and the responses to those enquiries. In addition, the database also recorded requests for pre recruitment support. These statistics were regularly shared with partners.
- 4.3 Progress throughout the project was reported on in a number of ways including:
- Quarterly report on the HEP Working Neighbourhood Fund Service Level Agreement to the Employment, Learning & Skills SSP
 - Monthly report from the Employment, Economic Regeneration & Business Development Department to the Chief Executive
 - Regular reporting to the Skills sub-group of the SSP
 - Regular e-mails and reporting to HBC senior management and partners from 3MG Project Director (Divisional Manager Adult Learning and Skills Development)
 - Weekly 1:1s between Skills Recruitment Manager and 3MG Project Director

4.4 Throughout the later stages of the project the Skills and Recruitment Manager supplied the Tesco Project Manager with weekly statistics on registrations of interest, applications received and interviews scheduled. The Tesco Project Manager provided weekly statistics to the 3MG Project Director on job outcomes.

5.0 Roles and responsibilities within the 3MG Jobs project

5.1 To ensure that the 3MG Jobs project was successful, agreeing roles and responsibilities of the HEP team was key. The Divisional Manager for Adult Learning & Skills Development 3MG Jobs acted as the Project Director and she worked very closely the 3MG manager for Major Projects to secure the buy-in from the landlords (Stobarts) and their customers (Tesco and Norbert Dentressangle).

5.2 The Skills & Recruitment Manager (within Adult Learning & Skills Development) took on the role of 3MG jobs Project Manager and managed the operational side of the project, assisted by the Account Manager from Jobcentre Plus.

5.3 The Head of Customer Service at the council supervised the Contact Centre elements of the project, including overseeing the bespoke database and various methods of registering interest in the jobs (e.g. telephone, email, website etc). IT colleagues within the Contact Centre developed the 3MG Jobs bespoke database including setting up the mechanism for creating mail merges and label runs and developing appropriate reports. The bespoke database became the key ingredient of the overall project, which would not have been so successful without it.

5.4 A range of different departments and partners assisted in the project by seconding staff across to work on the recruitment project. Staff from the following organisations/departments were seconded to the HEP team:

- Adult Learning & Skills Development
- Jobcentre Plus
- Halton People into Jobs Intermediate Labour Market placement students
- External Funding (HBC)
- The Mersey Gateway Team (HBC)
- Riverside College business admin students

In addition, the following partners were key to the project:

- Halton People into Jobs – in offering Next Step Information, Advice & Guidance to potential candidates
- Stadium Manager – in securing suitable accommodation for Tesco and the interviews
- Corporate Resources – in organising the PO Box and courier service

- Corporate Training Centre staff – in offering up two rooms as the 3MG Jobs base
- Corporate IT – in organising corporate ID badges and email accounts.
- The Halton Employment Partnership Award team, Riverside College Halton and Ergon Solutions – in running pre recruitment programmes for applicants.

5.5 The Skills & Recruitment Manager organised the working rotas on a weekly basis, in partnership with Jobcentre Plus Account Manager to ensure that all key roles and responsibilities were covered. These included:

- Collection of post from Post Office
- Receipting returned application forms
- Sorting forms into job categories
- Scoring application forms using Tesco's matrix
- Inputting information onto the bespoke database
- Collation of application packs
- Printing of letters and labels
- Organising interview schedule
- Meeting and greeting at interviews
- Photocopying of proof of working in UK documents
- Organisation and delivery of pre recruitment programmes
- Admin duties for Tesco at both the Stadium and the 3MG depot
- Update meetings between Tesco and HEP
- Updating of content for website and messages for Halton Direct Link
- Project monitoring and reporting to senior officers and partners.

5.6 All key partners involved in the 3MG Jobs project were invited to a final evaluation meeting on 23rd July 2010, at which all final statistics and results were shared and the project evaluated.

6.0 Final Statistics

6.1 Tesco Project Final Statistics

Final Statistics from 3MG database:

- 7063 Registrations of Interest
- 4043 Completed applications received and processed
- 1298 Interviews scheduled

Responses to registrations and applications:

All those who registered interest were sent an application pack.

All applicants received some form of response to their application as follows:

- 'Green' applicants plus 'ambers' with logistics experience – sent Tesco

interview letter

- 'Red' applicants and 'ambers' not offered an interview – sent Tesco 'red' letter
- Maintenance and Clerical applicants sent 'keeping your details on file' letter

This means that a total of 4000+ letters were produced and sent out by the recruitment team, in addition to 7000+ application packs.

Response to enquiries:

HEP staff dealt with 2571 requests for pre recruitment training and 427 queries from the HEP mailbox, plus additional queries from other sources.

Pre Recruitment Sessions:

31 pre recruitment sessions were organised with 553 people booking on to the sessions. The sessions were delivered by HEP training staff and Riverside College at 4 different locations across Widnes and Runcorn. Average attendance at the sessions was just over 50%.

Contact Centre Statistics:

6232 calls were made to the 3MG phone line at the Contact Centre -3714 were answered and dealt with, 1915 were abandoned and average waiting time was 43 seconds.

Job Outcomes:

377 successful applicants had been made job offers by end June:

W/c 10th May – 55 starts of which 100% were Halton residents

W/c 17th May – 50 starts of which 75% were Halton residents.

W/c 24 May – 50 starts of which 72% were Halton residents.

W/c 31 May – 38 starts of which 68.5% were Halton residents

W/c 7 June – 34 starts of which 80% were Halton residents

W/c 14 June – 31 starts of which 58% were Halton residents

W/c 21 June – 31 starts of which 84% were Halton residents

W/c 28 June – 47 starts of which 66% were Halton residents

W/c 5 July – 41 starts of which 63.4% were Halton residents

This means that of the **377** new starts, **75% were Halton residents** (with a 60:40 split between Widnes:Runcorn).

Of the 377, 25 are female and 352 male; 113 are married and 264 are single.

111 of starters were HPIJ clients.

Job Centre Plus analysis:

46% of the starters were previously unemployed and 82% of these were Halton unemployed residents. i.e. nearly 38% of the total new starters at Tesco were previously unemployed Halton residents. This figure can be broken down further into **JCP Priority Groups (PG)**, as follows:

PG1 – 15 individuals

Jobless Lone Parents including those on JSA.
 Customers participating in New Deal for Disabled People or in receipt of a benefit due to a health condition or disability**
 Other Income Support, Carers Allowance and Bereavement Benefit customers who do not have the Person with Disability marker set

PG2 – 63 individuals

Jobseeker’s Regime and Flexible New Deal Stage 4 customers
 Customers on JSA New Deals (New Deal 50 Plus, New Deal 25 Plus and New Deal for Young People) in non Jobseeker’s Regime and Flexible New Deal (JRFND) districts
 New Deal for Partners and Partner WFIs
 Employment Zones (for New Deal 25 plus and NDYP returner customers)
 Unemployed customers with disabilities not included in Priority Customer Group 1
 Customers claiming JSA for 6 months and over
 Customers in receipt of JSA for under 6 months where the customer has been fast-tracked to Stage 3 in JRFND districts
 Disadvantaged customers (Ex-offenders, refugees, drug misusers, alcohol misusers or homeless people)
 Customers in receipt of Pension Credit

PG3 – 50 individuals

Customers claiming JSA for under 6 months (including JRFND Stages 1 &2 customers).

PG4 – 14 individuals

Unemployed customers not claiming benefits.

6.2 Norbert Dentressangle Project Final Statistics

Number of applications for each post

Shift coordinator - 6
 Charge hand - 14
 Bridge person - 25
 Operative – 48*

Number of interviews offered for each post

Shift coordinator - 3
 Chargehand - 20
 Bridgeperson - 12

Number of posts recruited to

Shift coordinator - 1
 Chargehand - 4
 Bridge person - 2

*the HEP project team is still awaiting more information regarding the Operative posts.

7.0 Lessons Learned

7.1 The 3MG Jobs Project Evaluation Group agreed that the following key 'lessons' have been learnt and should inform any future recruitment projects:

1. HEP needs early engagement with employer offering new jobs
2. The Partnership needs a clear (and unchangeable, if possible) brief from the employer as to their requirements
3. Project managers must negotiate reasonable timescales with employers within which HEP staff can work and deliver an effective service
4. The content of application packs should be agreed at an early stage and the content must be provided by the employer 'up front'
5. A clear offer should be made by HEP regarding what it can, and cannot, offer to support the employer including a limit on financial assistance
6. Strong partnership commitment and dedicated staff are essential to the success of any recruitment project
7. A dedicated venue with telephone line is necessary for HEP staff to be able to offer deliver an efficient service and to be able to deal with all enquiries first hand
8. More information needs to be gathered from applicants
9. There is a need to involve more support from experts at an earlier stage e.g. Resources/Procurement regarding postal arrangements
10. Staff need to make clear from start of project that it will not deal with agencies, only individuals
11. The Contact Centre will not offer text facility in future; many texts contained spelling errors
12. HEP need to consider the use of address authentication software
13. Agreed FAQs should go on to the website and be regularly updated as any new questions arise
14. Need to develop the facility for applicants to query database themselves via website to track the progress of their application
15. Any diversity targets the employer wishes support to achieve should be agreed with the employer up front

16. Dedicated telephone number for the recruitment base and include this on all correspondence to applicants

8.0 Publicity

8.1 Prior to going live with the 3MG Jobs Tesco/Norbert recruitment, a number of publicity and marketing activities had taken place:

- Distribution of Investors' Handbook to Tesco, Norbert's and Stobarts
- Development of a marketing campaign
- Press release in Weekly News about job creation at the 3MG site.

8.2 As the project commenced, there was additional publicity including

- Stobarts Marketing day at 3MG site
- Production and circulation of a HEP learner case study (i.e. unemployed employability learner who had been supported with pre recruitment training and had obtained employment at Tesco)
- Quote from Tesco sent to David Lyon, Business Development, HBC to assist in promotion of Halton as a business location to inward investors
- Submission of an LGA report from the 3MG Jobs Project Director (Head of Adult Learning & Skills Development)

8.3 Now this particular recruitment project has ended a number of other publications and marketing avenues will be explored including:

- Account Manager, Job Centre Plus, is to put forward the 3MG Tesco Project for the Civil Service Awards 2010 as a good example of collaborative working
- Press release to be organised through Communications and Marketing, HBC (for publication mid August)
- Case Studies of successful applicants to be produced and utilised in further publications
- Promotion of Partnership to be undertaken using quotes from Tesco on their response to the project

9.0 Feedback from the employers

9.1 Throughout the course of the recruitment project the response from Tesco staff to the service and support given by members of the HEP recruitment team was always very positive and good working relationships were quickly developed. The following is a quote from Tesco's Project Manager who managed the opening of the Tesco Widnes distribution centre:

"Over the last few months Tesco have worked in partnership with Halton Borough Council and the Halton Employment Partnership for the opening of the new Tesco Distribution Centre in Widnes.

The service provided has been excellent with support offered around pre-employment, training and recruitment.

The entire Tesco application form process has been managed through the Halton Employment Partnership, including collating initial interest from local residents, issuing and screening of application forms and booking in all staff interviews.

A Recruitment Centre was established at the Stobart Stadium Halton and additional support was provided by the Halton Employment Partnership in terms of a meet and greet facility, interviewee welfare and co-ordination of the interview schedule.

The overall service has been of a high standard and it has been a fantastic benefit to Tesco in terms of a smooth opening of the new Widnes site. Through this partnership arrangement, we have been able to recruit 75% of the workforce from the local area.

All Halton Employment Partnership staff that have helped and supported have been very professional and all the work has been to a very high standard.

I would recommend the support of the Halton Employment Partnership to other businesses”.

- 9.2 Responses from Norbert's on the support given by HEP was equally positive. The following quotes are from Norbert's 3MG Depot Manager and their HR Business Partner:

'We received a very good response for all of the roles that were on offer at Widnes and the applicants were also of a high standard.'
'We have had a great response - so thank you very much for your support!'

10.0 The Future

- 10.1 The Tesco/Norbert Dentressangle recruitment project was hugely successful in terms of offering a full package of support from pre recruitment support and training to administrative support to Tesco during the interview process – and, of course, in helping local people obtain employment. Through early discussions with Tesco, facilitated by the Major Projects department in the council initially, HEP was able to gain insight into the types of jobs that would become available on the 3MG site. They were able to develop, alongside other providers, a range of sector specific employability programmes that were targeted, in the main, at local unemployed people. The result of this was that when the jobs became available, there was a readily available workforce – which is the key message contained within the Investors' Handbook around the Halton Employment Partnership.

- 10.2 The concept of the Halton Employment Partnership and the development of sector specific pre employment programmes related to growth sectors in the borough were developed by the Employment, Learning & Skills Specialist Strategic Partnership back in 2008. The recruitment at 3MG helped see the concept develop into reality. The level of success of the project would not have been possible without the use of Working Neighbourhoods Funding, which paid for a full time Skills & Recruitment Manager to oversee the project on an operational basis, as well as funding the various pre employment programmes (HEP Award in Logistics, Fork Lift Truck Licences, Interview Techniques short courses, etc).
- 10.3 The HEP as a collaborative has demonstrated that presenting businesses with a 'one stop shop' approach for recruitment and training cuts out many unnecessary layers of bureaucracy for them. It is also a great way to utilise the various expertise that individual partners can bring to the table. Being able to present potential investors with the 'complete employment offer' is a valuable resource for the local authority, but with that comes the need to finance this resource.
- 10.5 All existing WNF projects are to be reviewed during August/September 2010 and decisions made about which projects warrant further investment. The long term benefits brought by the Tesco/Norbert's recruitment will no doubt include an improved local economy and, it could be argued that the complete employment offer should continue to be something Halton offers its future investors.

