

# Public Document Pack



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

Monday, 24 September 2018 at 6.30 p.m.  
Civic Suite - Town Hall, Runcorn

A handwritten signature in black ink that reads 'David Walsh'.

**Chief Executive**

### **BOARD MEMBERSHIP**

Councillor Andrew MacManus (Chair)	Labour
Councillor Carol Plumpton Walsh (Vice-Chair)	Labour
Councillor Lauren Cassidy	Labour
Councillor Charlotte Gerrard	Labour
Councillor Rosie Leck	Labour
Councillor Geoffrey Logan	Labour
Councillor June Roberts	Labour
Councillor Christopher Rowe	Liberal Democrat
Councillor Angela Teeling	Labour
Councillor Pamela Wallace	Labour
Councillor Louise Whitley	Labour

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The next meeting of the Board is on Monday, 19 November 2018*

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

**Part I**

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Members are reminded of their responsibility to declare any Disclosable Pecuniary Interest or Other Disclosable Interest which they have in any item of business on the agenda, no later than when that item is reached or as soon as the interest becomes apparent and, with Disclosable Pecuniary interests, to leave the meeting during any discussion or voting on the item.	
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***In accordance with the Health and Safety at Work Act the Council is required to notify those attending meetings of the fire evacuation procedures. A copy has previously been circulated to Members and instructions are located in all rooms within the Civic block.***

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

*At a meeting of the Employment, Learning and Skills, and Community Policy and Performance Board on Monday, 25 June 2018 in The Board Room - Municipal Building, Widnes*

Present: Councillors MacManus (Chair), C. Plumpton Walsh (Vice-Chair), Cassidy, Leck, Logan, June Roberts, Rowe, Teeling, Wallace and Whitley

Apologies for Absence: None

Absence declared on Council business: None

Officers present: W. Rourke and A. Jones

Also in attendance: Councillor Jones, in accordance with Standing Order number 50 and one member of the public

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

ELS1 MINUTES

The Minutes from the meeting held on 19 February 2018, were taken as read and signed as a correct record.

ELS26 – It was announced that the DWP contract had been renewed for a further 6 years.

ELS 27 – The Chair advised the recommendations from the Topic Group had now been to Executive Board. He invited the Portfolio holder for Economic Development, Councillor Jones, to update the Board with the recent progress made in relation to the promotion of Halton's Cultural Offer within a City Region context.

ELS 32 – It was confirmed that the Liverpool City Region Skills Strategy document would be included on the next agenda.

ELS2 PUBLIC QUESTION TIME

The Board was advised that there were no public questions received.

*Action*

Operational  
Director - Economy,  
Enterprise &  
Property

ELS3 ANNUAL REPORT 2017-18

The Board received the Employment, Learning and Skills and Community Policy and Performance Board's Annual Report for 2017-18.

The Chair wished to convey his thanks to the Vice Chair and all Members of the Board and Officers for their support throughout the year.

RESOLVED: That the Annual Report is received.

ELS4 POLICY UPDATE

The Board received a Policy update which informed them of recent national policy announcements relevant to the Employment, Learning and Skills, and Community Policy and Performance Board.

It was reported that there were a number of policy, legislation, consultation and guidance documents that were issued by Government departments and agencies that had varying degrees of relevance to issues on the employment, learning and skills and community agenda and related topics.

Members were invited to view further information on the items discussed in the report on the Government's web site, and were advised that the information should be considered alongside the key developments and emerging issues that were set out in the quarterly monitoring reports.

RESOLVED: That the report is noted.

ELS5 APPRENTICESHIPS GROWTH PLAN

A report was received from the Strategic Director – Enterprise, Community and Resources, which updated Members on the significance and relevance for stakeholders in the Borough of Halton, of the recently published Apprenticeship Growth Plan.

It was noted that the Apprenticeship Growth Plan had been developed in direct response to the Liverpool City Region (LCR) Area Review of Post-16 Education and Training that reported on 10 January 2017. The Area Based Review recommended an '*apprenticeships growth plan to drive forward targets for the expansion of the breadth and volume of apprenticeships*'.

Members were advised that the LCR Apprenticeship Hub, on behalf of the Combined Authority, commissioned *Eunoia* Research to develop the Apprenticeship Growth Plan in conjunction with employers, stakeholders, local authorities, colleges and independent training providers. The Plan offered a truly collaborative approach to ensuring a greater alignment between the demand for and the supply of high quality apprenticeships and was a key document to develop collective action, galvanise and promote collaborative activity by colleges and training providers and ensure a co-ordinated approach to driving forward apprenticeship delivery over the next 3 years. Further it was reported that the aspiration was to deliver 20,000 apprenticeships across the LCR per annum by 2020.

The report continued to discuss the aims of the Plan and its key challenges, as well as the priorities for growth and key actions to drive growth.

Following Members' discussion it was noted that European Social Funding (ESF) money would be available until 2021/2022 and discussions were ongoing with Government regarding replacement funding. Also, some small to medium enterprises (SMEs) were put off by employing apprentices due to costs, however they were encouraged to do so and were helped by subsidies in some cases.

RESOLVED: That the Board

- 1) notes the report; and
- 2) notes the comments made in consideration of how the Board could help support the Growth Plan's supporting ambitions.

#### ELS6 INTERNATIONAL BUSINESS FESTIVAL

The Board received a report of the Strategic Director – Enterprise, Community and Resources, on the recent International Business Festival (IBF).

It was reported that the Festival was first established in 2014 and was held every two years. Previous festivals had attracted over 50,000 attendees and facilitated an estimated £500m worth of business deals. Members were advised that it was claimed to be the world's largest business festival, providing businesses the space, support and expertise to make connections and realise their potential.

It was noted that the event took place on nine days over three weeks, between 12 and 28 June 2018, with open hours between 8.00 am to 18.30 pm. There would be a focus on a different growth industry theme for each day. It was reported that there would be 100 world leading companies, institutions and trade and investment bodies showcasing their products and services. The report provided further information on the industry types attending, the delegates and guest speakers.

Regarding Halton's involvement it was noted that the Regeneration and Business Growth Teams had been involved in the planning, design and delivery of the promotional materials, and featured on the staffing rota for the Liverpool City Region (LCR) stand.

The report also made reference to the LCR Skills show that was coordinated by the LCR Apprenticeship Hub (which was hosted by Halton). This took place on 18 June 2018 and was a free one day event which brought together the residents within the LCR area and local employers, apprenticeship providers, colleges and universities, under one roof.

In response to queries it was noted that Members could attend next year but there was a cost involved and there was a requirement to register. With regards to previous feedback from the event, it was suggested that there were previously too many speakers and people wanted more networking opportunities; this seemed to have been addressed this year and was considered a success with many innovative employers in attendance.

RESOLVED: That the Board notes the progress made to ensure the success of the event.

#### ELS7 SCRUTINY TOPIC GROUP

The Board received the proposed Scrutiny Topic Group brief for the year 2018-19.

Further to the PPB meeting in March, it was reported that Members agreed to the establishment of a Scrutiny Topic Group which would consider how local residents could be encouraged to access the better paid jobs being created in the Borough.

The structure and format of the Topic Group was presented to Members in Appendix 1 attached to the report. It was noted that Members' comments with regards to young

people with post graduate degrees finding it difficult to find jobs and the aspirations of young people not being heard in schools, would form part of the scrutiny.

The following Members nominated themselves to join the group: Councillors Wallace, June Roberts, Teeling, Leck, C. Plumpton Walsh, Whitley, Cassidy and the Chair, Councillor MacManus.

RESOLVED: That the Board

- 1) Agrees to the project brief and scope of the Scrutiny Topic; and
- 2) That the Members named above be included in the Scrutiny Topic Group.

ELS8 PERFORMANCE MANAGEMENT REPORTS QUARTERS 3 & 4 - 2017-18

The Board received the performance management reports for Quarters 3 (sent earlier to Members) and 4 of 2017-18 and were requested to consider and raise any questions or points of clarification in respect of these.

It was noted that the key priorities for development of improvement in 2017-18 were agreed by Members and included in Directorate Plans, for the various function areas reported to the Board as follows:

- Enterprise, Employment and Skills; and
- Community and Environment

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

Members queried the cancellation of swimming lessons at the Community Centres due to lack of staff and the reasons for this. Also, with regards to the *Households into Work* programme that went live in quarter 4, Members requested to know where the households were in the Borough. It was noted that the financial figures relating to the end of last year would be available for the next meeting.

RESOLVED: That Quarters 3 and 4 performance management reports be received.

Operational  
Director - Economy,  
Enterprise &  
Property

*Meeting ended at 7.45 p.m.*



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

**DATE:** 24 September 2018

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

**SUBJECT:** Public Question Time

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

### **1.0 PURPOSE OF REPORT**

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

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

### **3.0 SUPPORTING INFORMATION**

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

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

- Is substantially the same as a question which has been put at a meeting of the Council in the past six months; or
  - Requires the disclosure of confidential or exempt information.
- (vi) In the interests of natural justice, public questions cannot relate to a planning or licensing application or to any matter which is not dealt with in the public part of a meeting.
- (vii) The Chair 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 & Community Policy  
and Performance Board

**DATE:** 24<sup>th</sup> September 2018

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

**SUBJECT:** Community Development Service Annual Report for  
2017/18

**PORTFOLIO:** Community & Sport

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

## **1. PURPOSE OF REPORT**

- 1.1 The purpose of this report is to inform Members of the operational delivery for the Community Development Service for the period 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018.

## **2. RECOMMENDATION: That:**

- 2.1 Members consider and comment upon the report.

## **3. SUPPORTING INFORMATION**

- 3.1 Community Development activity helps supports the creation, development and sustainability of independent local community groups. This generates the capacity for effective and inclusive community engagement with council departments and services thus enabling the delivery of a wide range of community initiatives to help tackle strategic objectives and community needs. To this end, Officers have both a strategic and neighbourhood role in co-ordinating support to respond to community concerns and aspirations and create cohesive neighbourhoods which are participative and vibrant, with a strong sense of community connectedness.
- 3.2 The Community Development service was re-structured in April 2016. This involved the absorption of the Area Forum project delivery role and the creation of new Community Development & Projects Officer posts to provide a combined role for joint delivery of Community Development and Local Area Forum support.
- 3.3 The new combined role provided for effective and inclusive community engagement with Council departments and services and the delivery of a range of community initiatives, whilst also supporting Local Area Forums to help provide a mechanism for Councillors to respond to community needs and aspirations and to help meet strategic priorities.