August 2010

REPORT TO:	Employment, Learning, Skills and Community Policy and Performance Board
DATE:	20 September 2010
REPORTING OFFICER:	Strategic Director Environment and Economy
SUBJECT:	Halton People into Jobs (HPiJ) 10 th Anniversary
WARDS:	All Wards

1.0 PURPOSE OF THE REPORT

- 1.1 To report on progress achieved by Halton People into (HPiJ) Jobs during the 10 years that it has been providing a job brokering service for employers and residents seeking work in Halton.

2.0 RECOMMENDATION: That

- (1) The Board notes the progress that has been achieved by Halton People into Jobs in assisting Halton residents into work over the last 10 years.

3.0 SUPPORTING INFORMATION

- 3.1 Halton People into Jobs was established and launched in April 2001 as a nil cost '**local jobs for local people**' job brokering service. The HPiJ service is recognised as an exemplar of best employment practice by customers, employers and partner organisations and has over the last 10 years assisted more than 6,000 residents into employment. The introduction of the service followed extensive research with local employers, resident focus groups and organisations responsible for providing employment and training for the unemployed. The research showed that although employers in Halton were actively recruiting to jobs, fewer residents than expected were applying for and obtaining those jobs. The main findings of the research were summarised as:
- A gap between the number of vacancies being advertised and filled by local employers and the number of local residents applying and competing for those jobs;
 - Negative perceptions between both local residents seeking work and employers in Halton;
 - Employers highlighted low and unsuitable levels of application from local people and poor performance at interview
 - Employers also reported a general lack of employment 'soft skills' amongst local people e.g. communication skills, confidence & motivation, ability to make decisions and set work related goals.

- 69% of Halton employers stated that they would employ local people if they could recognise a change in attitude and increase in personal development skills (HPIJ Research 2000)
- Lack of local knowledge amongst genuine job seekers as to employment and training opportunities available in the Borough.

3.2 In order to address the issues that had been identified by the research, Halton People into Jobs developed and introduced The 'Halton Employment Charter' a two week work preparation and job readiness training programme, this was endorsed by both local employers and local people seeking work. Employers that signed up to the Charter agreed that when recruiting they would give interview priority to those people that had demonstrated a 'willingness to work' by successfully completing the two week programme.

3.3 The HPIJ job brokering service has assisted on average 500 local people per year into work, enjoying some notable early successes for example handling the Census 2001 recruitment on behalf of ADECCO employment agency. This resulted in 200 residents being recruited and over 300 residents being assisted in jobs when Hagemeyer, a logistics company, moved into Halton in 2002.

3.4 A reorganisation of the Enterprise & Employment Division in June 2008 brought together the Employment Team, and HPIJ. In February 2009, both teams were co-located into an integrated HPIJ service at Rutland House.

3.5 The former Employment Team has been delivering employability programmes and transitional employment projects for unemployed residents since 1998 and since 2007 has been providing a supported employment service for disabled people who are able to and want to work.

3.6 The integrated HPIJ service is now able to offer a more comprehensive service to employers, residents and works more collaboratively with partner organisations. (Annex 1 provides a summary of the services offered to employers and residents and Annex 2 provides a summary of the employment projects delivered by HPIJ.)

In 2009/10, despite the economic recession, 149 employers placed vacancies with HPIJ who were able to help 409 residents move into work. To date, in the five month period between April – August 2010, 74 employers have placed vacancies with HPIJ and 324 people have been helped into work.

The estimated cost of providing the HPIJ service, including Council central overhead recharges, in the current financial year is circa £900,000. The anticipated job outcomes for the year is anticipated to be approximately 500.

Therefore, the expected cost per job is likely to be circa £1,800 which is well below the reported average cost per job of £4,000 offered by other providers.

Local Authority colleagues from Ellesmere Port & Neston BC have replicated the 'Halton Employment Charter' as a local employment initiative and colleagues from Cheshire West and Warrington Councils have secured project funding from the North West Improvement & Efficiency Partnership to develop an 'employment tool kit' for local people looking for work and have identified HPiJ as a key contributor to assist with developing the project.

4.0 POLICY IMPLICATIONS

- 4.1 The work of HPiJ contributes to employment, learning and skills key priorities contained in the Halton Sustainable Communities Strategy, the Local Area and Multi Area Agreement and the Liverpool City Region Employment & Skills Strategy.
- 4.2 The work of HPiJ also contributes to performance against National Indicators relating to employment, enterprise and learning.

5.0 OTHER IMPLICATIONS

- 5.1 The HPiJ service is mainly funded from external earned income and is supported by a contribution of £203,000 from Council revenue funding

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

HPiJ works closely with Connexions Service to assist young people that are NEET (Not Engaged In Education Employment or training) to move into work or a positive destination. HPiJ supports the 14 – 19 Strategic Partnership in delivering the Gateway Plus NEET Progression Pathway Project and has developed the WNF Apprenticeship Support Programme that has created 125 new apprenticeships since January 2009. HPiJ provides Information Advice & Guidance to young people aged 18 and over including those leaving care.

6.2 Employment, Learning and Skills in Halton

HPiJ is an active member of the Employment Learning & Skills Partnership and delivers a number of employment initiatives that contribute to reducing worklessness amongst priority group customers from the most deprived neighbourhoods in the Borough.

6.3 A Healthy Halton

HPiJ works closely with colleagues from Adult & Community Service and offers a supported employment service for disabled people who want to and can work. HPiJ have supported service users into employment with

local employers and arranged permitted work placements in Council Departments and have been involved in a joint Health & Employment PPB Topic Group reviewing employment opportunities for disabled people. The Head of Enterprise & Employment chairs the Disability Employment Network.

6.4 A Safer Halton

6.5 Halton's Urban Renewal

HPiJ have supported employment initiatives and recruitment exercises for major inward investors moving into Halton, new employment sites and regeneration projects developed in the Borough including Widnes Waterfront, 3MG and Castlefields Regeneration Project.

7.0 RISK ANALYSIS

- 7.1. The HPiJ service is in the main resourced from external earned income including contracts awarded by Department of Work and Pensions and the Skills Funding Agency. The current round of significant cuts in public funding and the forthcoming Comprehensive Spending Review by the government is likely to further reduce the amount of public spending. Department of Work & Pensions are working up proposals for the Government's new Work Programme, early indications are that prime contractors who are able to deliver across a large geographical area e.g. North West, are likely to be preferred, which may impact on the potential for HPiJ to win contracts and earn income.

8.0 EQUALITY AND DIVERSITY ISSUES

- 8.1 The HPiJ service has completed an Equality & Diversity Impact Assessment. THPiJ provides a menu of services aimed at supporting priority customer groups in accessible venues that are in convenient neighbourhood locations.

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

- 9.1. Not applicable

Halton People into Jobs 10th Anniversary

1. Halton People into Jobs (HPiJ) Services

HPiJ is the Council's job brokering service that helps residents to find, secure and retain employment with local employers. As a Matrix accredited Information Advice & Guidance (IAG) provider HPiJ has a team of 15 skilled and experienced advice & guidance employment officers that are qualified to at least NVQ level 3 and who provide advice & guidance on all issues ranging from jobs and careers, learning & skills development, to business start-up and self-employment. Working in partnership with Greater Merseyside Connexions Service, HPiJ has a LSC Nextstep contract to provide advice and guidance to residents unemployed or in work that are aged 18 years and over.

HPiJ services offered to employers include:

- **A nil cost** comprehensive **job brokering** service
- **Job matching** – trained and skilled Job Brokers actively match 'work willing' priority group customers to job vacancies
- **pre-recruitment support** – assist employer to develop appropriate pre-employment or work preparation training and arrange the training for priority customers
- **Recruitment Support** – for small or large scale recruitment HPiJ is able to offer a menu of support to the employer including help with job advertising, job matching, candidate assessment, interview & selection, pre-employment checks etc
- **Recruitment incentives to encourage employment of priority group customers**
 - 'APT4U' apprentice recruitment incentive of £2,000
 - 'Stepping Stones' offers assistance (national minimum wage) for a period of 6 - 13 weeks
- **In-Work Support service** – HPiJ offer a 26 week employment Aftercare service to employers to assist new employees to stay in work
- **Redundancy Response Support** – LSC contract providing IAG sessions and support to find work, improve skills or help with business start-up for redundant workers employed or living in Halton

HPiJ services offered to residents include:

- **Nextstep** Information, Advice & Guidance (IAG) delivered by NVQ Level 3 or 4 qualified Brokers
- **Outreach** appointments at 20+ community venues across Halton
- **Practical Pre-Employment Support** – assistance with CV's, application forms and preparing for interview
- **Halton Inspiring Women** – unique programme designed to build confidence and self-esteem for unemployed women considering learning, work or self-employment
- **Employability Programmes** to improve skills for local labour market
- **Disability Job Brokers** – trained and skilled brokers provide specialist IAG and practical support in how to apply for jobs

- **Job Doctors** – a pilot project based at Castlefields Health Centre every Tuesday to engage with priority group customers (Disability/Health related benefit claimants).
- **Flexible Employment and Training** fund – available to priority groups to help ease the transition from benefits to employment (certain criteria applies)
- **In Work Support** – 26wks post employment aftercare service
- **Carers programme** – a menu of IAG, practical support and financial assistance & aftercare to assist carers into or back to work
- **Job Retention Service** – help people who are off work sick to remain in work rather than fall out of work and on to benefit.

2. Lower Super Output Areas (LSOA's) - Worklessness Neighbourhoods

Since April 2008 HPiJ has focussed on taking its employment services into the community and has developed a programme of employment outreach that is delivered in the worst performing where there is more than 25% worklessness. There are 25 LSOA's worklessness neighbourhoods across Halton, 15 of which are located in the 6 designated DAF wards and a further 10 in neighbourhoods located in Runcorn (5) and Widnes (5). In order to engage with harder to reach residents the service holds weekly outreach services in accessible neighbourhood venues which include children's centres, community centres, health centre, libraries and customer contact centres. In addition to the programme of community surgeries HPiJ has organised and delivered or participated in more than 30 organised events held within the priority neighbourhoods to engage with hard to reach members of local communities.

3. Neighbourhood Employment Engagement Officers (NEO's)

Working collaboratively with Halton's Neighbourhood Management Partnership and four key RSL's (Halton Housing Trust, LHT, Plus Dane & Riverside) HPiJ has introduced a new initiative that is aimed at engaging with priority residents that live in the most deprived neighbourhoods who are harder to reach and unlikely to access traditional services, to encourage them to become involved in community activities that promote participation in employment and learning opportunities. HPiJ have appointed NEO's to work alongside key RSL's in each of the three Neighbourhood Management areas i.e. Halton Housing Trust covering Central Widnes (Kingsway & Riverside), Riverside Group covering Palace Fields & Hallwood Park in Runcorn, and Plus Dane and LHT covering Castefields & Windmill Hill in Runcorn.

4. DWP, JCP and Skills Funding Agency Contracts

HPiJ has secured several LSC/ESF Skills for Jobs contracts to help local unemployed residents to prepare for work, compete for jobs and acquire job specific training to take up employment. HPiJ also manages the delivery of an LSC/ESF Progression Pathway contract for young people that are NEET (not engaged in education, employment or training) on behalf of Halton's 14-19 Partnership. More recently HPiJ has secured a Response to Redundancy LSC contract to provide IAG to redundant workers or those under the treat of redundancy.

HPiJ delivered Jobcentre Plus New Deal for Young People 18-24 years and New Deal 25+ contracts in Halton & Warrington between 1998 – 2007 and two JCP/ESF employment contracts including a waged option project between 2004 - 2007. HPiJ continues to manage a small New Deal Gateway to Work contract in Warrington and also a DWP IB Pathways to Work In Work Support contract that covers the former

JCP Mersey District of Halton, Knowsley, Sefton & St Helens. This contract provides a period of 26 weeks in work support to JCP IB customers that progress into work from the Pathways to Work programme. Both contracts will terminate in March 2010.

HPIJ is co-ordinating and managing the delivery of the DWP Future Jobs Fund programme in Halton that has been secured by the Liverpool City Region Employment & Skills Partnership. Future Jobs Fund provides 26 weeks paid employment at national minimum wage, for jobs that demonstrate community benefit within the public, voluntary & community sectors. At the end of July 2010, 90 of the 213 Future Jobs Fund opportunities available in Halton have been filled; this leaves 123 jobs to be filled by 31 March 2011.

5. The provision of Matrix accredited information, advice and/ guidance to working age adults 18 years and over by professionally qualified advisers that offers careers, employment, skills advice to fit an individuals needs. Matrix is the national kite mark of excellence that providers need to achieve in order to provide IAG. HPIJ has recently been successfully re-assessed by Matrix and at the end of the e day review was commended for the following strengths:

- clients spoke in extremely positive terms about the service they had received, commenting on how it had helped them move forward in their personal and career development;
- IAG continues to make a significant contribution to the achievement of the HPIJ mission and that values are actively shared, and are central to the way in which everyone operates;
- commitment to putting the needs of clients at the heart of everything the Service does continues to be demonstrated in the ways support is provided;
- HPIJ has continued to develop and maintain effective links with other organisations and involvement in relevant partnerships and networks such as the **Nextstep** network. The numerous examples of referrals were a good example of effective partnership work that has enabled the organisation to offer a wider range of services to its client group. Partners constantly spoke in positive terms about the contribution HPIJ makes to their services;
- The management information system developed to record client data is impressive and enables HPIJ to target resources and monitor and evaluate service effectiveness in a robust manner.