#### **4. COMMUNITY DEVELOPMENT**

4.1 The Community Development & Project Officers are neighbourhood based. They work alongside community groups to support them to develop their skills and knowledge to promote community action. This often involves providing advice and guidance around committee structures, financial arrangement, policies and regulations which need to be developed and observed and assisting in delivery of community action. This is the only role that has these functions as a core purpose. Community Development activity strengthens local belonging, addresses inequalities and provides a conduit between communities and the public sector which fosters a relationship that:-

- Promotes a strong sense of place, local services really matter to how residents feel about where they live and their overall satisfaction.
- Understanding and targets local priorities - community concerns drive community initiatives and improvements in their neighbourhoods.
- Communicates what the Council is doing and proactively seeks engagement.
- Generates connected communities to create a sense of belonging and facilitating community resilience.
- Generates community respect – activity brings residents together, intergenerational work in particular has had a significant impact in breaking down perceptions between young and old in communities resulting in people feeling safer.

4.2 Funding has increasingly become core to the Community Development and Project Officer role, which is particularly important in this current economic climate. The service co-leads on providing funding market places with colleagues in the External Funding Team. These events are always popular with many enquiries for follow up support in accessing funding. This has been a useful mechanism to link with groups who are not receiving on-going community development support.

4.3 A performance framework is in place for community development activity. In 2017/18 the Service's performance indicators can be seen in the Table below.

	<b>2017/18</b>	<b>2016/17</b>
Total number of volunteers	312	300
Number of groups worked with	67	61
Number of people benefiting from activity	3825	3700
Number of events/initiatives supported	9	10
<b>Funding secured from CD intervention</b>		
From external sources	£101,519.92	£101,512.00
From internal sources	£68,633.12	£18,037.00
<b>TOTAL FUNDING</b>	<b>£170,153.04</b>	<b>£119,549.00</b>

4.4 For a significant part of the reporting period the Team was operating with reduced capacity. Despite this, and as can be seen from the Table above, overall performance in 2017/18, was higher than in the previous year. The level of funding secured meant that for every pound it cost to provide the Community Development Service a further £1.19 was levered into the borough to support community groups and initiatives. This compares to £0.68 for every pound spent in 2016/17. Levels of 'levered in' funding has fluctuated over the years. Bids translating into funds often involve lengthy timescales and have peaks and troughs in success and the funding arriving in the Borough.

## 5. GRASS ROOTS DELIVERY

5.1 The following detail provides some examples of projects and groups that the Community Development (CD) Team are working with and alongside across the borough.

### 5.1.1 Broadheath, Ditton, Hough Green & Hale

**Friends of Quarry Court** – On-going support provided to this group to improve life for all residents. CD support with a funding application to install a security gate, increasing the resident's levels of feeling safe.

**St Michael with St Thomas** – Support provided to this organisation with a funding application to renovate their community space. £33k bid was submitted to Garfield Weston Anniversary Fund (awaiting outcome).

**Hough Green Allotment Association** – CD provided support to source nearly £10k to make site improvements including resurfacing works which enabled the group to install a cabin and toilets with the aim that they can encourage more people to get involved.

### 5.1.2 Appleton, Kingsway & Riverside

**Brennan Lodge Homeless Hostel** – CD provided support with funding bids to enable the hostel to purchase equipment to make the environment more homely for the residents.

**Monday Luncheon Club** – Ongoing support provided in the area of governance and policies to enable this group to get established as a separate organisation. This work continues and alongside this has enabled applications to be submitted to refurbish the kitchen at St Mary's Community Hall (awaiting outcome).

#### 5.1.3 **Birchfield, Farnworth & Halton View**

**Halton View Action Group** – provided support with a project review for the group to evaluate its work and priorities.

**Wonky Garden** – Support provided to get the group established including governance arrangements, developing policies and procedures. Successful starter grant received and further funding applications being progressed.

#### 5.1.4 **Grange, Heath, Halton Brook & Mersey**

**Halton Zipper Club** - provided support to the group through a transition phase with changes to their affiliated body. Assistance provided to re-write constitution and make alterations to their bank account to ensure transparency and independence.

**Wicksten Drive Alleycats** – support provided to make improvements to the communal garden created through the installation of alley gates. Group sourced funding to purchase a shed for their equipment and a skip to tidy the area.

**Weaver Community Arts** – with CD support this group received £3900 from Comic Relief Core Strength funding stream to ensure that the group could continue providing it's much valued service to its members and to encourage new membership to be sustainable in the future.

#### 5.1.5 **Halton Castle, Norton North & South, Windmill Hill**

**Craft Creators** – this group was supported with publicity and promotion for a membership drive to increase their sustainability as well as some smaller funding bids to purchase essential equipment and resources.

**Murdishaw Over 60s** – support was provided to this group to expand their offer to members. Along with the support of the Council's sports development team the group were assisted to run dance taster sessions which expanded to starting up a fitness session at Murdishaw Community Centre.

**Windmill Snappers** – governance advice was provided to enable this emerging group to set up formally with all the necessary paperwork which led on to sourcing funding to purchase equipment that was required.

### 5.1.6 Beechwood & Halton Lea

**City Arts** – CD worked closely with this group to establish the group and a base at Shopping City and secure successful funding bids to purchase essential kit and equipment.

**Beechwood Community Centre** – continue to support the centre and staff with funding applications and development of activities. The centre has benefited from grant funding support by the forum to improve their pool plant and install bollards to the exterior.

### 5.1.7 Daresbury

**Step Up and Stand Out** – assisted the group with governance advice, specifically to write their constitution, appoint the committee and develop safeguarding policies and procedures.

## 6. COMMUNITY DEVELOPMENT GRANTS

- 6.1 The Community Development Service also administers Starter and Development grants for community groups. Five existing groups were supported with their project/group costs and three new groups were supported with a starter grant. A breakdown of this expenditure follows:-

### Starter Grants & Community Development Grants

GROUP NAME	PROJECT	GRANT AWARDED
<b>Starter Grant</b>		
Halton Lodge Diamonds	Start Up Costs	£150.00
Wonky Garden	Start Up Costs	£150.00
Runcorn Community Action Group	Start Up Costs	£150.00
St Mary's PTA	Start Up Costs	£150.00
City Arts Hub	Start Up Costs	£148.95
<b>TOTAL Starter Grant</b>		<b>£748.95</b>
<b>Development Grant</b>		
Widnes & Runcorn Cancer Support	Art Workshops	£180.00
MerseyWave Music	Recording Sessions	£200.00
Comfort Dolls	Equipment	£200.00
<b>TOTAL Development Grant</b>		<b>£580.00</b>
<b>TOTAL</b>		<b>£1328.95</b>

## 7. AREA FORUM PROJECTS

- 7.1 As detailed in paragraph 3.2, Community Development and Project Officers also manage Area Forum project applications and delivery. Area Forum money can often help to lever other funding into the borough as match funding; for example third party contribution for Wren applications.



7.2 An annual report on Area Forums is presented to Corporate Services PPB, which provides details of expenditure, match funding, evaluation and case studies. Summary details of expenditure are provided below.

7.3 Summary of spend by each Local Area Forum;

Local Area Forum	Approved Budget	Actual Spend
1 - Broadheath, Ditton, Hale & Hough Green	£52,709.96	£51,643.32
2 - Appleton, Kingsway & Riverside	£44,760.04	£19,217.43
3 - Birchfield, Farnworth & Halton View	£52,480.08	£23,641.50
4 - Grange, Halton Brook, Heath & Mersey	£63,260.00	£55,000.81
5 - Halton Castle, Norton North, Norton South & Windmill Hill	£52,119.96	£36,471.07
6 - Beechwood & Halton Lea	£23,930.04	£21,623.61
7 - Daresbury	£10,750.04	£7,797.74
<b>Totals</b>	<b>£300,010.12</b>	<b>£215,395.48</b>

7.4 The Projects funded through the Local Area Forums are wide and varied, and have been categorised into a number of key areas, which are listed in the following table:-

	Children & Young People	Community Events	Community Resources & Equipment	Community Initiatives	Improved Parks	Landscapes	Pedestrian & Highway Improvements	Community Safety	Total
AF1	£793.53	£150.00	£14,517.00	£1,000.00	£14,600.00	£4,278.32	£0.00	£16,304.47	£51,643.32
AF2	£0.00	£5,000.00	£5,478.49	£2,940.00	£0.00	£0.00	£0.00	£5,798.94	£19,217.43
AF3	£1,778.50	£0.00	£5,963.00	£0.00	£7,600.00	£0.00	£1,300.00	£7,000.00	£23,641.50
AF4	£0.00	£3,590.00	£22,463.77	£1,725.38	£13,600.00	£2,800.00	£5,000.00	£5,821.66	£55,000.81
AF5	£6,921.77	£4,320.00	£13,779.30	£0.00	£3,800.00	£0.00	£1,650.00	£6,000.00	£36,471.07
AF6	£0.00	£350.00	£19,413.61	£0.00	£0.00	£1,860.00	£0.00	£0.00	£21,623.61
AF7	£0.00	£0.00	£5,263.24	£2,534.50	£0.00	£0.00	£0.00	£0.00	£7,797.74
Total	£9,493.80	£13,410.00	£86,878.41	£8,199.88	£39,600.00	£8,938.32	£7,950.00	£40,925.07	£215,395.48

7.5 The projects funded through the Area Forum contribute to one or more of the Council's priorities as detailed in the table below. The priority of Environment and Regeneration in Halton can be seen to account for 36% of the funding allocated.

	Healthy Halton	Environment & Regeneration	Employment, Learning & Skills	Children & Young People	Community Safety	Total
AF1	£1,820.00	£22,954.32	£5,271.00	£5,293.53	£16,304.47	£51,643.32
AF2	£249.99	£2,940.00	£5,228.50	£5,000.00	£5,798.94	£19,217.43
AF3	£715.00	£8,400.00	£5,248.00	£1,778.50	£7,500.00	£23,641.50
AF4	£4,893.02	£32,490.24	£8,858.91	£4,866.98	£3,891.66	£55,000.81
AF5	£5,343.33	£8,193.38	£9,935.92	£6,998.44	£6,000.00	£36,471.07
AF6	£16,879.22	£1,860.00	£2,884.39	£0.00	£0.00	£21,623.61
AF7	£224.24	£0.00	£3,609.50	£3,964.00	£0.00	£7,797.74
Total	£30,124.80	£76,837.94	£41,036.22	£27,901.45	£39,495.07	£215,395.48

## 8. STRATEGIC APPROACHES

8.1 A service evaluation is carried out annually with assistance from the Council's Customer Intelligence team. The summary feedback on the service received for 2017/18:-

- 97% of respondents stated that Community Development support has made a difference to their group
- 83% of respondents rated the service as excellent
- 13% of respondents rated the service as good
- 100% of respondents would recommend the service to other groups

The elements of the service that were most beneficial to groups were:

- Funding advice and support
- General support and knowledge
- Governance advice and policy and procedure

8.2 Open comments received in the evaluation:-

### **Did receiving help from the Community Development and Project Team make a difference to your group?**

*Chris has been and continues to be a vital part of our activities helping us to apply and secure grants for our project and pointing us in the right direction on many fronts.*

*It has enabled us to focus more clearly on what we want to achieve and why. We have raised awareness of the kind of evidence we need to support funding bids. Meetings have been positive experiences.*

*With previous helpers (from the group) and the lack of funding we were on the brink of folding. Your assistance was and is invaluable.*

*The support, advice and enthusiasm for our initiative has been invaluable. It has also given us hope that we will be supported in the future with further advice and possible help with other funding applications and avenues.*

### **What did you think was most helpful about receiving help from the Community Development Team?**

*Excellent communication lines and feedback on matters being dealt with, also empathetic approach to dealing with people and community groups.*

*Excellent knowledge of community, statutory networks, funding streams, area priorities, area demographics.*

*Their knowledge of local matters and access to information sources.*

*Practical funding advice and the sharing of contacts and related information.*

**If you could improve one thing about the service offered what would this be?**

77% of responses either made no comments or left one to say no improvements were required.

10% requested more resources for the service

## **9. STRATEGIC APPROACHES**

- 9.1 Community Development supports the development and delivery of initiatives, activities and events across many Council service areas and within its Community Centres and public buildings.
- 9.2 Community Development is leading on the potential development for a Community Shop in Halton; a social supermarket with training and support opportunities that builds individuals resilience.
- 9.3 Community Development continues to support the Big Local initiative on Windmill Hill which will bring £1million of lottery investment to the area over ten years. Community Development is a key partner in the delivery of the project supporting capacity building for residents and facilitating partnership working.
- 9.4 Community Development is supporting the delivery of the Halton 'Well North' programme; which is providing investment of public health funds to help improve health outcomes. Community Development is leading on the Windmill strand of the programme; the ward within the Borough identified as having the most challenging health outcomes.
- 9.5 Community Development continues to support the development of the Healthy New Towns initiative in the Halton Lea Ward; supporting partners and facilitating joint approaches.
- 9.6 Community Development supports a strategic approach to community engagement in Halton at a partnership level. The service enables and facilitates HBC departments and partner agencies engaging with local communities, it supports the third sector infrastructure that provides the platform for community involvement.

## **10. FINANCIAL AND RESOURCE IMPLICATIONS**

- 10.1 The Financial and Resource implications are detailed within the report.

## **11. POLICY IMPLICATIONS**

- 11.1 There are no Policy implications arising from this report

## **12. IMPLICATIONS FOR THE COUNCIL'S PRIORITIES**

### **12.1 A Healthy Halton**

Community development supports a whole area approach to health and wellbeing linking appropriate partners and stakeholders to work jointly with all sections of Halton's community responding to health issues, i.e zipper club, alzheimers group, lunch bunch, and Halton happy hearts. This approach raises awareness of health issues and empowers communities to be proactive and build resilience. Examples of this are support to community gardening & allotment projects, patient support groups and liaison with the Health Improvement Team.

### **12.2 Halton's Urban Renewal**

Community development contributes to wider community initiatives and regeneration in the areas they are sited. There are numerous community gardening and local environmental projects across the service working jointly with key stakeholders. Delivering community development within the neighbourhoods linking into the Area Forums provides a mechanism for local people to influence improvements for their area and translate aspirations into objectives. The report highlights the high level of area forum funding contributing to environmental improvements in the Borough.

### **12.3 Employment, Learning & Skills in Halton**

The service works with volunteers; facilitating skills development in committee processes, capacity building, fundraising and consultation. Close working with the Community Centres service also provides volunteer opportunities. Support provided for adult and lifelong learning for community groups.

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

Community Development activity benefits all ages of residents with many initiatives directly supporting children and young people or having intergenerational approaches.

### **12.5 A Safer Halton**

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

## **13. RISK ANALYSIS**

13.1 There are no significant risks associated with this report.

**14. EQUALITY AND DIVERSITY ISSUES**

- 1.1 There are no equality and diversity issues as a result of this report as the Local Area Forums and grant support are open and accessible to all Members of Halton's community.

<b>REPORT TO:</b>	Employment, Learning & Skills and Community Policy & Performance Board
<b>DATE:</b>	24 <sup>th</sup> September 2018
<b>REPORTING OFFICER:</b>	Strategic Director – Enterprise, Community and Resources
<b>PORTFOLIO:</b>	Community & Sport
<b>SUBJECT:</b>	Community Centres Annual Report for 2017/18
<b>WARD(S)</b>	Borough-wide

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

To provide Members with information on the Council's Community Centres Service for the period 1<sup>st</sup> of April 2017 to 31<sup>st</sup> March 2018.

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

2.1 Members consider and comment upon the report.

### 3.0 **SUPPORTING INFORMATION**

3.1 The Community Centres Service provides for the management and delivery of services from five buildings; Castlefields, Ditton, Grangeway, Murdishaw and Upton. The Centres deliver programmes of community activity, varying models of community cafés and service outlets, i.e. children's centre, youth centre, day services. These Centres provide a community hub, a central point at the heart of the communities within which they are located for residents to enjoy chosen activities and receive services in their neighbourhoods. They are based in deprived wards in the Borough and are well utilised.

### 3.2 **Summary of Performance**

Whilst overall performance continues to be following a positive direction of travel, with some areas of performance having improved, there are some areas where performance levels have remained the same or have fallen slightly. Detailed performance information for each centre is set out in section 4 of the report. Centre performance has been impacted by the withdrawal of some Council services due to budget pressures and a reduction in usage by a number of external organisations.

### Centre Usage

3.3 The information set out below shows that Centre usage continues to increase annually;

- 2013/14 - 296,980 Attendances
- 2014/15 - 312,872 Attendances
- 2015/16 - 313,582 Attendances
- 2016/17 - 315,736 Attendances
- 2017/18 - 319,101 Attendances

It should be noted that the attendance information set out above is that which is captured from 'formal' usage of the facilities and services at the Centres. It does not include the level of 'drop in' usage, such as individuals using the community library or café facilities, as this is difficult to capture. If this information was available, it would significantly increase the above attendance figures.

### Community Centres Operating Costs

3.4 Similar to Centre usage figures, net operating costs continue to follow a positive direction of travel as demonstrated by the information set out below;

2013/14 Net operating costs - £216k (inclusive of £324k income)  
2014/15 Net operating costs - £212k (inclusive of £364k income)  
2015/16 Net operating costs - £206k (inclusive of £370k income)  
2016/17 Net operating costs - £151k (inclusive of £371k income)  
2017/18 Net operating costs - £117k (inclusive of £392k income)

3.5 The net operating costs for the service have reduced greatly over recent years. This has been achieved as a result of reducing operational costs and increasing income, which continue to remain areas of focus.

## **4.0 COMMUNITY CENTRE PROFILES 2017/18**

The following section contains key performance indicators to illustrate performance at each Centre. The section includes a number of graphs that demonstrate the 'direction of travel' on performance over a three year period. The 'all service average' refers to Halton's five Community Centres as a whole.

Customer satisfaction surveys were completed across each of the five in April and results for each of the centres are also detailed in this section.

**4.1 Castlefields Community Centre**

4.1.1 Castlefields has seen an increase in attendance and opening hours during 2017/18 which is broken down as follows;

Total annual opening hours	2958
Total aggregate hours main room hired	1754
Total aggregate hours other rooms hired	4463
Total attendance main room	31462
Total attendance other rooms	33487
Total other attendance	7741
<b>Total attendance</b>	<b>72690</b>

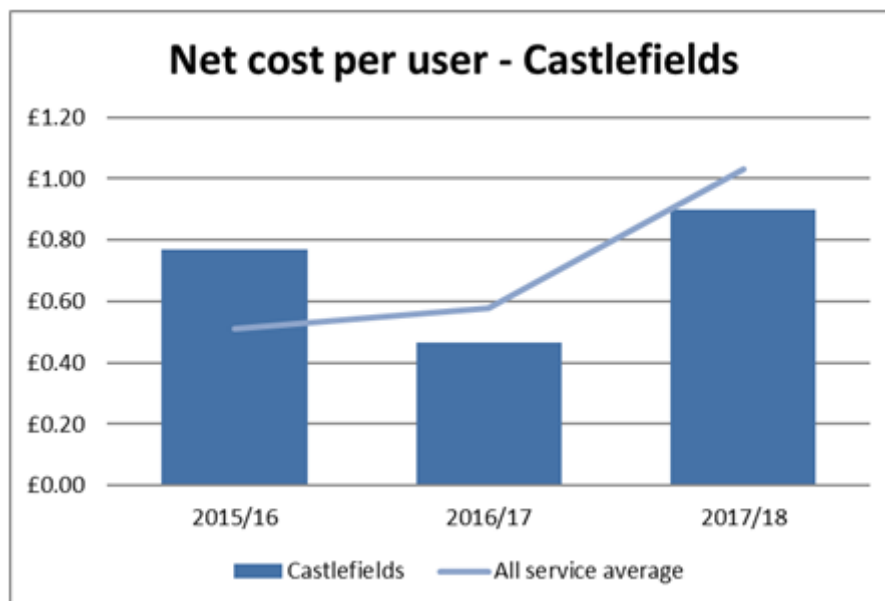
4.1.2 Category of usage at Castlefields broken down as follows;

Youth & Children	5388
Lifelong Learning	3511
Health & Healthy Living	23040
Arts Development	16677
Sports Development	9410
Statutory Agencies	8180
Events	6484
<b>Total</b>	<b>72690</b>

Attendance has increased by 6,546 compared to the previous year, which is largely to due to an increase in private fitness classes.