Performance - IAG Registrations

2009/10	1740
2010/11 (as at 31/8/10)	835

Annex 2

Halton People into Jobs – summary of provision August 2010

Neighbourhood Employment Engagement Officers

Aim of the Project:

The aim of the project is to help reduce levels of economic inactivity in each of the three Neighbourhood Management Areas (Central Widnes, Castlefields & Windmill Hill, Hallwood Park & Palace Fields) in Halton by promoting and co-ordinating community focussed activity to support Halton People into Jobs. This is Halton Employment Partnerships specialist outreach employment coaching & aftercare service for workless residents, This helps them to prepare for work; to find, secure and retain employment.

Funding: WNF

Description of the Project:

The project engages with any workless or economically inactive resident of working age and focuses on engaging with workless residents, particularly those regarded as traditionally hard to reach including those priority customers groups that have been identified for support by the ELS SSP i.e. Lone Parents/Women returnees, people with a caring responsibility, people aged 50 years and over, young people aged 16-19 (in particular those that are NEET), people with a disability/health condition or in receipt of Incapacity Benefit, members of BME communities, Ex-Offenders, alcohol & drug mis-users, homeless people and Low Income Families.

The project is delivered by HPIJ in collaboration with Halton Neighbourhood Management Partnership, and the following Registered Social Landlords: Halton Housing Trust, Riverside Housing Group, LHT, and Plus Dane. A designated Neighbourhood Employment Engagement Officer (NEEO') works in one of the neighbourhood areas in partnership with staff from HPIJ, Neighbourhood Management Partnership, Registered Social Landlords and other key stakeholders including community/voluntary groups. The NEEO's work in the designated areas, based at premises that are owned or managed by an RSL and engage with local residents in community neighbourhood settings.

The NEEO champions the worklessness agenda within local communities, encouraging & enthusing residents to become engaged with Neighbourhood Management, RSL's and employment activity offered by HPIJ and the member organisations of the Halton Employment Partnership. The main duties and responsibilities of NEEO are to:

- assist in the design, planning and delivery of an effective outreach and engagement programme in neighbourhood management areas and develop a Neighbourhood Employment Plan in conjunction with key partners
- promote and co-ordinate innovative community focussed activities which supports local residents into work in one on the Neighbourhood Management areas
- develop and implement a neighbourhood door-knocking strategy in the streets of the designated community, to inform residents of the support available to assist them from moving out of worklessness and becoming economically active
- arrange customer specific events such as coffee mornings, community lunches, open days etc to ensure that the community is engaged with the services offered by the Halton Employment Partnership and key partner organisations
- be responsible for the induction and day to day supervision of a trainee employment officer recruited from the neighbourhood in which they operate.

Performance

Since June 2009 when the project commenced the following outputs/outcomes have been achieved through NEEO activity:

- **45** community engagement events delivered promoting employment, learning /skills and/or enterprise provision;
- **472** 'hard to reach' customers engaged with;
- **226** customers referred to employment, learning/skills and/or enterprise opportunities;

- A customer tracking exercise is currently taking place to ensure ongoing support is provided to help encourage individuals to complete the courses they are taking or to remain in sustainable employment.

Next Step – Information, Advice and Guidance service

Aim of the Project:

To provide Matrix accredited information, advice and/or guidance about a wide range of employment, learning or enterprise opportunities.

Funding: Skills Funding Agency/Greater Merseyside Connexions Partnership

Description of the Project:

Working with all Halton residents, particularly focusing on supporting individuals that reside in an Lower Super Output Area (LSOA) or priority customer groups including lone Parents, women returners, carers, individuals aged 50+, young people aged 16-19 (not in education, employment or training, BME's, low income families, drug/alcohol dependants, homeless, ex-offenders, graduates, redundant workers etc Providing the client with a personal action plan summarising their current status, skills and experience and identifying their immediate and future learning and work goals. Providing positive route ways forward including HPIJ provision and signposting to alternative provision available through other services including Skills for Life (Adult Learning), money/debt issues (Credit Unions/CAB/Welfare Rights) etc Providing practical pre-employment support and updating or compiling a new CV, assisting with completing application forms and providing interview preparation.

HPIJ Outreach Service

Aim of the Project:

HPIJ launched its outreach service in August 2008 to make HPIJ and other related services more accessible to 'harder to reach' inactive residents and now delivers one to one information, advice and/or guidance sessions from over 20 community based locations across Halton. In addition to the weekly IAG timetables HPIJ also delivers a series of community engagement events throughout the LSOA neighbourhoods using a family friendly approach to encourage individuals to access information about the range of support available through well established partnerships.

Funding: WNF

Performance

Since April 2009 the following outputs/outcomes have been achieved through HPIJ outreach activity:

- **2437** individuals' accessed IAG services at community based locations within the LSOA neighbourhoods relating to employment, learning/skills and/or enterprise opportunities
- **445** customers accessed the flexible fund for training, interview clothes, clothes/tools to start work, financial assistance (ASDA vouchers) to help ease the transition off benefits into work

- 714 customers have been supported into sustainable employment

Description of the Project:

A flexible fund is also available to help individuals move off benefits and into employment. This fund is used to purchase training, interview/work clothes, travel passes and also to provide ASDA vouchers to help with the cost of living until the individual receives their first wage.

Halton Inspiring Women Programme

Aim of the Project:

To provide a unique opportunity to unemployed women, or women wishing to return to the labour market to develop their confidence and skills in a supportive setting.

Funding: WNF

Description of the Project:

HPIJ in partnership with Team Enterprises deliver five half day sessions:

- Develop personal confidence
- Enhance communication and assertiveness skills
- Working towards personal goals
- CV workshop to update or compile a new CV
- Practical pre-employment support (applications/interviews)

Performance

2009/10	5 courses	59 participants
2010/11 (as at 31/8/10)	3 courses	25 Participants

Carers Pre-Employment Programme

Aim of the Project:

To provide initial one to one IAG and pre-employment support and post employment to support individuals with caring responsibilities or those that have had caring responsibilities within the last 12mths.

Funding: Health & Social Care – Carers Grant

Description of the Project:

Along with the one to one action planning session, individuals can access pre-employment support with CV, applications and interviews. Access to £100 Carers Grant for training, interview clothes.

Performance

2009/10	50 carers accessed the programme
2010/11 (as at 31/8/10)	15 carers accessed the programme

Independent Care Sector Project

Aim of the Project:

This project aims to improve the employability skills of local residents by providing them with on the job training and paid work experience within the independent care sector. Work placements provided in all types of care/support work, catering, domestic, administration and maintenance work.

Funding: HBC Adult & Community

Description of the Project:

This project provides up to 10 participants with access to temporary paid employment and job search support. The participants are paid minimum wage, £4.83/hr at 18 - 21yrs and £5.80 for those workers over 22+, for 35 hours per week. . Interviews arranged with local independent care establishments and the recruiting managers select suitable participants to undertake a 4 week work placement. Participants are able to access paid work experience within the following areas of work: care, catering, administration, domestic etc. Prior to commencing work the participants will undertake a short Induction that will include Health & Safety, Manual Handling and First Aid. HPIJ would like to progress at least one person onto an apprenticeship in Health & Social Care. Wages are administered and paid, via an existing contract, by Jarvis Training Management Ltd.

The participants are offered a paid supported work placement and have access to a dedicated Employment Officer, who provides each participant with any additional support that may be required. All participants receive job search training during their placement to assist them with finding employment.

If the participant has not secured employment towards the end of their placement, they are offered the opportunity to register with Halton People into Jobs (HPIJ) to access the job brokering service. HPIJ Job Brokers will support individuals with progression into employment.

Performance

In 2009/10, 11 people were supported into employment via the project and it is expected that a further 10 will be supported in 2010/11.

New Deal Gateway to Work

Aim of the Course:

The course is aimed at:

Increasing the numbers of participants moving from the Gateway of New Deal into Jobs and improve the immediate job prospects of all other participants;

- To increase employability by developing effective workplace behaviours, attitudes and 'soft skills' and building on participants' knowledge, skills and experience rather than duplicating them;
- To enable participants who do not find jobs to be better prepared to make an appropriate Option choice from the places available to them; and
- To better prepare them to benefit to the maximum extent from the Option once they take it up.

Funding: Jobcentre Plus Contract is for delivery in Warrington only

Delivered By: A4E, Warrington via a sub contract

Description of the Course:

Attendance on Gateway to Work is Monday – Friday for two weeks and participants will usually attend for a minimum of 30 hours per week. Lunch and tea and coffee must be provided for participants and their travel costs must be re-reimbursed on a daily basis

The core elements of the Gateway to Work will provide every participant with the qualities, attitudes and behaviours which employers look for in their employees:

- Communication skills,
- Self presentation,
- Punctuality, timekeeping and time management,
- Team working and problem solving,
- An understanding of the qualities, attitudes and behaviours employers look for in potential recruits
-

Additionally the Gateway to Work provides participants with:

- Job search advice and guidance which will include help with the development of job search skills including CV preparation, making job applications and effective performance at job interviews;
- Job search resource to enable participants to carry out job search on a daily basis. (This should include Internet access given the number of vacancies which are now advertised on-line);
- Time and resource each day to enable them to meet the expectation that they will apply for vacancies for which they are considered suitable.

Employers are actively involved in the delivery of the Gateway to Work course, for example offering:

- First hand information of the world of work;
- The opportunity to undertake job interview practice with a local employer;
- The chance to discuss "what makes a successful employee" with employers;
- Visits to local employers' premises
- Short work experience opportunities
- The opportunity for participants to discuss issues with existing employees.

Performance

In 2009/10 a total of 10 courses ran with 101 participants. Since April 2010, JCP required back to back courses to be run and 108 participants have attended 9 courses.

Steps2Work

Aim of the Project:

The Steps2Work project is designed to improve the employability skills of disabled adults who have an enduring Mental Health condition and who are 'known to' Social Services.

Funding: Primary Care Trust

Description of the Project

The project provides up to 8 participants with access to temporary paid employment and job search support. The participants will either be paid minimum wage i.e. £5.80/hr at 22yrs+, for working a minimum of 16 hours and up to 35 hours per week; or alternatively they receive permitted work earnings at the appropriate level for up to 16 hours per week. Prior to commencing work the participants undertake a short Induction that include Health & Safety, Manual Handling and First Aid – the training is delivered at the ILC in Runcorn. Wages will be administered and paid, via an existing training contract, by Jarvis Training Management Ltd.

The participants are offered a paid supported work placement and have access to a specialist Pre-Employment Officer, who provides each participant with any additional support that may be required. All participants receive job search training during their placement to assist them with finding a real job.

In addition to job search training, towards the end of their placement, participants will have the opportunity to register with Halton People into Jobs (HPiJ) and specialist Disability Job Brokers at HPiJ will support individuals with progression into employment.

Performance

In 2009/10 10 disabled people were supported into work via the project and since April 2010 a further 3 people have gone into paid work.

Graduate Internship Placements

Aim of the Project:

To provide unpaid work experience of between 6 and 13 weeks in Council Departments for unemployed graduates in Halton.

Funding: WNF

Description of the Project:

With the assistance of JCP unemployed graduates are identified by HPiJ, offered one to one IAG and a personal action plan setting out the individual's employment aspirations and an employment pathway is agreed. The graduate will be given the opportunity to gain valuable work experience in an appropriate 'internship' placement

to enhance their employment prospects. Where possible the learning experience is broadened by the intern undertaking a work related assignment.

In order to satisfy JCP benefit regulations the internship is for a maximum of 16hrs per week over 2 or 3 days. The graduate can not be paid but is offered assistance to purchase work clothes to commence the internship, travel expenses and will be provided with ASDA vouchers to purchase lunch.

Performance

Since the project commenced in April 2010, 6 graduates have commenced an internship in the Council, 3 of whom have progressed to a 26 week paid FjF job.

Priority Sector Routeway

Aim of the Project:

In October 2008 Halton People into Jobs commenced delivery of Priority Sector Routeway in Halton. The main aim of this project is to deliver a customised programme focused upon developing employment opportunities within the following sectors; Port & Marine Industries, Public Sector, Logistics, Tourism and Hospitality and Enterprise. The project was designed to equip workless residents in Halton with the work experience, skills and training necessary to access employment within these sectors.

Funding: Skills Funding Agency

Delivered By: Joyce Cahill, Marj Sinclair, Phil Hudson

Description of the Project:

The project was designed to equip workless Halton residents with the work experience, skills & training required to access employment within the following sectors; Port & Marine Industries, Public Sector, Logistics, Retail, Tourism and Hospitality and Enterprise, across a wide range of occupational areas including; administration, customer service, warehousing, driving, hospitality, health & social care and horticulture. The project is expected to deliver high quality client led provision via an individual package of customised training, work experience and comprehensive support. Learners can access the provision for a maximum of 14 weeks for less than 16 hours per week.

Learners are referred to the project via JobcentrePlus and HPiJ and meet with an Employment Officer who complete an initial assessment of need and a Next steps IAG intervention. The Employment Officer will then work with the Learner to source a suitable work experience placement. The Team has access to over 200 placement providers and 1500 local employers who are signed up to the Halton Employment Charter. Once a suitable placement is secured then the Learner is referred to Induction. Induction modules include; rules & regulations, Health & Safety, Manual Handling & Fire Safety etc. Learners are issued with a free weekly travel pass, 'Halton Hopper', and PPE. Childcare arrangements are also finalised. Each Learner has an individual package of training & work experience developed, & is assigned to an Employment Officer (EO). During the Induction a Learning & Development Plan is produced. The LDP details the training needs, qualifications, work experience, soft skills, previous experience etc.

Following the Induction Learners progress onto their work placement & commence work-based training with local work based learning providers eg Business Administration, Customer Service, Skills for Life, ICT. On their first day in placement each Learner attends a workplace induction covering the organisation's working practices. The Learner is introduced to their Placement Supervisor who will act as a mentor & complete reviews. The Learners register with HBC's HPIJ job brokering service, which gives them access to vacancies from 1500+ local companies. Learners also have access to 'internal only' vacancies within the Council.

The Learners meet with their EO regularly to discuss progress and to update the LDP. Pre employment bespoke training is arranged to meet the needs of the employer eg FLT, LGV, PA1/PA6. Regular reviews are conducted with the Learner & if there are issues changes will be made to the routeway. Travel passes will be provided weekly.

Learners can remain upon provision for a maximum of 14 weeks. Prior to completion an Exit Guidance Review is completed. Within 13 weeks of completion of the project the Learner completes an evaluation questionnaire. Learners are tracked for 26 weeks & continue to receive support & mentoring. Learners who commence employment will be offered In Work Support for 26 weeks & the EO will liaise with the employer to ensure vocational training continues into employment via Train to Gain or an apprenticeship.

These activities provide a comprehensive routeway which is unique for each Learner, & will include work experience, work based learning and/or job focussed training, jobsearch, access to enterprise/self employment advice, soft skills development. Coupled with the job brokering service, long standing relationships with local employers and further development of the Halton Charter JIG project, it is expected that more than 60% of learners will progress into employment within the priority sectors.

Performance

The project has met the contracted target of 40 job starts, in fact 41 people have benefitted from support and moved into employment.

APT4U Apprentice Support Project

Aim of the Project:

The project is aimed at creating 175 new/additional apprentice opportunities for Halton residents with local employers within Halton or within daily travel to work area e.g. South Liverpool, Warrington, and St Helens etc. Fifteen apprenticeships are 'ring-fenced' for care leavers and are funded differently.

Funding: WNF

Delivered By: Marj Sinclair, Kate Johnson and managed Trish Cooney

Description of the Project:

Apprenticeships are nationally designed training programmes allowing young people aged 16-24 or adults aged 25yrs or over, to learn on the job, building up knowledge and skills, gaining nationally recognised qualifications and earning whilst learning. Apprenticeships usually last for a least 1 year and the Apprentice works towards an NVQ Level 2, Key Skills and in most cases a Technical certificate. Advanced apprenticeships usually last for 2 years and the Apprentice works towards NVQ Level 3, Key Skills and a Technical Certificate. Adult Apprenticeships are available for

people aged over 25 and over that are working towards and NVQ, Key Skills and a Technical Certificate.

Two members of staff have been assigned to work on this project. One officer is involved in employer engagement and works with employers to source new apprenticeships. The second officer is involved in the recruitment of local residents to the project and works with the employers to source the most appropriate qualification. Close partnership working has been developed with the local Connexions offices. HBC staff deliver outreach from each of the Widnes and Runcorn Connexion offices and staff from HBC and PAs from Connexions undertakes case conferencing twice monthly.

Comprehensive marketing of employers is undertaken by Halton People into Jobs, including mail shots. Leaflets and posters have been produced and circulated to partner organisations including Jobcentre Plus as well as employers.

Employers are paid an incentive payment of up to £2,000 to encourage them to recruit apprentices. The payments are as follows:

£250 Start Payment (paid once an individual commences employment)

£250 Training Payment (paid upon commencement of LSC funded apprenticeship)

£75 per week towards a wage for 20 weeks

Care leavers- the project provides apprenticeships for 10 care leavers offering full training or wage costs for a period of 12 months with the employer picking up the costs in year two – Care leavers are employed in public or community & voluntary sector organisations. The Start and Training payments are not paid to HBC or the other public sector organisations.

The Learning and Skills Council (LSC) or Single Funding Agency normally expects an employer to pay apprentices either National Minimum Wage or the going rate for the job. The exception is young Apprentices aged up to 19 years who are exempt from National Minimum Wage but must be paid a minimum training allowance of £95 per week i.e. £4, 940. The new rates for minimum wage are:

Workers aged 16-17: £3.57/hr

Workers aged 18-21: £4.83/hr

Workers aged 22 and over: £5.80/hr

Performance

Since the project commenced in January 2009, 125 new apprenticeships with 99 employers have been created.

Stepping Stones (Halton ILM)

Aim of the Project:

The project is aimed at improving the employability of local priority residents who are unemployed by placing individuals within high quality work experience placements coupled with job focused training. It enhances the existing portfolio of LSC and other programmes by providing a period of 'paid' employment.

Funding: WNF

Delivered By: Joyce Cahill, Marj Sinclair, Phil Hudson

Description of the Project

Staff from Economic Regeneration's Halton People into Jobs Team manage this project. Referrals to this project are mainly from HPIJ and JCP. Following a referral

an appointment will be made for a beneficiary to attend an interview with an Employment Officer. At this initial meeting an IAG interview is completed and an action plan produced. If the beneficiary is offered a place on the programme an Employment Officer will source an appropriate work placement with a local employer, arrange for any job focussed training that may be required; and will monitor and evaluate the programme. Prior to commencement the ILM, workers undertake a 4 day Induction that includes Health & Safety, Manual Handling and First Aid. ILM workers will be paid minimum wage i.e. £3.57 per hour at 16/17 year olds, £4.83 at 18 – 21 years old and £5.80 per hour at 22 years plus, for up to 35 hours per week, and will initially be offered a paid work placement of up to 13 weeks, but on average 6-8 weeks. The work placement also includes weekly job search. Weekly extensions to the paid placement are agreed by the Employment Development Manager if the extension will lead to full time employment.

ILM Wages are administered and paid, via an existing contract, by Jarvis Training Management Limited. If the ILM Worker has not found a job towards the end of their placement, they will be given the opportunity to opt to undertake the Halton Employment Partnership (HEP) training programme which will better prepare them for seeking permanent employment. Following the HEP training course HPIJ Job Brokers support individuals with progression into employment.

2009/10 – 82 starts on the project with 56 confirmed job outcomes from 75 leavers i.e. 75% job outcome against a target of 60%. Since April 2010 18 starts on the project with 11 job outcomes to date i.e. currently 61%

Response to Redundancy programme

Aim of the Project:

To provide one to one information, advice and/or guidance to individuals under threat or at risk of redundancy, or individuals that have recently been made redundant. Access to FREE training is offered to help individuals 'up skill' or retrain to improve their chances of securing alternative employment.

Funding: Skills Funding Agency

Description of the Project:

Employment Officers meet with the individuals at the employers' premises to provide IAG services, pre-employment support and signposting to appropriate employment, learning or enterprise opportunities. An individual learning plan is produced to help the customer identify their learning and/or progression routes.

Bespoke training is sourced as identified to help the individual develop new skills in other sectors or to achieve accredited training/qualifications in the area of work that they have been employed in previously.

Since the project commenced in August 2009, **15 employers** have been supported and **149 workers facing redundancy** have benefitted from support offered by the programme. The project has been extended from December 2010 to March 2011 and the target has been increased from assisting 152 redundant workers to assisting 245.

Skills Boost

Aim of the Project:

In 2008 The Enterprise & Employment Division were awarded an LSC/ESF contract to deliver Skills Boost in Halton. The Skills Boost programme supports the delivery of an integrated employment and skills system by maximising opportunities for local people, from priority wards and disadvantaged priority groups to gain access to sustainable employment. Skills Boost is a short sharp demand led intervention to support the recruitment needs of local employers by providing funding to equip workless residents who have a job offer from an employer with the qualification and/or training required.

Funding: Skills Funding Agency

Description of the Project:

Beneficiaries referred to this project MUST have a firm job offer in writing.

The project funds short job focused training, it does not fund NVQs, BTECs etc

The project is aimed at Learners who may never have worked but also creates a route back into sustainable employment for those who are long term unemployed. The project improves the employability skills of Learners and makes them more marketable to local employers. The overall aim is to achieve 60 starts with 45 job outcomes with 35 Learners remaining in sustainable employment at 13 weeks.

Halton People into Jobs delivers this contract in collaboration with a variety of training providers and other organisations. Much of the training purchased to date has been one off specialist provision. The team provides a flexible Learner/Employer led approach to enable Learners from the most disadvantaged groups within the Borough of Halton, including Lone Parents, Older workers aged 50+, IB claimants, LLDD Learners, Ex offenders, Homeless etc, to enhance their employability skills by gaining job related qualifications.

Performance

To date there have been 44 starts and 30 job outcomes, the project will end on 31 March 2011.

Supported Employment

Aim of the Project:

The project's aim is to find employment for people with a disability including Learning disabilities, mental Health conditions and people who have a Physical and Sensory Disability.

Funding: WNF

Description of the Project:

Employment Officers assess the client's employment potential; prepare a development plan which identifies appropriate opportunities for people with disabilities, particularly learners with learning difficulties to develop their employment skills through practical work experience work based learning or voluntary work via social cares Community Bridge Building Team, whom we work very closely with.

Employment Officers will provide appropriate employment coaching and/or job training to provide the client with the confidence and skills for them to progress to work independently in paid or unpaid work or to access appropriate work based learning opportunities and will provide 'arms length' support for the client to remain in the employment or learning provision with a view to assisting them to progress into open paid employment.

Pathways to Work In Work Support

Aim of the Project

The aim of the project is to provide 26 weeks of In Work support for Pathways to Work customers to enable the beneficiaries to retain their employment.

Funding: DWP Jobcentre Plus contract to deliver the provision across the Greater Mersey district – Halton, Knowsley, St Helens and Sefton

Delivered by: Eddie Dourley, David Samuels

Description of the Project

All referrals to this project are via Pathways to work Advisors at Jobcentre Plus. Customers making new claims to Incapacity Benefit (IB) receive additional help to find and keep work through the Pathways to work Programme. The Pathways In Work Support provision aims to sustain the beneficiary in employment by providing an aftercare service providing regular contact at 2, 13 and 25 weeks, by letter/telephone or face to face meetings, to provide a safety net for customers experiencing difficulties at work.

The project provides a range of aftercare including:

- access to a Mentor - usually be from within the workforce
- Job Coaching – to support the beneficiary with on the job training and job matching
- Occupational Health Support – to assist with such issues as working hours/patterns and workplace ergonomics. It will also assist the employer to provide Health & Safety risk assessments and determine beneficiaries capabilities in relation to specific job roles
- More In Depth Support – provides support and advice about health and other social issues that might affect beneficiaries in the workplace. It includes off the job support such as telephone counselling and face to face lunchtime meetings and establishing support arrangements
- Financial advice and debt counselling – providing on going money management support e.g. schedule debt repayments

Performance

In 2009/10 the service helped 38 new disabled people into paid or permitted work and continued to provide employment support to 93 existing clients who have moved into work. Since April 2010 5 new disabled people have been helped into paid or permitted work whilst existing clients in employment continue to be supported.

Employment Retention Service

Aim of the Project

To reduce the numbers of people leaving work and moving on to Incapacity Benefit (IB) as a result of a health condition or disability by providing job retention advice to

the employer and the employee. The support offered enables people that have a health condition or disability to enter, remain in, or quickly return to work. Two officers work on this project, one a Job Retention Specialist and the other a Disability specialist with an excellent working knowledge of Access to Work and other initiatives.

Funding: WNF

Delivered by: Eddie Dourley, Mike Fredson

Description of the Project

Referrals to this project are from a variety of sources including Jobcentre Plus – IB Pathways Advisors, Disability Employment Officers, health staff at the PCT & GP practices, JCP customers, employers, employment & training providers and health & social care providers. Once a referral is received an appointment is made and an Officer meets with the beneficiary within 5 working days. A range of services are made available to both the employee and the employer including:

Post-employment - the Officer prepares an individual Personal Action Plan with the employee and their employer, which enables the individual to retain employment. The action plan identifies that the employee has the right work equipment and advice on using the equipment in the workplace efficiently and safely. This may require the Retention Officer to consult with occupational health and DWP Access to Work. Review the action plan at the request of the employer or employee.

Job redesign – the Retention Officer explores with the employer whether there is potential for the job and/or working practices to be re-designed to better suit the needs of the employee; or whether there is a more appropriate and suitable alternate job. This may require consultation with specialist occupational health adviser and DWP Access to Work.

Job coaching - agree with the employer who will help the employee to settle into their new job role and what support will be provided during the early weeks i.e. up to six weeks. Where possible, the job coach is provided by the employer, if not the Retention Officer signposts the employer to an appropriate specialist support organisation.

Mentoring - agree with the employer who mentors the employee during the early months of their revised working arrangements. The Retention Officer may be required to signpost the employer to an appropriate specialist support organisation.

Job Retention - the Retention Officer signposts the employer to an appropriate specialist organisation that may be able to offer support to help the employee to keep their job.

Job Breakdown – should the new working arrangements breakdown the Retention Officer will introduce the individual to HPIJ who will help them to find suitable alternate employment

Performance

Since the project commenced in April 2009, 45 of the 51 people in work but off sick have been helped to keep their job.

Future Jobs Fund

Aim of the Project

The Future Jobs Fund is a national initiative of approximately £1 billion to support the creation of 150,000 jobs. It is aimed at long term unemployed young people and others who face significant disadvantage in the labour market.

In March 2010 it was announced that the initiative is to be extended for a further 12 months aimed at generating a further 50,000 jobs for young people aged 18-24.

The fund is run by the Department for Work & Pensions. It is open to any organisation from the public, private or third sector from across Great Britain (England Scotland and Wales).