**4.1.3 Castlefields Direction of Travel Indicators**

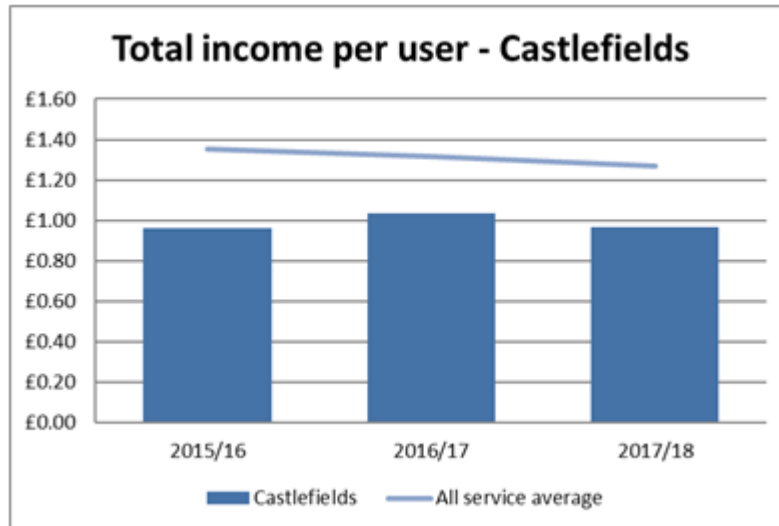
- **Castlefields Net Cost Per User**





The net cost per user in 2017/18 was £0.90. Whilst this represents an increase from the previous year it remains lower than the service average across Halton's five community centres which is £1.03. Furthermore, the net cost per user is significantly lower than in 2011/12 which £4.79.

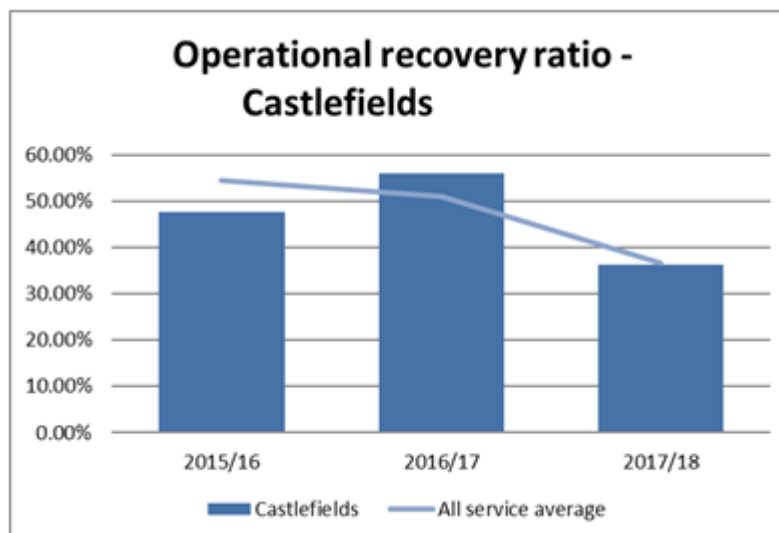
- **Castlefields Total Income Per User**



Income per user has reduced from £1.04 in 2016/17 to £0.96 in the last operating year, a variance of 8% per user. Although attendance figures at the centre have increased significantly, income has not increased at the same proportionate rate. This is due to the fact that the majority of income is realised through room hire and more users attending does not necessarily translate into higher income levels. The service average is £1.27 and increasing the income per user is a key priority for Castlefields.

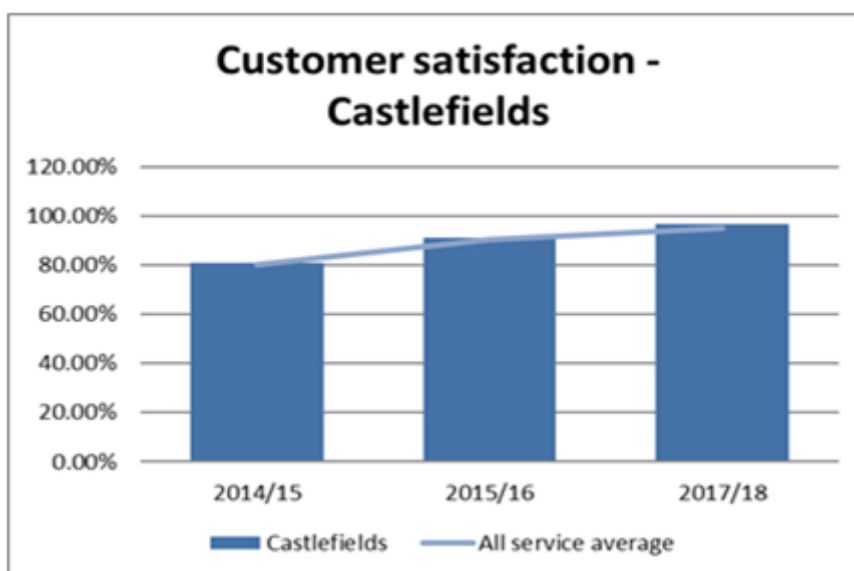
- **Castlefields Operational Recovery**

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



In recent years there has been a trend of increased operational recovery. However, operational recovery has reduced from 56% in 2016/17 to 36.33% in 2017/18. This is, in part, attributable to the increased internal recharges. Nonetheless, this indicator continues to demonstrate a positive direction of travel, with operational recovery in 2011/12 being at 10.35%.

- **Castlefields Customer Satisfaction**



Customer satisfaction at Castlefields continues to show an increasing trend and in 2017/18 when the Centre achieved its highest level in three years. Of those who responded to the survey; 45% rated the service 10/10, 31% as 9/10 and 22% as 8/10.

## 4.2 Ditton Community Centre

4.2.1 Ditton had experienced a marginal increase in usage compared to the previous operating year; continuing a three year trend. A breakdown of Ditton's usage for 2017/18 is set out below;

Total annual opening hours	4028
Total aggregate hours main room hired	2025
Total aggregate hours other rooms hired	6105
Total attendance main room	25778
Total attendance other rooms	41060
Total other attendance	8846
<b>Total attendance</b>	<b>75684</b>

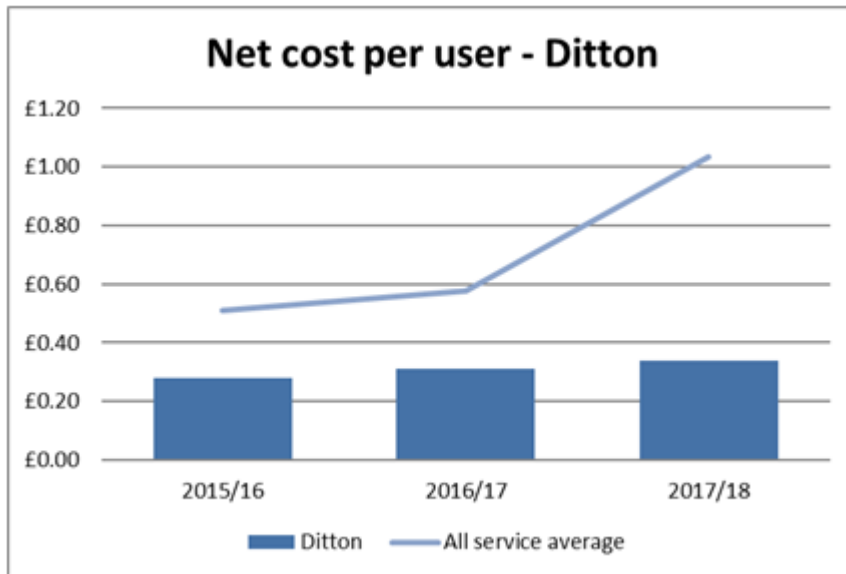
4.2.2 Category of usage at Ditton is broken down as follows:-

Youth & Children	11608
Lifelong Learning	6584
Health & Healthy Living	23004
Arts Development	28129

Sports Development	1904
Statutory Agencies	2950
Events	1505
<b>Total</b>	<b>75684</b>

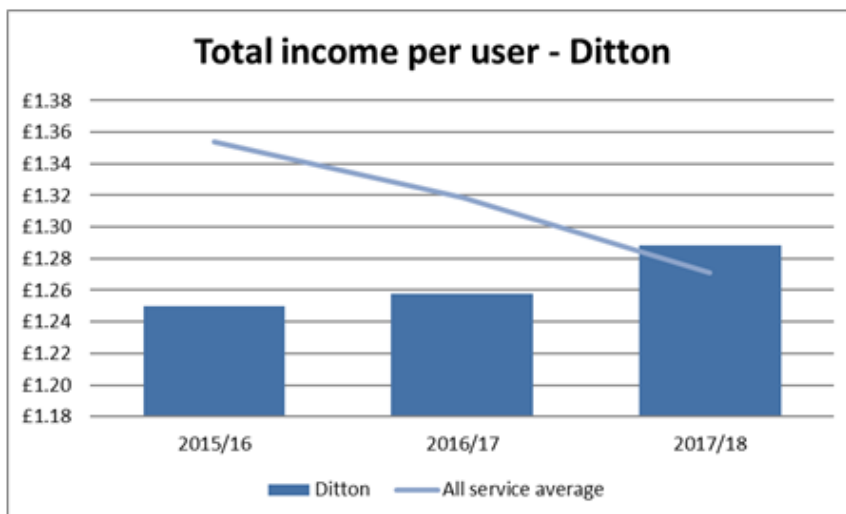
#### 4.2.3 Ditton Direction of Travel Indicators

- **Ditton Net Cost Per User**



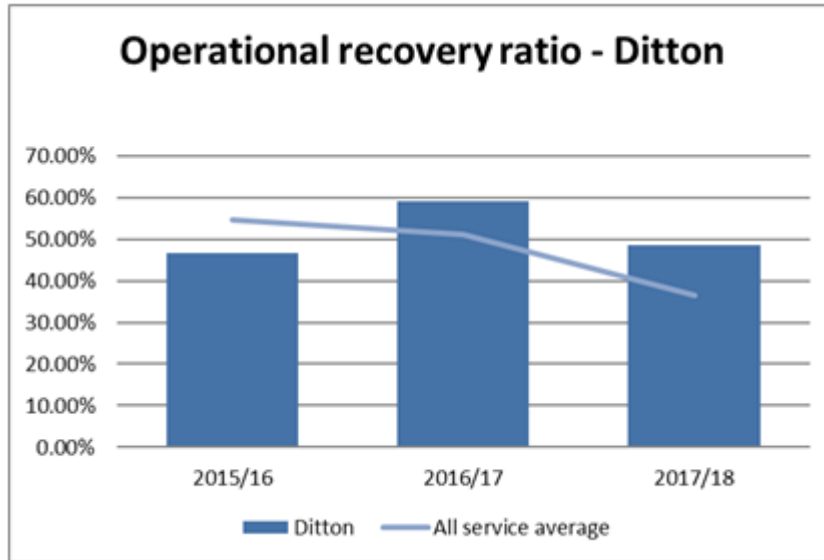
The net cost per user in the last two operating years has increased slightly. In 2016/17 it was £0.31 and in 2017/18 it was £0.34. However, this is still a much improved position from a number of years ago when it was as high as £1.22. Ditton continues to be the second lowest cost per user across Halton’s five centres with a service average of £1.03 net cost per user.

- **Ditton Total Income Per User**



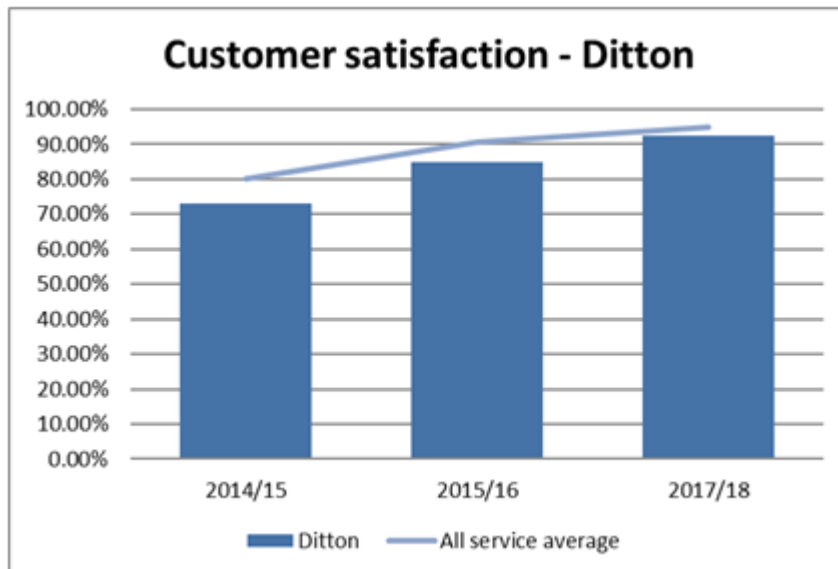
Ditton has continued with the trend of increasing income per user. In 2017/18 the income per user was £1.29, which is above the service average across the five centres of £1.27.

- **Ditton Operational Recovery**



Ditton has experienced quite a dip in 2017/18 with this indicator. This year it achieved 48.59%, compared to 59.10% in the last operating year. It remains higher than the service average of 36.55%, however, this will be a key area of focus moving forward.

- **Ditton Customer Satisfaction**



Ditton has experienced increasing customer satisfaction in recent years. The community centre survey completed early in 2018 demonstrates this with 40% of users rating the centre 10/10, 34% as 9/10 and 19% as 8/10.

### 4.3 Grangeway Community Centre

- 4.3.1 Grangeway Community Centre has two distinct areas; the community centre and the hub; where youth provision is delivered and a service level agreement is in place for exclusive use for this space. Each of the two areas account for approximately 50% of the overall site.

In terms of data collection, only usage for the community centre is captured as usage in the youth area is outside of Centre Manager's control. This is a matter that needs to be given consideration when reflecting upon usage figures moving forward.

- 4.3.2 The overall usage of Grangeway in 2017/18:-

Total annual opening hours	4008
Total aggregate hours main room hired	1781
Total aggregate hours other rooms hired	3190
Total attendance main room	27741
Total attendance other rooms	33435
Total other attendance	6465
<b>Total attendance</b>	<b>67641</b>

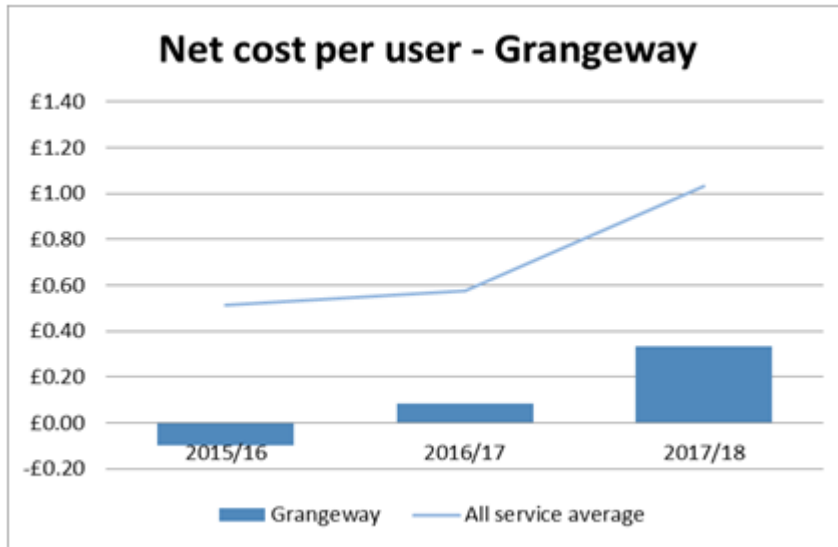
- 4.3.3 Category of usage at Grangeway in 2017/18 is broken down as follows:-

Youth & Children	11617
Lifelong Learning	2138
Health & Healthy Living	11372
Arts Development	13463
Sports Development	18511
Statutory Agencies	9430
Events	1110
<b>Total</b>	<b>67641</b>

There has been a marginal decrease from 2016/17 when attendances were 67,871. During the 2017/18 period part of the centre was allocated to accommodate children's centre activity which has impacted this performance figure.

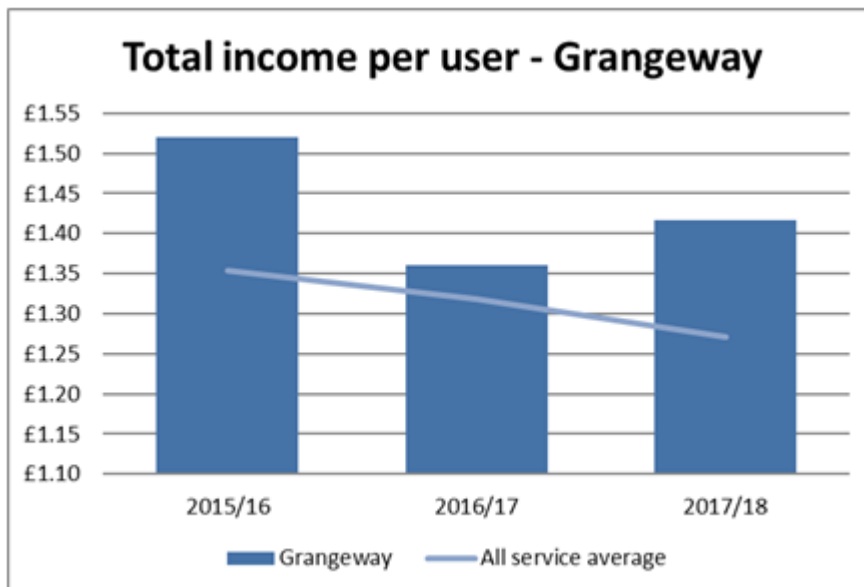
#### 4.3.4 Grangeway Direction of Travel Indicators

- **Grangeway Net Cost Per User**



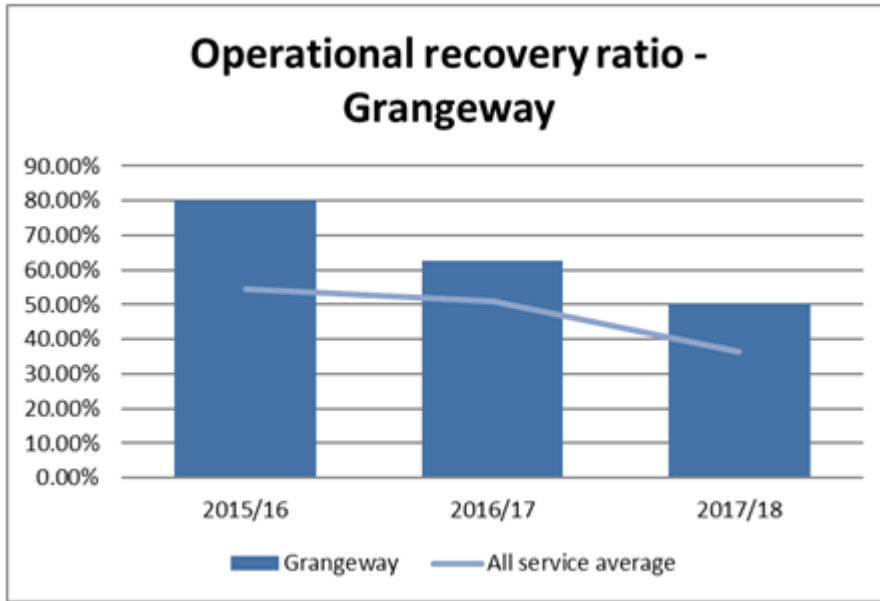
Grangeway is the top performing of the five community centres for income and operational recovery. In recent years, Grangeway has experienced exceptional performance having negative cost per user as a result of income outweighing costs. Whilst the costs per user in 2017/18 increased slightly compared to previous years, it remains significantly lower than the service average of £1.03.