Funding: DWP

Delivered by: Trish Cooney, Phil Hudson, Lindsey Clarke

Description of the Project

Halton Borough Council (Halton People into Jobs) is part of the Liverpool City Region Future Jobs Fund programme being delivered by partners in the City Employment Strategy. Halton People into Jobs is managing the initiative in Halton and has a dedicated team on hand to support Future Jobs Fund employers and employees throughout the programme.

Eligible Jobs

Jobs created using the Future Jobs Fund must be:

- additional - meaning they could not exist without this funding
- lasting at least 6 months
- for at least 25 hours per week
- paid at least at the national minimum wage rate
- suitable for long term unemployed people
- providing a clear benefit to local communities

FJF Eligible People

The recruitment is handled through Jobcentre Plus and Halton People into Jobs but it is the responsibility of Jobcentre Plus for checking applicant eligibility.

The following offers a guide to Jobcentre Plus's eligibility criteria:

- 18-24 year olds who are in receipt of Job Seekers Allowance for at least 26 weeks
- Young people who have turned 18 years of age and in receipt of Job Seekers Allowance that were previously NEET (not engaged in employment, education or training) for a period of at least 26 weeks, providing that is confirmed by Connexions are also eligible to apply for Future Jobs Fund vacancies
- All working age people aged 18+ who have been in receipt of other benefits (e.g.: lone parent, ESA, IB) for 39 weeks
- 25+ year olds in receipt of Job Seekers Allowance for 26 weeks.

FJF Eligible Costs

Staff from Halton People into Jobs meet with potential employers to discuss their requirements prior to advertising the vacancy/vacancies and drawing up a job description. This also involves agreeing a suitable wage and hours of employment, looking at the potential training and support needs.

Halton People into Jobs provides:

- funding the wages of the eligible employee

- funding to cover the wage on-costs of the eligible employee e.g.: employers national insurance contributions
- a support package for the employee and employer during their Future Jobs Fund post
- advice and support in accessing suitable training

Performance

Since the FJF programme commenced in February 2010, 94 unemployed eligible residents have progressed into new 26 week jobs offered by 9 employers. Of the 6 people that have completed 26 week FjF jobs, 4 have moved into employment, whilst only 1 of the 9 early FjF leavers, left to take up employment.

For any further information on the programmes included contact:

Halton People into Jobs 0151 471 7516

1st Floor Rutland House, Halton Lea, Runcorn, WA7 2ES

hpij@halton.gov.uk

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

DATE: 20 September 2010

REPORTING OFFICER: Strategic Director Environment and
Economy

SUBJECT: Enterprising Halton Programme

WARDS: All Wards

1.0 PURPOSE OF THE REPORT

- 1.1 To report on progress achieved by the Enterprising Halton Programme in promoting a culture of enterprise across the Borough and supporting the creation of new business start ups since it was launched in April 2007.

2.0 RECOMMENDATION: That

- (1) The Board acknowledges the significant contribution the Enterprising Halton Programme has made to promoting enterprise development activity, supporting new business start ups, and job creation.

3.0 SUPPORTING INFORMATION

- 3.1 In July 2005, The Life Chances & Employment Specialist Strategic Partnership commissioned the Halton Enterprise Strategy and Action Plan. The study considered why Halton had performed so poorly on key enterprise indicators and identified an action plan to release the business potential of the resident population of Halton. The study addressed several issues that were prevalent at the time :

- The consistent low levels of new business start-ups and self-employment in the Borough;
- The rate of new VAT registered businesses which were among the lowest in the region;
- Low self-employment rates

This was also set within a context of the government floor target for enterprise (DTI PSA6) aimed at

- 'building an enterprise society in which small firms of all kinds thrive and achieve their potential, with
- An increase in the number of people considering going into business;
 - An improvement in the overall productivity of small firms; and
 - More enterprise in disadvantaged communities.

3.2 The Enterprise Strategy Action Plan, that had been developed following extensive consultation, and, as part of the study, identified a number of key recommendations aimed at supporting the vision of *'developing a culture of enterprise and improving business performance in Halton'*:

- establish a Halton Enterprise Partnership to drive forward the strategy;
- create an enterprise *'gateway'* - a single point of access to deal with enterprise enquiries;
- develop a Halton *'enterprise offer'*- provision of business start-up advice and support;
- appoint an enterprise development officer to drive the day to day work ;
- develop a comprehensive client tracking system that tracks progression from initial enquiry to business start-up;

3.3 With the establishment of the Employment Learning & Skills Specialist Strategic Partnership, a refresh of the original Enterprise Strategy took place. The refreshed strategy *'Connections, Connectivity and Communications: The Building Blocks of an Enterprise Strategy for Halton'* identified that the most effective way of driving the enterprise agenda forward in Halton was to build a strategy around the key strategic assets that the Borough had to offer i.e.

- **Connections** the distinct features of the Borough's physical location in one of the country's main economic hubs are placed at the heart of the enterprise strategy.
- **Connectivity** involves employing the Borough's progress to date in information and communications technology as a platform to establish an outstanding business, customer and community offer.
- **Communication** addresses not only the ways in which the strategy is communicated but the entire process of engagement with different interests and stakeholders.

A new vision for developing a culture of enterprise stated that

"Anybody with talent, potential and drive to succeed in business should have the opportunity and necessary support to do so, regardless of their background or where they live"

3.4 In endorsing the original strategy, The Employment Learning & Skills Partnership also adopted additional principles namely

- The appointment of a private sector Enterprise Champion to drive forward the strategy;
- that the *'enterprise offer'* in Halton should be branded as *'Enterprising Halton;'*
- that the Enterprise Partnership should support the Halton Education Business Partnership to further develop the Enterprise Game and promote.

- 3.5 The Employment Learning & Skills Partnership established three strategic sub groups to take forward the employment, learning & skills and enterprise agendas in Halton. The private sector led Halton Enterprise Board comprises local business men and women who lead the enterprise development agenda and act as a sounding board on behalf of the Partnership for employment, learning & skills related issues. The Board has appointed one of the private sector representatives as an Enterprise Champion.
(The Terms of Reference and Membership of the Enterprise Board are attached at Annex 1).
- 3.6 The Council allocated revenue priorities funding Fund to appoint an Enterprise Development Officer to take forward the Enterprise Action Plan and the Employment Learning & Skills Partnership allocated resources through the Neighbourhood Renewal Fund to develop the *Enterprising Halton Programme* business start up project.
(An outline of the features of the initial programme are attached at Annex 2)
- 3.7 The allocation of significant Working Neighbourhoods Fund in 2009/10 and 2010/11 has enabled the Enterprising Halton Programme to be further developed and enhanced through the introduction of the Aftercare Academy, managed by Halton Chamber of Commerce & Enterprise and developing the Next Generation Entrepreneurs initiative in partnership with Halton Education Business Partnership.
(An outline of the enhanced programme introduced in April 2009 is attached at Annex 3)
- 3.8 The Enterprising Halton Programme is now well established as an Enterprise development support project that is very much valued by potential entrepreneurs, new business start ups, and the private sector led Enterprise Board, the Chamber of Commerce and Jobcentre Plus.
- 3.9 Since the Enterprising Halton Programme was launched in April 2007 **362 new businesses** have been established that have **created 106 new** jobs in addition to the business owners. Since April 2009 **110 (52%)** of the 214 new businesses have been set up in priority lower super output neighbourhoods.
(A schedule of the projects achievements since it was launched on 1stApril 2007 to the period 31 August 2010 is attached at Annex 4)
- 3.10 The project is highly regarded as an exemplar of enterprise best practice and the grants regime developed by Halton has been adopted by both Liverpool Vision and North Liverpool and South Sefton LEGI Board to support new start ups in their respective areas.
- 3.11 The North West Development Agency introduced the region wide Intensive Business Start up Service (ISUS) in September 2009 to support the creation of new businesses and to develop recent start ups

that had been trading for between 12 and 36 months. The Council agreed to co-fund the ISUS provision in Halton and agreed to allocate £40,000 per year in addition to the Agency allocation of £180,700 per year to support the creation of 230 new businesses and 413 new jobs during the period September 2009 to March 2012. The Halton Enterprise Board were involved in the appointment of ELECT and Princes Trust the two ISUS providers selected to offer intensive business start-up support to potential entrepreneurs in Halton.

4.0 POLICY IMPLICATIONS

- 4.1 The work of Enterprising Halton Programme contributes to employment, learning and skills key priorities contained in the Halton Sustainable Communities Strategy, the Local Area and Multi Area Agreement and the Liverpool City Region Employment & Skills Strategy.
- 4.2 The work of Enterprising Halton Programme also contributes to performance against National Indicators relating to employment, enterprise and learning.

5.0 OTHER IMPLICATIONS

- 5.1 The Enterprising Halton Programme is funded through a combination of Council revenue funding of £71,640 in this current financial year and a significant allocation of Working Neighbourhoods Fund of £322,975 in the financial year 2009/10 and 2010/11.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

The Enterprising Halton Programme supports young people to translate an entrepreneurial idea into a viable commercial business proposition. The Intensive Business Start Up service supports people over 18 and links to the Prince's Trust programme in providing intensive support to young people aged 18. Activity described in this report has also helped Not In Employment Education and Training young people onto apprenticeships.

6.2 Employment, Learning and Skills in Halton

The Enterprising Halton Programme supports the employment, learning & skills and enterprise agenda in Halton. The project has helped 362 people, many of whom were previously unemployed and in receipt of benefit, to set up in business and those new businesses have created an additional 106 jobs for local people. A number of the business start ups have accessed skills development training to enhance their business and several have employed apprentices.

6.3 A Healthy Halton

The Enterprising Halton Programme is accessible to all people of working age in Halton. Since the programme was launched in April 2007 46 (13%) disabled people have been supported with setting up a business.

6.4 A Safer Halton

6.5 Halton's Urban Renewal

A number of new business starts ups supported by the Enterprising Halton Programme have established their business in regeneration areas for example, 31 in Castlefields since April 2007 and others have rented premises owned by the Council.

7.0 RISK ANALYSIS

7.1 The loss of Working Neighbourhoods Fund, particularly the availability of a grant regime will have a serious detrimental impact on the numbers of new business start ups and on the sustainability support offered to new businesses in Halton through the Aftercare Academy.

7.2 The NWDA Intensive Start up Service will be in place to provide start up advice until 32 March 2012, although cuts in public spending are expected to reduce the allocation of funds in Halton by 25%. The Agency is proposing to achieve those savings by withdrawing the business sustainability support offered to new businesses that have been trading for more than 12 months

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 The Enterprising Halton Programme has been included in the Equality & Diversity Impact Assessment completed on behalf of services provided by the Enterprise & Employment Division.

8.2 The programme is available to all people of working age between the ages of 16-64 years. To date 362 new business have been established, of which 136 (38%) are female owned businesses and 46 (13%) are businesses owned by disabled people. Since April 2009, 110 (52%) of the 242 businesses created have been established in priority lower super output neighbourhoods.

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

9.1. Not applicable

**EMPLOYMENT LEARNING & SKILLS (ELS)
SPECIALIST STRATEGIC PARTNERSHIP (SSP)**

ENTERPRISE SUB GROUP – HALTON ENTERPRISE BOARD

Aims of the ELS SSP

The Partnership's aim is:

To create an economically prosperous borough that encourages investment, entrepreneurship, enterprise and business growth, and improves the skills and employment prospects of our residents and workforce so that they can share in the all the opportunities Halton affords.

The Partnership's key objectives are:

- A** To foster a culture of enterprise and entrepreneurship and make Halton an ideal place to start and grow economic activity
- B** To develop a culture where learning is valued and raise skill levels throughout the adult population and in the local workforce
- C** To promote and increase the employability of local people, tackle economic inactivity and help to address any barriers to employment
- D** To develop a strong, diverse, competitive and sustainable knowledge based local economy
- E** To foster the financial inclusiveness of local people, including access to appropriate, supportive advice services where both empowerment and practical help can be provided

Partnership Remit and Sub Groups

The Partnership has a remit to develop strategies and action plans for the delivery of Employment, Enterprise, Learning and Skills; will understand and represent local needs around this agenda and is responsible for the delivery of related targets and outcomes contained within the Community Strategy for Halton. The partnership has established three sub groups that will be responsible for taking the lead on each strategy and action plan i.e.

- Employment Sub Group
- Enterprise Sub Group
- Skills Sub Group

The Enterprise Sub Group - Halton Enterprise Board

Terms of Reference

The Enterprise Sub Group will be known as the Halton Enterprise Board and will be responsible for taking the lead on the development of the Halton Enterprise Strategy and Action Plan. The Board will advise the ELS SSP about enterprise development and entrepreneurship in Halton. In addition, the Board will also act as an employer 'sounding board' to the SSP on all matters relating to employment, learning and skills development.

Halton Enterprise Board Membership

The Board will comprise of private sector members that will nominate an Enterprise Champion to represent the interests of the Board and the ELS SSP. Representatives from organisations providing enterprise development and business support will be invited to attend Board meetings but will not be members of the Board. At the request of members, Halton Borough Council will Chair Board meetings and will provide administrative support.

Halton Enterprise Champion

The Board will appoint a private sector representative as the Enterprise Champion who is responsible for driving forward the enterprise development agenda in the Borough will act as the Board's spokesperson on issues relating to enterprise, employment and learning & skills issues.

Enterprise Board Meetings

Board meetings will be hosted by Halton Borough Council at The Heath Business & Technical Park Runcorn. It is suggested that breakfast meetings (0800 – 1000) are held bi-monthly to coincide with scheduled meetings of the ELS SSP.

Following a request from private sector members that meetings should be chaired by an officer representing Halton Borough Council, meetings will be chaired by the Head of Enterprise & Employment.