- **Grangeway Total Income Per User**



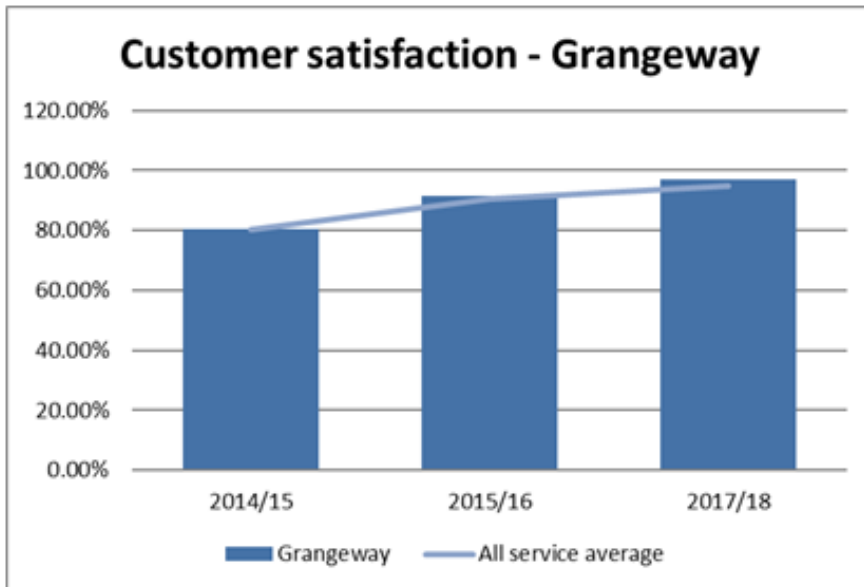
Grangeway has experienced a positive direction of travel with this indicator; increasing income per user from £1.36 in 2016/17 to £1.42 in 2017/18, which is above the service average of £1.27.

- **Grangeway Operational Recovery**



Although there has been some fluctuations compared to recent years, Grangeway remains the highest achieving of Halton’s community centres in this category. Operational recovery in 2017/18 was 49.98%, which is above the service average in the last operating year of 36.55%

- **Grangeway Customer Satisfaction**



Grangeway has experienced increased customer satisfaction and achieved 96.88% in 2017/18; joint top performer with Castlefields. The community centre user’s survey shows that of those who responded, 37% rated the centre as 10/10, 33% as 9/10 and 30% as 8/10.

#### 4.4 Murdishaw Community Centre

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

4.4.2 The overall usage of Murdishaw in 2017/18:-

Total annual opening hours	2964
Total aggregate hours main room hired	1162
Total aggregate hours other rooms hired	4260
Total attendance main room	13522
Total attendance other rooms	10331
Total other attendance	3657
<b>Total attendance</b>	<b>27510</b>

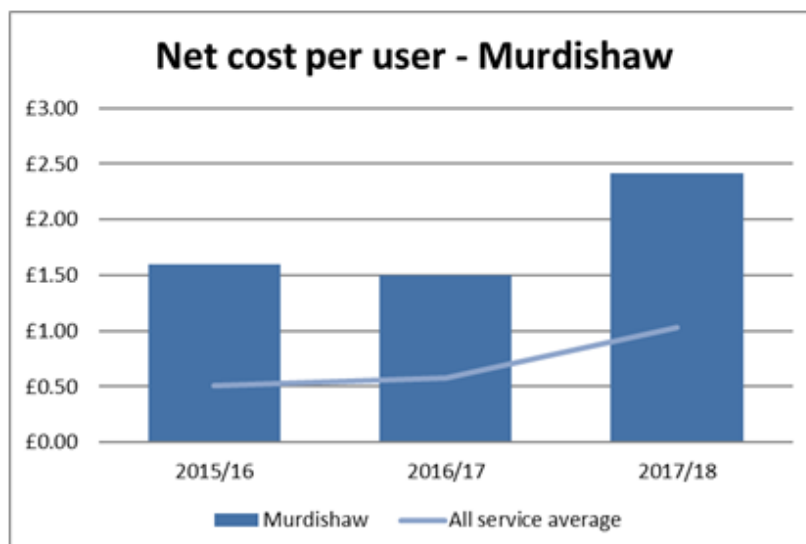
4.4.3 Category of usage at Murdishaw in 2017/18 is broken down as follows:-

Youth & Children	2701
Lifelong Learning	1248
Health & Healthy Living	9128
Arts Development	1236
Sports Development	547
Statutory Agencies	11115
Events	1535
<b>Total</b>	<b>27510</b>

Murdishaw has experienced a slight dip in attendances in 2016/17, with 538 less users visiting the centre compared to the previous year. Increasing attendance will be an area of focus moving forward.

#### 4.4.4 Murdishaw Direction of Travel Indicators

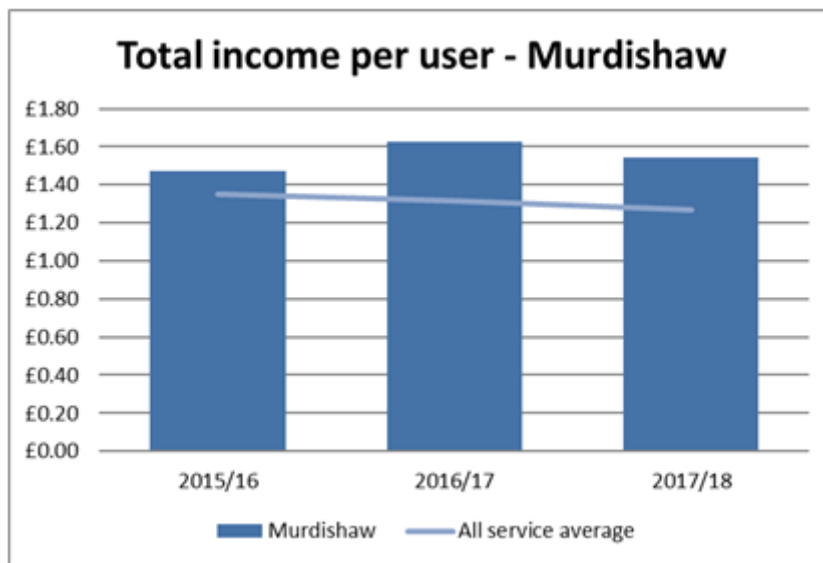
- **Murdishaw Net Cost Per User**





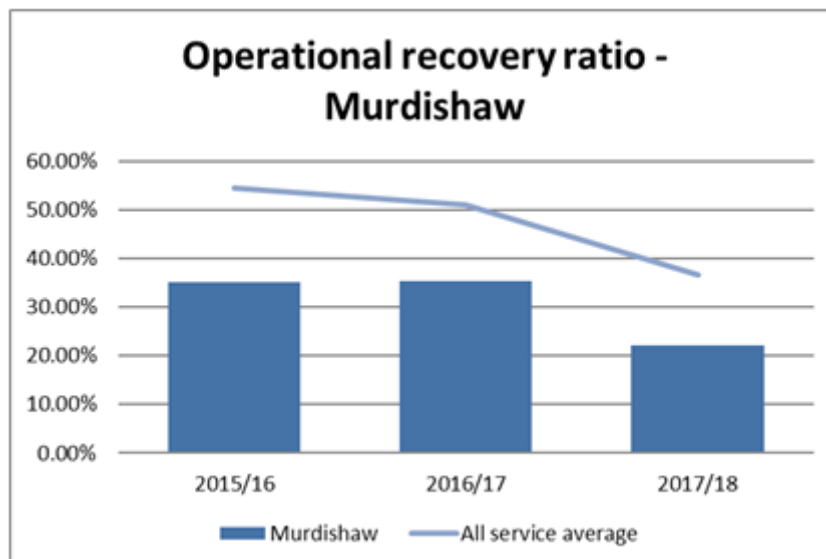
The distinct governance model and Limited Company status at Murdishaw has some bearing on this indicator. As a limited company (Murdishaw Community Centre Limited) with charitable objectives, funding streams to support events and initiatives at the centre are administered through the Company. This, coupled with the drop in attendance numbers, contributed towards an increase in the net cost per user from £1.52 in 2016/17 to £2.43 in 2017/18. The overall service average is £1.03, meaning that Murdishaw has the highest net cost per user across the five centres and this will remain a key area of focus.

- **Murdishaw Total Income Per User**



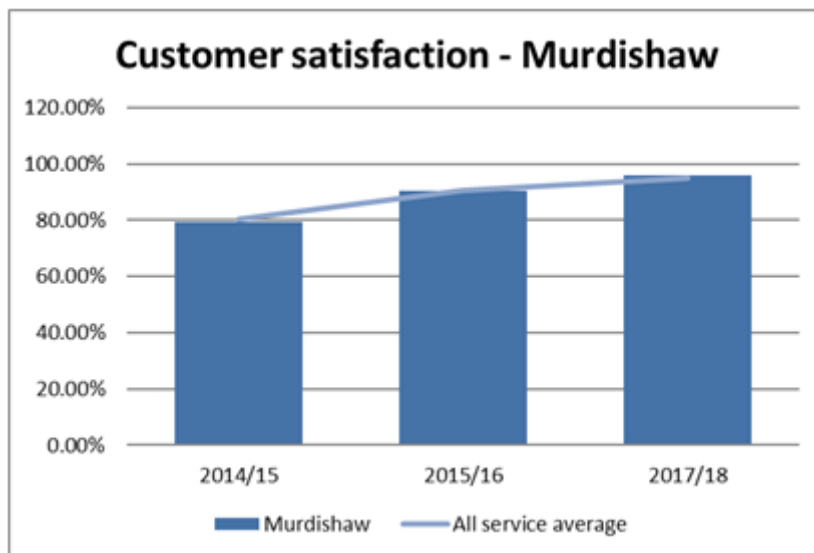
The income per user reduced from £1.63 in 2016/17 to £1.54 in 2017/18. This is disappointing after achieving an increase of £0.16 between 2015/16 and 2016/17. However, the service average is £1.27 and Murdishaw therefore continues to achieve the highest level of income per user across the five centres.

- **Murdishaw Operational Recovery**



Murdishaw has experienced a reduction in attendances and income per user hence, the operational recovery indicator has also fallen. In 2016/17 Murdishaw achieved 35.30%, in 2017/18 this had reduced to 22.11%. The service average is 36.55%, hence, this is a key area of focus in 2018/19.

- **Murdishaw Customer Satisfaction**



Murdishaw has continued with increased performance with this indicator, as demonstrated by the customer survey results. 60% of those who completed the survey rated the centre as 10/10, 21% gave it 9/10 and 19% rated it as 8/10.

#### 4.5.1 Upton Community Centre

4.5.1 Upton Community Centre is the only community centre with a Sports Hall which attracts sports teams from the local and wider community. There are a number of junior football teams in addition to senior block booking sessions which results in high demand for this space.

4.5.2 Upton's annual usage in 2017/18 is broken down as follows:-

Total annual opening hours	3685
Total aggregate hours main room hired	2047
Total aggregate hours other rooms hired	4572
Total attendance main room	25284
Total attendance other rooms	41122
Total other attendance	9170
<b>Total attendance</b>	<b>75576</b>

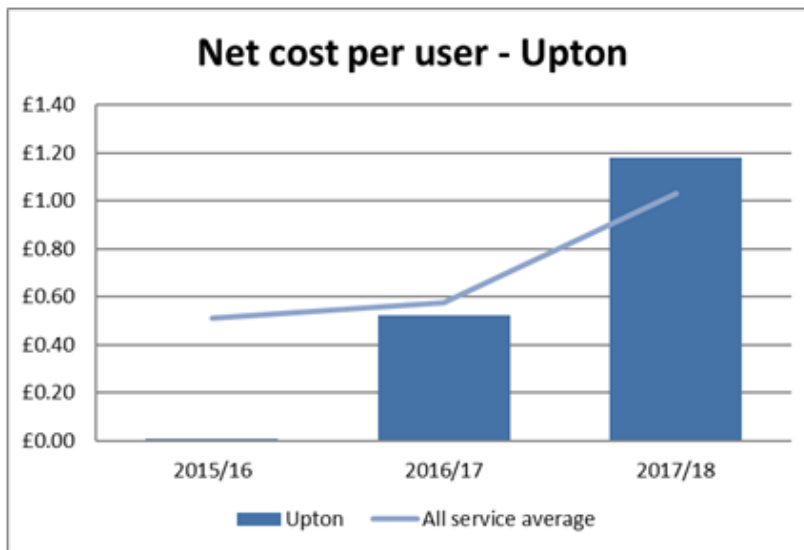
Attendance at Upton has reduced by 3035 compared to the previous year. This is largely attributed to the withdrawal of Career Connections who were a regular hirer at the centre.

4.5.3 Category of usage at Upton Community Centre in 2017/18 is;

Youth & Children	15758
Lifelong Learning	4178
Health & Healthy Living	34513
Arts Development	2101
Sports Development	14615
Statutory Agencies	1946
Events	2465
<b>Total</b>	<b>75576</b>

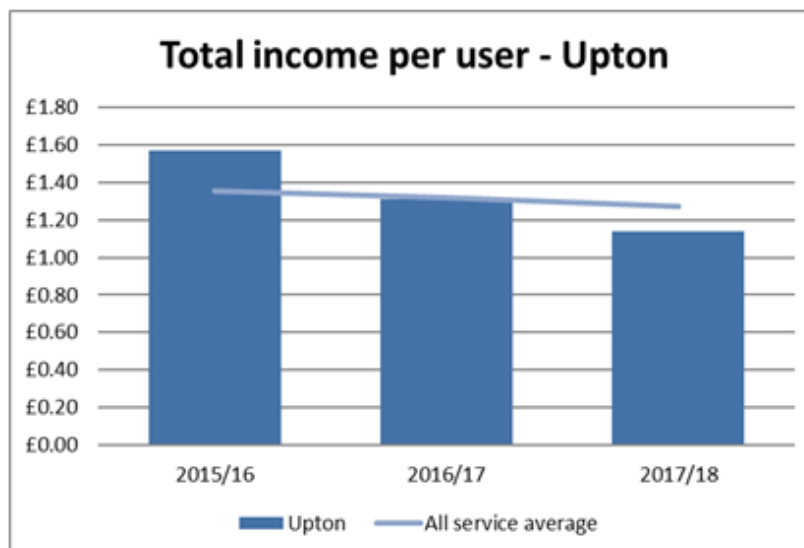
4.5.4 Upton Direction of Travel Indicators

- **Upton Net Cost Per User**



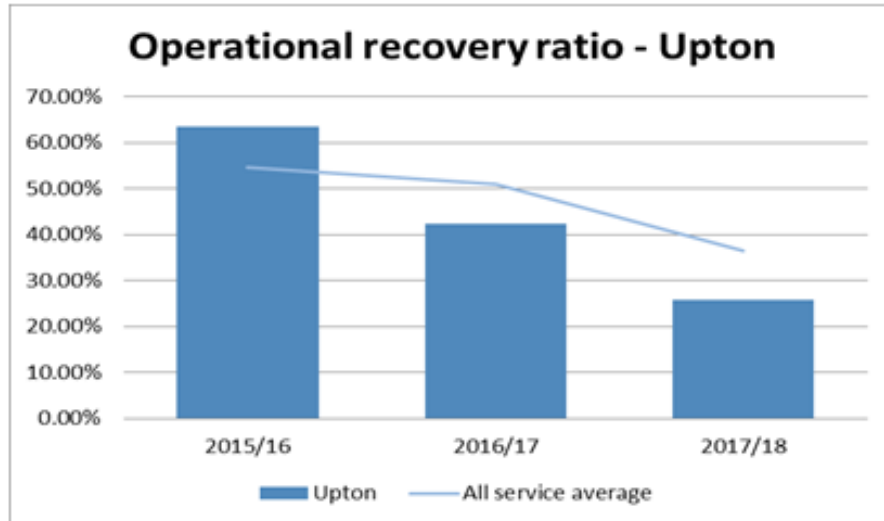
The net cost per user has increased from £0.52 in 2016/17 to £1.18 in 2017/18. This increase is largely attributable to reduced attendances. The service average is £1.03 and Upton is the second highest cost across the five centres and this will be a key area of focus in 2018/19.

- **Upton Total Income Per User**



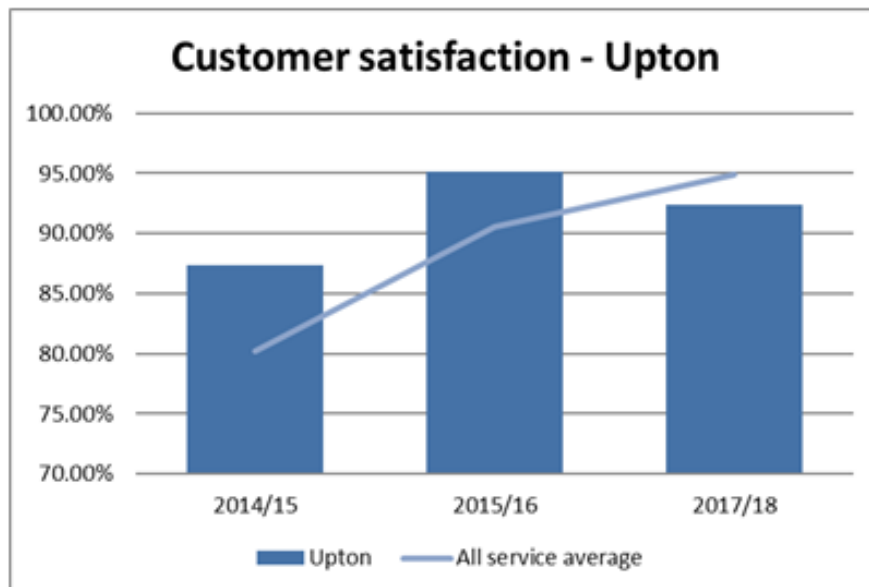
Income per user in 2017/18 was £1.18; which is a reduction on the previous year and below the service average of £1.27. Upton had experienced high achievement with this indicator in the previous two years; a position that proved difficult to maintain.

- **Upton Operational Recovery**



In line with the reduction in the number of visits and the income per user, this indicator has experienced a negative direction of travel at 25.73% in 2017/18. The service average is 36.55% and increasing income and operational recovery to reduce net cost per user is therefore a key priority at Upton.

- **Upton Customer Satisfaction**



The customer satisfaction survey was conducted in 2018 shows that 49% rated the centre as 10/10, 31% as 9/10 and 13% as 8/10.

### Future Performance Reporting

- 4.6 Members are advised that for a number of years the Council's Community Centres were benchmarked through APSE (the Association of Public Service Excellence) against other similar venues owned and run by other local authorities. This provided significant performance data across a set of performance indicators which was used to help indicate Halton's 'direction of travel'. Performance data has always been presented to Members in accordance with the format established through the APSE benchmarking process. However, APSE has ceased benchmarking against this particular data and, as a result, Officers will review the way in which performance data is collated and presented for 2018/19 and beyond.

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

- 5.1 Overall, usage across the whole service is up by 3,535 attendances and income has increased by £21k; demonstrating the continuous improvement and overall efficiency of the service.

Although it will be extremely challenging, the ambition for the service is to continue the positive trend towards a zero net operating cost. Whilst Council departments and partner agencies continue to experience financial pressures, maintaining service level agreements and income levels increasing further will remain a key challenge.

The achievement of net operating costs for five buildings in 2017/18 at £117k, and the on-going efforts to reduce the overall net costs is testimony to the efforts of Centre managers and staff in striving to deliver increased efficiency and improved services.

- 5.2 The Community Centres have traditionally balanced usage between community led activity and neighbourhood delivery of services. The centres have experienced increased activity as a result of co-location of services, such as children's centres, and space has been made available to support the Council's agile working policy; which is helping to offset costs across other Council departments. This approach also helps to optimise the use of space; as most community led activity is booked for evenings and weekends and the space identified for Council service provision predominantly occupying daytime usage.
- 5.3 A website has been developed and went live in summer 2017. The site received 14,000 'hits' in the period up to 31<sup>st</sup> March 2018. The site has an e-communication mechanism to enable regular and increased social media coverage, which has also improved with the promotion of a new inclusive community centres Facebook page for the five centres. Social media is seen as a playing a key role in marketing the centres and their activities and events.

- 5.4 The digital inclusion offer available at Castlefields has been expanded. This has proven particularly popular with children after school to assist with homework. The service is keen to extend the digital offer in other centres and will be seeking opportunities to do so in the coming year.