Representation at ELS SSP Meetings

The officer from Halton Borough Council that chairs the Board meetings will attend the ELS SSP meetings to represent the interest of the Board and will report progress towards achieving enterprise development objectives and targets.

HALTON ENTERPRISE BOARD MEMBERSHIP

20010/11

Private Sector Board Members

Eddie Basnett	Managing Director, EBL Group Ltd
Peter Cook	Managing Director, SOG Ltd
Sue Edge	Sole Trader representing Halton Women in Business Network
Sauren Gosh	Sole Trader, Mongoose IT Solutions
Liz Hindley	Director, The Learning Curve
Steven Nickson	Managing Director, DATS Holding and Chair of Halton Chamber of Commerce
Steve O'Connor	Director of Operations, Stobart Group
Steve Swift	Group Managing Director, AereLink
Andrew Taujanskas	Managing Director, OciusB2

**Halton Enterprise Champion
Enterprise Board Advisors**

Eddie Basnett

Colin Billingsley	External Partnership Manager, Jobcentre Plus
Mark Booker	Enterprise Manager, NWDA
Paula Cain	Business Manager Halton Chamber Of Commerce & Enterprise
Frank Duckers	Acting Enterprise Development Officer, Halton BC
Gerry Fitzpatrick	Head of Enterprise & Employment, Halton BC
Kevin Smith	Assistant Principal, Riverside College
Steve Heneghan	Area Relationship Manager, Business Link NW
Michelle McGeiver	Enterprise Assistant Halton BC (Note Taker)
Andy Page	Manager, Halton Education Business Partnership
Rob Vondy	Area Director, ACAS Merseyside & Cheshire

Annex 2

Enterprising Halton Programme

Outline of Business Start up Provision provided between April 2007 to March 2009 in Business

1. The Enterprise Development Officer will co-ordinate all enterprise activity and the project will work with Enterprise Outreach organisations (HPiJ Enterprise & Business Start-up Brokers, HPiJ Enterprise Charter, Train 2000, NW Business Link, Silver Entrepreneurs, Halton Chamber of Commerce & Enterprise, Riverside College) to promote entrepreneurship and support residents into business start-up or self-employment opportunities.
2. The Enterprise Brokers/organisations will provide initial start-up advice; assist with business planning, legal requirements, trading activities and business aftercare to assist the new business sustainability.
3. A new Enterprise Business Start-up grant of £500 will be available to new starts on commencement of trading.
4. Enterprising Halton Programme 'offer':
 - Private sector led Enterprise Board and Enterprise Champion to drive forward the enterprise agenda in Halton
 - Enterprise Enquiry Service (information, support & signposting)
 - Enterprise Development Officer (develop & co-ordinate all enterprise activity)
 - Enterprise Broker & Outreach Service (business advice & counselling within community neighbourhoods)
 - Silver Entrepreneurs (enterprise awareness raising for people aged 50 years and over)

- Women into Business (business advice, counselling and NVQ3 training)
 - Enterprising Halton business start up grant of £500
 - 12 month membership subscription to Halton Chamber of Commerce
 - Enterprising Halton Challenge Competition
 - Support to Halton Education Business Partnership to further develop and promote the Enterprise Game
5. 2007/08 'Enterprising Halton' programme achieved the following outputs
- 393 new start up enquiries – 228 (58%) male and 165 (52%) female
 - 70 business starts against a target of 50 starts
 - 42 (60%) male owned and 28 (40%) female owned businesses
 - 36 additional jobs created
 - 7 VAT registrations

Annex 3

Enterprising Halton Programme

Features of the Enhanced Services introduced in April 2009

The allocation of significant Working Neighbourhoods Fund by the Employment Learning & Skills Partnership enabled the Halton Enterprise Board to further develop and enhance the Enterprising Halton Programme the core 'offer' to provide additional features to support new business start ups and help existing businesses to become more sustainable.

1. 'Kickstart' Pre-start up Awareness Course

The programme has developed a pre-start up awareness course aimed at advising potential entrepreneurs of the advantages, opportunities and risks associated with business start up or self-employment before they commit to progressing to business start up advice and support. The course has been developed to be delivered over 10 hours, both 2 consecutive day and 3 consecutive evening courses appear to suit the needs of potential start ups.

2. Job Creation Grant

Those new businesses that had been supported through the programme could access to a new job creation grant of £250 if they employ a Halton resident that was previously in receipt of working age benefits.

3. Business Sustainability Grant

Those new businesses supported through the programme that had continuously traded for 12 months could access a sustainability grant of £500 to assist with business survivability. Since the grant was introduced the

business survivability rate has increased from 50 to 68% for those business trading between 12 and 24 months.

4. Halton Aftercare Academy

The Enterprise Board developed the features of the Aftercare Academy to support new and existing Halton businesses to become more competitive and assist with business sustainability. The Board commissioned Halton Chamber of Commerce and Enterprise to introduce and manage the Aftercare Academy, the features of which are outlined below:

- **Procurement Facilitation** – opening up access to public sector procurement opportunities for Halton businesses. The appointment of a specialist adviser to liaise with public sector organisations about promoting procurement opportunities for local business and helping those businesses through the procurement process.
- **Buy Local Campaign** – support local business to business inter-trading and encourage residents to buy local through the commissioning and setting up of the **Bizhalton** website a directory of business in Halton with nil cost subscription available to any business operating in Halton.
- **Women in Business Network** – support the development of women's business network for and run by women business owners based in Halton.
- **Business Buddies** – a business mentoring support programme for new business starts and existing micro businesses in Halton.

5. Next Generation Entrepreneurs

The Enterprise Board has provided funding to Halton Education Business partnership to support

- the development of a primary school version of the Enterprise Game
- the joint appointment with Young Enterprise of a Halton Schools Enterprise Officer who will be responsible for developing and introducing a programme of schools based enterprise initiatives including
 - *Entrepreneurs in Residence* i.e. a local entrepreneur attached to each secondary school
 - *Entrepreneur Tutorials* – local entrepreneurs attending primary & secondary schools to promote awareness about enterprise
 - Enterprise in Halton Reference Library – a reference library of 100 businesses in Halton researched and developed by school children

Annex 4

Enterprising Halton Programme

Achievements from April 2007 – August 2010

1. 2007/08 ‘Enterprising Halton’ programme achieved the following outputs

- 393 new start up enquiries – 228 (58%) male and 165 (52%) female
- 70 business starts against a target of 50 starts
- 42 (60%) male owned and 28 (40%) female owned businesses
- 36 additional jobs created
- 7 VAT registrations

2. 2008/09 “Enterprising Halton” programme achieved the following outputs:

- 78 business starts against a revised target of 75 starts
- 67 additional jobs created against a target of 50 jobs
- 42 business sustainability grants awarded against a target of 30
- 4 new ‘kick-start’ pre-start-up training courses delivered

3. 2009/10 ‘Enterprising Halton’ programme achieved the following outputs

- 565 new start-up enquiries – 161 (29%) female
- 154 new start-ups – 59 (38%) female
- 82 start-ups in priority neighbourhoods (53%)
- 15 business owners with a disability (10%)
- 13 VAT registrations
- 24 sustainability grants awarded
- 61 additional jobs created over and above owners
- 7 Job Creation grants awarded
- 10 ‘kickstart’ training courses delivered

4. 2010/11 Progress towards the performance targets as at end of August 2010:

- 259 new start up enquiries against a target of 420 - 161 (62%) male and 98 (38%) female
- 60 new business starts against a target of 110 – 35 male (58%) and 25 (42%) female
- 9 new jobs created against a target of 46
- 9 sustainability grants awarded against a target of 50
- 6 Kickstart Courses delivered against a target of 10
- 2 VAT registrations against a target of 10
- 68% Business survivability rate against a target of 50%

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

DATE: 20th September 2010

REPORTING OFFICER: Chief Executive

SUBJECT: Performance Management Reports for Quarter 1 of
2010/11

WARDS: Boroughwide

1.0 PURPOSE OF REPORT

1.1 To consider and raise any questions or points of clarification in respect of the first quarter (April to June 2010) performance management reports detailing progress against service objectives/ milestones and performance targets, and factors affecting the services etc for:

- Community Services
- Employment, Economic Regeneration & Business Development (Enterprise & Employment, Adult Learning & Skills Development).

2.0 RECOMMENDED: That the Policy and Performance Board

- 1) Receive the first 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 Policy and Performance Board.**

3.0 SUPPORTING INFORMATION

3.1 Directorate Overview reports and associated individual Departmental Quarterly Monitoring reports have been previously circulated via a link on the Members Information Bulletin to allow Members access to the reports as soon as they become available. These reports will also provide Members with an opportunity to give advance notice of any questions, points raised or requests for further information, to ensure the appropriate Officers are available at the Board meeting.

3.2 Where a Department presents information to more than one Policy & Performance Board some reconfiguration of the reports has been actioned to reflect Board responsibilities as shown in the following papers.

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

3.4 Appendix 1 explains how Red, Amber and Green (RAG) symbols have been used reflect progress for both objectives and performance indicators. For 2010/11 direction of travel indicators have also been added where possible, to reflect progress for performance measures compared to the same period last year.

4.0 POLICY IMPLICATIONS

4.1 There are no policy implications associated with this report.

5.0 OTHER IMPLICATIONS

5.1 There are no other implications associated with this report.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

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

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

7.0 RISK ANALYSIS

7.1 Not applicable.

8.0 EQUALITY AND DIVERSITY ISSUES




8.1 Not applicable.

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

Document	Place of Inspection	Contact Officer
Not applicable		




Appendix 1 – Explanation of Symbols

Symbols are used in the following manner:

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

Direction of Travel Indicator

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

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

Departmental Quarterly Monitoring Report

<u>Directorate:</u>	Environment & Economy
<u>Department:</u>	Employment, Economic Regeneration & Business Development
<u>Period:</u>	Quarter 1 - 1 st April – 30 th June 2010

1.0 Introduction

This quarterly monitoring report covers the Employment, Economic Regeneration & Business Development Department first quarter period up to 30th June 2010. It describes key developments and progress against 'key' milestones and performance indicators for the service.

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

2.0 Key Developments

Enterprise & Employment

Matrix is the national standard for providers of Information Advice & Guidance. Having achieved the standard in 2007, Halton People In to Jobs (HPiJ) were re-assessed in June 2010 and passed with flying colours. The assessor highlighted the customer focussed approach that HPiJ offers as a particular strength as well as effective partnership working. The assessor has suggested that HPiJ should consider applying for the Matrix Excellence Award – HPiJ working towards this.

Proposals for Department for Work and Pensions (DWP)/ Job Centre Plus (JCP) to introduce the Community Task Force and Flexible New Deal 2 programmes have been shelved by the new Government who have announced that the new Work Programme will be introduced in summer 2011.

DWP/JCP have extended the New Deal Gateway to Work Contract (Warrington) has been extended until the end of the year with the potential of a further extension until 31/3/2011.

The Priority Sector Routeway contract that was due to terminate on 31/12/2010 has been extended to 31/3/2011 and a further £34,600 from the Skills Funding Agency has been requested.

The 16-19 NEET Progression Pathway contract that was due to terminate on 31/12/2010 has been extended until 31/3/2011 and a further £45,000 from the Skills Funding Agency has also been requested.

The number of Liverpool City Region Future Jobs Fund (FjF) jobs approved to 31/3/2011 is 243. 77 FjF jobs have now been filled.

Economy & Development

The level of inward investment enquiries recorded by the Business Development, Inward Investment and Economic Promotion Team remains depressed. The Team, therefore, continue to work with partners to furnish the local business community with the advice and support necessary to survive and prosper during the on-going global slow down. For example, the content of the web site www.runcorn-widnes.com is constantly updated to reflect the changing offer from national and regional business support agencies.

The post of Business Parks Officer has been filled after a period of almost seven months. The new post holder is currently delivering the 2010/2011 programme of initiatives at Astmoor and Halebank Industrial estates which has been in abeyance since the New Year

The Business Development, Inward Investment and Economic Promotion Team are currently working with Liverpool Vision, Halton Chamber of Commerce and Enterprise and the Halton Enterprise Board to ensure that a small group of local companies are able to have a presence at Shanghai World Expo 2010. To date five local companies have been identified who wish to attend World Expo 2010. Each company is meeting individually with UKTI\CBBC to ascertain their individual needs.

Adult Learning & Skills Development

Adult Learning

- 1357 individual learners (equating to 1951 enrolments) joined an adult learning programme during Q1 (making the cumulative totals for the academic year of 2834 and 5217 respectively). Of the 1357, 19% had no previous qualifications; 31% had not done any learning for at least 2 years; 16% had disclosed a disability; 35% reported they wanted additional help with literacy, numeracy and/or ICT; 29% were male; 6% were BME learners; and 30% of all enrolments came from residents from Halton's LSOAs.
- 425 Skills for Life assessments were carried out and from these, 58% of learners enrolled onto literacy, numeracy or employability programmes.
- A total of 58 City and Guilds qualifications were achieved in Q1, which included:
 - 18 Level 1 Literacy
 - 19 Level 2 Literacy
 - 16 Level 1 Numeracy
 - 5 Level 2 Numeracy

- 76 learners completed the generic 2 week HEP Award and 77 completed sector specific employment programmes in logistics, construction or retail
- 100% of learners that sat the exam for the level 2 Diploma in Childcare & Education achieved it
- The Neighbourhood Learning in Deprived Communities Grant Panel met and agreed to invite 9 Community and Voluntary Sector organisations to submit Full Grant Proposals to deliver learning projects in localised communities within Halton. The deadline for submission is 9th August and it is planned that Service Level Agreements will be in place for delivery to commence in September 2010.

Sector initiatives

During Q1 the Halton Employment Partnership, as part of the 3MG skills & recruitment project, handled Tesco's recruitment on their behalf for their flagship chilled distribution centre on 3MG. As a result, Tesco offered jobs to 377 individuals of which 75% are Halton residents (with a 60:40 split between Widnes:Runcorn). In addition, the Halton Employment Partnership handled the smaller scale recruitment on behalf of Norbert Dentressangle for their recycling unit on 3MG. Recruitment was successful, with local people gaining employment (we are waiting on final data from them and will report this next quarter).

It was agreed during Q1 that the Skills for the Science, Technology & Advanced Manufacturing (STAM) Sector Steering Group be merged with the Halton Science Action Group (HSAG). Work on the STAM Routeway continued. The Routeway is a web based resource providing a 'journey' of learning and skills provision, plus a range of support services for children, young people and adults wishing to work towards a career in the STAM sector. The STAM Routeway is due to be completed and launched in the autumn term.

A project manager was appointed in Q1 to drive forward the Construction Employment Integrator (CEI) Model area of work. The initial work programme will focus on working with legal and procurement departments in inserting training and recruitment clauses into procurement documents associated with construction projects. CEI – close liaison with planning and legal departments, particularly around links with Section 106 are key to driving the CEI forward. Similarly, the purchasing of a Skills Forecasting Tool will be central to the work of the CEI.

The analysis of the results of the Business Perceptions Survey 2009/10 commenced in Q1; the bulk of the follow up work will take place in Q2.

The Business Development/Response to Redundancy Group has now been re-formed. Membership includes the Halton Employment Partnership members of JCP, Adult Learning & Skills Development, HPIJ and Business Development. The focus of the group is to consider training and recruitment needs of potential new inward investors and to work in partnership to support local businesses through the economic downturn.

Divisional issues

Consultation with adult learning tutors, unions and HR took place during Q1 with a view to changing some of the tutor contracts in line with changing priorities/government agendas. A review of the whole divisional structure will take place in Q2. It is expected that a very small number of staff may be made redundant.

The Divisional Manager is leading on the departmental Skills Audit and Communications & Marketing Strategy, both in draft at the moment.

3.0 Emerging Issues

Enterprise and Employment

The Government have announced that RDA's will cease to operate on 31/3/2012 and will be on wind down from 1/4/2011. As a result Business Link Northwest will cease to operate at the same time as NWDA.

The recent announcement of the abolition of the NWDA by the coalition government will have a profound impact upon the delivery of economic regeneration across the region. Key will be the devolution of economic regeneration budgets to new Local Economic Partnerships (LEP). A White Paper will be released in late summer outlining governmental thinking regarding the preferred spatial scale and function of LEP's.

The government announcement with regards the scrapping of the building schools for the future (BSF) project is likely to have implications for the department. If the Local Education Partnership (LEP) does not now go ahead it is likely that workload in the future on the secondary sector (for example, in facilities management) will be delivered via this department whereas it would have been delivered via the LEP had this gone ahead.

Adult Learning & Skills Development

The review of the Adult Learning & Skills Development Division will result in a reduced headcount and a reduced frontline service. This will in turn have a knock on effect on the numbers of learners/enrolments and the number of individual qualifications achieved. In addition, new fees will come into force in Q2 and it is expected that these will have a detrimental impact on the number of service users.

As WNF begins to run out, the future of WNF funded projects needs to be considered; in particular, the Halton Employment Partnership, Skills for Life Assessment Service and the qualifications offered in literacy, numeracy and Childcare & Education are all funded through this route.

Possible support from the Halton Employment Partnership will be required with B & M recruitment in Speke.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	13		13		0		0
--------------	-----------	---	----	---	---	---	---

All key objective milestones for this service are progressing as planned and additional details are provided in Appendix 1.

4.2 Progress against 'other' objectives / milestones

Total	-		-		-		-
--------------	----------	---	---	---	---	---	---

There are no additional objectives / milestones to be reported for the service.



5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	6		5		1		0
--------------	----------	---	---	---	---	---	---

Of the key indicators for the service the number of disabled people moving into permitted work is slightly lower than anticipated. Further details for the service are provided within Appendix 2.

5.2 Progress Against 'other' performance indicators

Total	7		2		3		2
--------------	----------	---	---	---	---	---	---

Of the remaining indicators for the service that can be reported this period there is some uncertainty at this stage concerning the achievement of planned annual targets and additional details are provided within Appendix 3.

6.0 Risk Control Measures

During the production of the 2010 -11 Service objectives, the service was required to undertake a risk assessment.

Where a Key Service Objective has been assessed and found to have associated 'High' risk, progress against the application of risk treatment measures is to be monitored, and reported in the quarterly monitoring report in quarters 2 and 4.

7.0 Progress against high priority equality actions

Any high priority equality actions identified by the service will be reported in quarters 2 and 4.




8.0 Data quality statement

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




9.0 Appendices

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





Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective	
EEB 1	Promote economic diversity and competitiveness within an improved business environment.	
Milestones	Progress Q 1	Supporting Commentary
Develop Science, Technology and Advanced Manufacturing sectoral action plan (following on from final PPB topic group report) by Dec 2010		The multi-agency Science, Technology and Advanced Manufacturing (STAM) group meet on a monthly basis to advance the development of the STAM Route Way and web site www.wheresciencesucceeds.co.uk . The group will be instrumental in drafting a sectoral action plan
Deliver BID Year 3 action plan by Mar 2011		A new Business Parks Manager has recently been appointed. The new post holder is currently making considerable inroads into the 2010\2011 BID Action Plans. The post holder is also resolving a number of issue, particularly with respect to CCTV, that have arisen while the post was vacant
Complete Local Economic Assessment by Mar 2011		TMP are leading at a sub-regional level with respect to the formulation of the LCR LEA. MIS are currently auditing all datasets across the LCR

Appendix 1: Progress Against 'key' objectives / milestones




Ref	Objective	
EEB 2	Foster enterprise and entrepreneurship in order to grow an enterprise culture in Halton.	
Milestones	Progress Q 1	Supporting Commentary
Launch expanded Enterprise Academy by Sep 2010		Halton Chamber of Commerce & Enterprise have been commissioned to deliver the Enterprise Academy & Aftercare Programme. Halton Education Business Partnership and Young Enterprise have jointly appointed a Schools Enterprise Officer to lead the Next Generation Entrepreneurs schools programme.
Deliver Enterprise Week programme by Nov 2010		Events will be planned over the coming months to celebrate Enterprise week 2010.
Deliver expanded start up programme by Mar 2011		The expanded start-up programme is progressing well with 178 new enquiries April – June 2010 and 42 new start-ups during the period.

Appendix 1: Progress Against 'key' objectives / milestones

Ref	Objective	
EEB 3	Reduce unemployment/worklessness by assisting people to secure employment.	
Milestones	Progress Q 1	Supporting Commentary
Deliver permitted work placements in council department by Oct 2010		There were 29 disabled people in permitted work placements in Council Departments during April – June 2010. A young woman who has a physical & sensory disability progressed from a work placement to paid employment as an Employer Engagement Assistant (HBC2) with Halton People into Jobs.
Development of Employment Action Plans for each NM area by Jan 2011		Neighbourhood Employment Action plans were completed prior to 31 st March which were lead by Neighbourhood Management Team. NEEO action plans have been produced with RSL's to drive community engagement forward within the LSOA's. The plans will be reviewed on a quarterly basis.
Double the number of council apprenticeships (against 09/10 out turn) by Jan 2011		The Corporate Apprentice Steering Group has been re-established and has assistance from the National Apprentice Service to take forward the conversion of existing Council staff aged 18-24 years who qualify for apprentice support and the recruitment of new apprentices. 2 new apprentices, both care leavers have been recruited in Q1.
Finalise the Disabled and Carers Employment Strategy by Sep 2010		The Disability Employment Network meets on a bi-monthly basis and will finalise the strategy by Sep 2010.

Appendix 1: Progress Against 'key' objectives / milestones

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

Milestones	Progress Q 1	Supporting Commentary
Develop Construction Investors' handbook by Dec 2010		A project manager to take forward the Construction Employment Integrator in Halton was appointed in Q1 (June 2010). Part of the remit for the manager will be to research the construction opportunities within the borough and translate this into a Construction Investors' Handbook.
Complete the Business Perceptions survey by Mar 2011		The latest Business Perceptions Survey was completed in March 2010. The next stage is to analyse the results of the data in more detail to ascertain what support, if any, individual companies who took part in the survey require.
Secure future of Halton Employment Partnership by Mar 2011		An evaluation of the 3MG recruitment project will be finalised in Q2. The results of this will inform some recommendations about which WNF funded elements of the Halton Employment Partnership can be continued using other funding streams and which would need to be dropped, or funded through non-Divisional budgets.


Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
-----	-------------	-------------------	-------------------	-----------	---------------------	------------------------	-----------------------

Corporate Health

There are presently no indicators of this type identified for the service

Cost & Efficiency

<u>EEB LI18</u>	Cost per job created and/or safeguarded to which the authority's inward investment promotional activity has made a significant contribution. (Audit Commission ECR18d)	£82.27	£142.00	Reported Annually		N/A	Reported annually at the year end
------------------------	--	--------	---------	-------------------	---	-----	-----------------------------------



Fair Access

There are presently no indicators of this type identified for the service




Quality

There are presently no indicators of this type identified for the service





Service Delivery

<u>EEB LI1</u> Previously ER PI 01	Number of local people into jobs	374	300 (WNF ends 31/03/2011)	241			HPiJ have helped a total of 247 people into work, however 6 of them although working in Halton are not residents.
---	----------------------------------	-----	---------------------------------	-----	---	---	---

Appendix 2: Progress Against 'key' performance indicators



Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
EEB LI2 Previously ER PI 02	Number of local people with disabilities into permitted/paid work	38	75 (WNF ends 31/03/2011)	3 permitted work 1 paid work		N/A	The economic recession has had a detrimental impact on the number of disabled people moving into work. However, 3 people with mental health conditions started permitted work placements and 1 lady with a physical health condition progressed from permitted work to full time paid employment within HBC (Halton People into Jobs). The target should be reviewed at the end of Q2.
EEB LI4 Previously ER PI 04	Number of learner enrolments	4116	3450	5217			Q1 covers the last term of the academic year. Compared to the number of enrolments in the 2008/9 academic year, the figures are very positive. One reason for this increase is that the Halton Employment Partnership Award enrolments are now included on the Capita Management Information System.




Appendix 2: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
EEB LI7 Previously ER PI 07	Contribution to the number of jobs created, as a direct result of the service/s being provided	235 Dec 09	200	470			The figure comprises New jobs created with support from HPiJ: 77 – Future Jobs Fund Jobs 8 APT4U apprenticeships 8 ILM jobs 377 Tesco jobs
EEB LI9 Previously ER PI 09	New business start-ups and self -employment starts	60	154	42			This figure is also monitored through the WNF Enterprise Project


Appendix 3: Progress Against 'other' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
-----	-------------	----------------	----------------	-----------	------------------	---------------------	-----------------------

Fair Access							
NI 153	Worklessness within the 25 most deprived LSOAs	29.6%	33.5%	34.1%		N/A	Data available 6 months in arrears. The economic recession has had a detrimental impact on the number of people from the most deprived Isoa's moving into work. The workless rate has steadily increased from 30.9% in November 2008 to 34.1% in Nov 2009.
NI 146	Adults with Learning Disabilities in Employment	N/A	28	0		N/A	The economic recession has had a detrimental impact on the number of disabled people moving into work. 28 people with learning disability remain in permitted work placements, however, no new work placements or jobs in Q1.

Service Delivery							
EEB LI5 Previously ER PI 05	Number of inward investment enquiries per annum	119 Dec 09	200	39			Enquiries are picking up.
EEB LI8 Previously ER PI 08	Contribution to the number of jobs safeguarded, as a direct result of the service/s being provided	145 Dec 09	150	23		N/A	4 people at risk in the Council were supported through Response to Redundancy (R2R) provision who were offered alternate employment within HBC. 19 redundant workers supported via R2R were supported into alternate employment.

Appendix 3: Progress Against 'other' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
NI 163	Working age population qualified to at least Level 2 or higher	65.7%	61.6%	61.6 % (2008)	?		Data for this indicator is only available 2 years after the period it covers so it makes monitoring of it on a quarterly basis very difficult.

Appendix 4 Financial Statement

EMPLOYMENT, ECONOMIC REGENERATION & BUSINESS DEVELOPMENT**Revenue Budget as at 30th June 2010**

	Annual Revised Budget	Budget To Date	Actual To Date	Variance To Date (Overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	4,940	1,216	1,164	52	1,169
Premises Support	11	0	0	0	0
Office Accommodation	36	0	0	0	0
Repairs & Maintenance	2,675	932	932	0	1,803
Energy & Water Costs	830	207	163	44	694
NNDR	836	836	922	(86)	925
Rents	1,054	263	263	0	1,222
Property Recharges	568	0	0	0	0
Marketing Programme	43	11	12	(1)	16
Promotions	19	0	0	0	0
Development Projects	49	0	0	0	0
Supplies & Services	1,203	128	131	(3)	517
Transport	72	18	13	5	13
Central Support Services	20	0	0	0	0
Departmental Support Services	0	0	0	0	0
Agency	196	10	9	1	72
Capital Financing	-240	0	0	0	0
Asset Charges	1,657	0	0	0	0
Total Expenditure	13,969	3,621	3,609	12	6,431
Income					
Rent – Markets	-867	-217	-218	1	-218
Rent – Industrial Estates	-979	-245	-225	(20)	-225
Rent – Commercial Accommodation	-519	-130	-97	(33)	-97
Recharge	-692	0	0	0	0
Repair & Maintenance Recharges	-39	0	0	0	0
Sales	-3	-1	-3	2	-3
Support Service Recharge	-1,292	-68	-68	0	-68
Fees & Charges	-332	-64	-66	2	-66
Reimbursements	-437	-31	-31	0	-31
Government grants	-822	-205	-215	10	-215
School's SLA Income	-676	0	0	0	0
Internal Fees (Schools)	-77	0	0	0	0
Recharges to Capital	-827	-22	-22	0	-22
Total Income	-7,562	-983	-945	(38)	-945
Net Expenditure	6,407	2,638	2,664	(26)	5,486

Appendix 4 Financial Statement**Comments on the above figures:**

In overall terms revenue spending to the end of quarter 1 is slightly over budget.

Regarding expenditure, employee costs are under budget for the period, which is mainly due to vacancies that exist within the Enterprise & Employment Team. Also, external funding is being used to fund some posts.

Energy and Water costs are falling due to the negotiation of new contracts and potentially there may be a saving on this account.




NNDR expenditure is over budget for the period which is due to the Council incurring charges for a number of recently purchased vacant industrial units. Runcorn Town Hall, Rutland House and Grosvenor House have also recently had rates reviews which have resulted in NNDR charges increasing on these buildings.

Regarding income, rent from Industrial Units is below budget for the period which again is due to a significant number of vacant units. This will be monitored closely however it is anticipated at this stage that there will be a shortfall in income on this account.

At this stage, it is anticipated that overall revenue spending will be within departmental budget by year-end.




Appendix 5 Explanation of Symbols

Symbols are used in the following manner:

Progress	<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 whether the annual target is on course to be achieved</u>.</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 unless there is an intervention or remedial action taken</u>.</i>

Direction of Travel Indicator

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

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

Departmental Quarterly Monitoring Report

<u>Directorate:</u>	ADULT & COMMUNITY
<u>Department:</u>	COMMUNITY SERVICES
<u>Period:</u>	1 st April to 30 th June 2010

1.0 Introduction

This monitoring report covers the Community Services first quarter period up to period end 30th June 2010. It describes key developments and progress against all objectives and performance indicators for the service.

The way in which traffic light symbols have been used to reflect progress is explained within Appendix 5.

2.0 Key Developments

The HDL at Ditton has been successfully re-located into the library. Business has increased since the move.

A series of 'Respect' weeks are being held to highlight issues around community safety and anti-social behaviour.

Sport England's Active People Survey showed that Adult Participation in (Sport 3 x 30 minutes) is the second highest in the country.

There has been a recent inspection by the General Register Officer of the Registration Service in Halton. The report, which will go to the Safer Halton PPB shows the service to be very good.

3.0 Emerging Issues


Early talks have been held with the Police to consider a joint approach to some services via HDL. A report will be going to senior management team detailing options to be considered.

Negotiations are advanced to replace the library management/circulation system. An innovative approach is being taken that should improve service and increase efficiencies.

The micro-brewery and the hair dresses shop, as part of Adult Day – care development should be operative by the autumn.

4.0 Service Objectives / milestones

4.1 Progress against 'key' objectives / milestones

Total	1		1		0		0
--------------	----------	---	----------	---	----------	---	----------

Work to encourage participation in sport and physical activity is progressing as planned and additional details are provided within Appendix 1.


4.2 Progress against 'other' objectives / milestones

Total	10		7		2		1
--------------	-----------	---	----------	---	----------	---	----------

Whilst the majority of other objectives milestones for the service are progressing as planned the re-accreditation of Quest (Industry Charter Mark) and the delivery of the free swim programme within the planned timeframes is uncertain or unlikely and additional details are provided within Appendix 2.

5.0 Performance indicators

5.1 Progress Against 'key' performance indicators

Total	1		1		0		0
--------------	----------	---	----------	---	----------	---	----------

The one key indicator for the service that can be reported at present is currently ahead of annual target and additional details are provided within Appendix 3.

5.2 Progress Against 'other' performance indicators

Total	5		-		-		-
-------	---	---	---	---	---	---	---

The remaining indicators cannot be reported at this stage as they result from Annual Surveys. Further information will be reported in Quarter 2.

6.0 Risk Control Measures

During the development of the 2010 -11 service activity, the service was required to undertake a risk assessment of all Key Service Objectives.

No 'high' risk, treatment measures were identified.

7.0 Progress against high priority equality actions

As a result of undertaking a departmental Equality Impact Assessment no high priority actions were identified for the service for the period 2010 – 2011

8.0 Data quality statement


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

9.0 Appendices

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




Appendix 1: Progress Against 'key' objectives / milestones

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

Milestones	Progress Q 1	Supporting Commentary
Increase number of new participants through Sport and Physical Activity Alliance delivery plan i.e. sports participation (This is part of a 3 year agreed programme with Sport England) Mar 2011 (AOF2 & 3)		Targeted work continues through the sports participation project (see Sports Participation WNF Q1 return). In the latest Active People survey results for Halton (Jun 2010) the one million sport indicator result of 24.0% puts Halton 2 nd highest in the country. NI8 - A statistically significant increase has been reported. Next survey results are due end September.

Appendix 2: Progress Against 'other' objectives / milestones



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

Milestones	Progress Q 1	Supporting Commentary
<i>Achieve full re-accreditation for Quest (Industry Quality Charter Mark) Dec 10 (AOF 2 &6)</i>		All centres have passed their maintenance assessment visits. Reports are still outstanding. Current Quest management company PMP has gone into administration. Awaiting up date on new contractor – this may delay the re-accreditation visits, update to be provided in Q2
<i>Active People survey results show an increase in participation rates from 2009/10 baseline Mar 2011 (AOF 2 & 3)</i>		Although we are current performing very well a cautionary note - this is a national telephone survey and as such the next outturn could show a decrease in participation.
<i>Implement the Government Free Swim programme to ensure access to Under 16s and Over 60s Mar 2011 (AOF 2 & 3)</i>		DCMS withdrawn free swim scheme with effect 31 st July 2010. DC Leisure and Halton BC commit to deliver 16 and under until 31 st October and 60 and over to 31 st August as well as offering 50 swim packages for those aged 60 and over.

Appendix 3: Progress Against 'key' performance indicators

Ref	Description	Actual 2009/10	Target 2010/11	Quarter 1	Current Progress	Direction of Travel	Supporting Commentary
-----	-------------	----------------	----------------	-----------	------------------	---------------------	-----------------------

Service Delivery

<u>NI 9</u>	% of adult population (16+) say they have used their public library service during the last 12 months	46.8	47	N/A	N/A	N/A	Data collected annually through Active People Survey, not due until December 2010 and will be reported in Q4
<u>NI 8</u>	% of adult population (16+) participating in sport each week	22.13	23.02	24.2			This indicator will now be reported quarterly on a rolling basis. The Q1 return submitted covers the period April 09 – April 10

Appendix 4 Financial Statement

COMMUNITY DEPARTMENT**Revenue Budget as at 30th June 2010**

	Annual Budget	Budget To Date	Actual To Date	Variance To Date (Overspend)	Actual Including Committed Items
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	8,325	2,069	2,077	(8)	2,114
Premises Support	353	72	71	1	71
Other Premises	888	394	361	33	792
Book fund	272	45	34	11	34
Hired & Contracted	589	171	178	(7)	254
Promotions	290	72	83	(11)	118
Supplies & Services	650	146	155	(9)	242
Transport	95	24	20	4	21
Central Support Services	42	42	45	(3)	45
Leisure Mgt.Contract	1,843	307	303	4	1,353
Grants	623	306	301	5	301
Other Agency	81	4	4	0	8
Asset Charges	2,134	0	0	0	0
Total Expenditure	16,185	3,652	3,632	20	5,353
Income					
Sales	-224	-52	-75	23	-75
Fees & Charges	-1,609	-374	-416	42	-416
Rents	-14	-6	-9	3	-9
Support Services	-613	0	0	0	0
Recharges					
Grant funding	-230	-204	-174	(30)	-174
Reimbursements	-890	-178	-155	(23)	-155
Total Income	-3,580	-814	-829	15	-829
Net Expenditure	12,605	2,838	2,803	35	4,524

Comments on the above figures:

Gross expenditure is £20,000 below budget profile for the first quarter of the financial year. This is primarily a result of spend to date on utility costs being below profile. Whilst budgets are profiled to take account of seasonal factors, the total budget for this area is £476,000, and some variations are inevitable. It is not assumed at this stage in the financial year that this underspend will remain at the year-end.

Appendix 4 Financial Statement

Income is showing an over-achievement against budget profile to date of £15,000. Sales and Fees and Charges income are currently overachieved by £65,000, this relates principally to The Brindley Arts Centre. However, this additional income is partially offset by increased expenditure, particularly in the Employees, Hired and Contracted and Promotions budget headings. The income below target for Grants and Reimbursements is not expected to be under-achieved at the year-end.

At this stage, net Divisional expenditure is anticipated to be to budget at the year-end.

Capital Projects as at 30th June 2010

	2010/11 Capital Allocation £'000	Allocation To Date £'000	Actual Spend To Date £'000	Allocation Remaining £'000
Skate Park	100	25	0	100
Churchill Hall	2	0	0	2
Access & Security Measures	50	0	0	50
Norton Priory Health & Safety	22	0	0	22
Increased Employment Opportunities	10	0	0	10
Total Spending	184	25	0	184

Appendix 4 Financial Statement

Local Strategic Partnership Funded Schemes as at 30th June 2010

	Annual Revised Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000	Actual Including Committed Items £'000
<u>Priority 1: Healthy Halton</u>					
Sports Partnership	66	16	14	2	14
Health & Physical Activity	43	11	-4	15	-4
Alcohol Harm Reduction	430	108	50	58	50
Enhanced Sports	78	20	1	19	1
Sub Total	617	155	61	94	61
<u>Priority 4: Employment Learning & Skills</u>					
Budgeting Skills Project	33	8	0	8	0
Citizen's Advice Bureau	86	22	-30	52	-30
Sub Total	119	30	-30	60	-30
<u>Priority 5: Safer Halton</u>					
Youth Splash	114	28	14	14	14
Blue Lamp	518	129	0	129	0
Domestic Violence	95	24	-9	33	-9
Prolific & Persistent Offenders	46	12	0	12	0
Sub Total	773	193	5	188	5
Overall Total	1,509	378	36	342	36




Comments on the above figures:

Regular monitoring reports are sent to the Local Strategic Partnership (LSP)

in respect of all LSP projects and any areas of concern are dealt with throughout the year by the LSP support team and individual project managers. Some variances against the budget to date are expected, as the LSP have deliberately over-programmed in order to ensure that the full allocation of Working Neighbourhood Fund grant is spent during the year.




Appendix 5 Explanation of Symbols

Symbols are used in the following manner:

Progress	<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 whether the annual target is on course to be achieved</u>.</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 unless there is an intervention or remedial action taken</u>.</i>

Direction of Travel Indicator

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

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

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

DATE: 20 September 2010

SUBJECT: PPB Scrutiny Topic Group Titles

WARDS: Boroughwide

1.0 PURPOSE OF THE REPORT

1.1 To present Scrutiny Topic Group Titles for the remainder of the 2010/11 Municipal Year.

2.0 RECOMMENDATIONS

2.1 That Members approve the Scrutiny Topic Group Titles presented in this report.

3.0 SUPPORTING INFORMATION

3.0 BACKGROUND

Each year Members of the Employment Learning and Skills PPB propose topics which they wish to consider in more detail. The proposed topics for this year are:

- 1) Barriers to Employment from an employers' perspective and;
- 2) Deficit policies and the impact of the recession.

In regard to the first topic, it is proposed that consideration will need to be given to how partners support local people to gain employment, but more importantly provide local people with the skills, knowledge and experience needed by employers to ensure that support is demand led not supply led.

As part of the review it is suggested that the following agencies and groups will need to be engaged in the discussions:

Halton Chamber of Commerce;
North West Employers;
Halton Enterprise Board;
North West Business Link;
Employers' Engagement Service.

The intention would be to complete this topic and present recommendations to the January 2011 PPB.

In regard to the second topic, much of the work will be dependent upon the outcome of the Government's Spending Review, which is due to be announced towards the end of October. It is proposed that an interim report back on the topic would be appropriate in January 2011. Therefore it is proposed that the topic would need to be addressed in two stages.

Stage 1 would be an initial audit/assessment of emerging Government policy relating to the Employment, Learning and Skills agenda. This would reflect, for example, the anticipated Economic Development White Paper, and wider welfare reform agenda and its relationship with worklessness and potential return to work incentives. This work would also coincide with work on the Sustainable Community Strategy referred to elsewhere on this agenda.

Stage 2 would focus on an assessment of these policies alongside the Government's proposals for a reduction in the national budget deficit, and, subsequently, an examination of the potential implications for Halton's Employment Learning and Skills agenda.

4.0 POLICY IMPLICATIONS

The brief for Topic 2 will focus on assessing the implications of emerging Government policy, the spending review and its potential impact on supporting Employment Learning and Skills provision in Halton.

5.0 OTHER IMPLICATIONS

There are no other implications associated with this report.

6.0 IMPLICATIONS FOR THE COUNCILS PRIORITIES

As the topic groups develop, there will be an opportunity to more accurately gauge the effect of the Government's deficit reduction policies on the Council's Employment Learning and Skills priority.

7.0 RISK ANALYSIS

n/a

8.0 EQUALITY AND DIVERSITY

N/A

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

There are no background papers.