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

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

Community centres provide a platform for intergenerational activity, community activity and youth service delivery. The individual centre data profiles detail categories of usage and show that across the five centres approximately 15% of usage is youth related activity.

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

Community centres provide employment opportunities within the service, community delivery points for training and employment initiatives, and volunteering and lifelong learning opportunities.

### **6.3 A Healthy Halton**

Community centres contribute to a 'whole area' approach to health and wellbeing. They provide a nucleus to support community activity and access to services in neighbourhoods.

Community cafes, health initiatives, health based activity in community centres such as physical activity, smoking cessation, breathe easy, stroke association, community gardening, healthy eating, cook & taste, weight management. Over a third of usage in community centres is directly health outcome related. Community Centres are SHOP (Safer Homes for Older People) and HELPS (Home Equipment at Low Price) outlets providing low cost safety equipment.

### **6.4 A Safer Halton**

A sense of community and community connectedness reduces residents' fears of crime where they live. Residents are likely to feel a stronger sense of belonging and safety in an environment where the communities know each other, are active, and there are established links to other stakeholders; like police, housing associations, community wardens, etc. Community Centres provide a community hub and platform for this. Community centres are safe, accessible facilities located in the heart of our communities. They serve both the local and wider community and promote participation, inclusion and cohesion. All centres are designated Emergency Rest Centres, Hate Crime Reporting Centres and designated Safe in Town facilities.

**6.5 Halton's Urban Renewal**

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

**7.0 FINANCIAL AND RESOURCE IMPLICATIONS**

7.1 The Financial and Resource implications are detailed within the report..

**8.0 RISK ANALYSIS**

8.1 Community centres provide cohesion to those communities they serve. Accessing services and participating in community life contributes to resident's health and wellbeing by providing support, enhancing skills and building connected communities.

Not providing community centres or reducing the services and activities provided through them could have a detrimental effect on current and potential future users and could result in poorly served and disconnected communities.

**9.0 EQUALITY AND DIVERSITY ISSUES**

9.1 There are no equality and diversity issues as the service is open and accessible to all Halton's residents.

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

10.1 None.

<b>REPORT TO:</b>	Employment, Learning & Skills and Community Policy & Performance Board
<b>DATE:</b>	23 <sup>rd</sup> August 2018
<b>REPORTING OFFICER:</b>	Strategic Director, Enterprise, Community and Resources
<b>PORTFOLIO:</b>	Economic Development
<b>SUBJECT:</b>	DWP Work Programme Contract Update
<b>WARDS:</b>	Borough wide

## **1.0 PURPOSE OF THE REPORT**

- 1.1 To provide members with an overview of the Department for Work & Pensions (DWP) Work Programme contract currently being delivered by Halton People into Jobs, including achievements to date, income and expenditure and future exit plan as the programme approaches its final year of delivery.
- 1.2 To provide opportunities to members to raise any questions with regards to the DWP Work Programme.

## **2.0 RECOMMENDATION: That**

- 1) **the report be noted**

## **3.0 SUPPORTING INFORMATION**

### **3.1 Background information**

- 3.1.1 In June 2011 Halton Borough Council entered into a subcontracting arrangement with two Prime Contractors (Ingeus Deloitte and A4E (now PeoplePlus)) who had been tasked with delivering the Department for Work & Pensions Work Programme over the next 7 years. The Work Programme replaced all other Welfare to Work programmes at that time. The contract is now in its final year of delivery (project end date 31<sup>st</sup> March 2019).
- 3.1.2 The programme is mandatory although some voluntary referrals can be made by certain 'customer' groups. There are 10 different customer groups with referrals to the programme coming from Job Centre Plus (JCP).



<b>Group</b>	<b>Customer Type</b>	<b>Paid Outcome Fee Stage</b>
<b>PG1</b>	Aged 18-24 in receipt of Job Seekers' Allowance	26wks in employment
<b>PG2</b>	Aged 25+ in receipt of Job Seekers' Allowance	26wks in employment
<b>PG3</b>	JSA Not in Education, Employment or Training	13wks in employment
<b>PG4</b>	JSA claimants (Ex-Incapacity Benefit claimants)	13wks in employment
<b>PG5</b>	Employment Support Allowance (Work Related Activity Group 12MTH MANDATORY)	13wks in employment
<b>PG6a</b>	Employment Support Allowance (Work Related Activity Group 3/6MTH MANDATORY)	13wks in employment
<b>PG6b</b>	Employment Support Allowance (Work Related Activity Group 12MTH MANDATORY)	13wks in employment
<b>PG7</b>	Employment Support Allowance (Work Related Activity Group 12MTH MANDATORY – Ex-Incapacity Benefit claimants)	13wks in employment
<b>PG8</b>	Incapacity Benefit and Income Support (Volunteers)	13wks in employment
<b>PG9</b>	Job Seekers' Allowance claimants – Day 1 Prison Leavers	26wks in employment

3.1.3 The programme offers 'Payment by Results', which are received following the achievement of sustained job outcomes.

3.1.4 Performance is measured against Priority Group (PG) customers as follows:

- PG1 (18-24 Job Seekers' Allowance (JSA) claimants)
- PG2 (25+ JSA claimants)
- PG6a and PG6b (Employment Support Allowance (ESA) claimants)

3.1.5 Those referred to the Work Programme have been unemployed for nine or more months (unless they are ESA volunteers or newly released from prison).

3.1.6 Two 'Prime' Contractors (Ingeus Deloitte – now known as just 'Ingeus' - & People Plus) were awarded the Work Programme contract covering the 'Contract Package Area' of Merseyside, Lancashire and Cumbria (*Halton being part of Merseyside*). Ingeus subcontracted 100% of their Halton contract to Halton People into Jobs; whilst People Plus

subcontracted 50% of their Halton contract to Halton People into Jobs (*People Plus delivers the other 50% of their Halton contract from their own People plus Runcorn office*). Therefore, HBC (through HPIJ) delivers a total of 75% of the Halton Work Programme contract from Runcorn and Widnes office bases.

### **3.2 Performance/achievement**

3.2.1 Contract delivery commenced in June 2011, meaning we are now in year 8 (started April 2018). Performance is still comprehensively managed and monitored through a range of internal and external measures. DWP does not allow for individual provider performance to be shared publicly, therefore, the data provided below is a combination of performance on both the Ingeus and People Plus contracts.

3.2.2 Performance – years 1 to 8 (June 11 to August 2018):

- 3905 customers have started on the Work Programme overall
- 1745 customers were supported into employment.

Approximately 45% of our customers find a job following the team's intervention. Given the challenges faced in helping this cohort to find work, this is a positive outcome.

3.2.2 Customers will continue to be supported until 31<sup>st</sup> March 2019. Current caseloads are made up of customers on programme and customers that are in work and continue to receive in work support.

3.2.4 At the end of July 2018 HBC continued to exceed referral to job outcome rates.

3.2.5 Although the reporting methodology is complex, it is fair to state that on average 80% of customers who find a job stay in a job.

### **3.3 Income and expenditure**

3.3.1. Income is generated from job outcome payments (paid at 13 weeks and 26 weeks in employment) and sustained job outcome payments, whilst customers remain in sustainable employment.

3.3.2 Income and expenditure is closely monitored, through a combination of internal and external mechanisms, to ensure that contracts are delivered efficiently.

3.3.3 Where possible, access to other available services and/or funding streams are maximised to support the delivery of the Work Programme contracts and their challenging targets. The Work Programme is delivered by HPIJ and the services delivered by the rest of the Employment, Learning & Skills Division within which HPIJ sits provide valuable opportunities for Work Programme clients at nil cost. Both

Ingeus and People Plus have commended the infrastructure arrangements in place during review meetings.

- 3.3.4 Income has reduced significantly in the last year of delivery. This is due to fewer customers moving into and sustaining employment and the customers that remain on programme they are furthest away from the labour market with complex needs i.e. health, drug and/or alcohol addiction, lone parents with restrictions, individuals claiming carers allowance or other benefits. This means that they are not mandatorily required to engage in the Work Programme anymore).

### **3.4 New Basket of Performance Measures**

- 3.4.1 In April 2016 we received notification from DWP confirming updated targets for the Work Programme for 2016/17. Progress against Work Programme targets is reported to Ministers and the DWP Executive Team. The purpose of the targets is to drive continuous improvements across the Work Programme.

#### **3.4.2 DWP Stretch Targets 2018/2019**

- 3.4.3 Appendix 1 detailing updated targets will be issued at the meeting on 24<sup>th</sup> September 2018.

#### **How the profiled cohort performance is calculated:**

- 3.4.5 There are four pieces of information used to calculate the End of Cohort Profile:
- The number of referrals to the Work Programme provider each calendar month;
  - The Minimum Performance Level (MPL) for each cohort of referrals;
  - The profile or distribution for the length of time between claimants being referred to the Work Programme and achieving a job outcome; and
  - A one month lag has been added between a job outcome being achieved and a job outcome being claimed to allow for administrative activities.

These four pieces of information are combined to calculate the number of job outcomes required to meet the Quarterly MPL(s) or the Twelve Month Rolling MPL(s).

- 3.4.6 Below is a worked example of how the profiling cohort is calculated:

Consider a contract where for Priority Group 1 customers (MPL = 38.4%) if there were 1,000 referrals in June 2011, allowing the 1 month lag:

- We would not expect any Job Outcomes until January 2012 as it takes 6 months to gain a Job Outcome and we allow a month for Providers to report JOs to DWP.
- In January 2012 we expect  $1000 * 1.8\% = 18$  Job Outcomes
- In February 2012 we expect  $1000 * 2.7\% = 27$  Job Outcomes
- In March 2012 we would expect  $1000 * 2.6\% = 26$  Job Outcomes
- By December 13, the last month in the profile trajectory (month 31) this cohort should provide a total of 384 Job Outcomes. This represents the 38.4% MPL for PG 1

### **3.5 Key Successes**

- 3.5.1 In July 2018 internal audit completed an Information Security audit to ensure the HPIJ's compliance with ISO27001:05 in regard to the Ingeus Security Plan. Auditors were required to provide assurance over the Council's risk management, control and governance processes. The opinion they provide is based on their assessment and testing of the systems and controls in operation at the time the audit was carried out. The rating achieved at the last review was Substantial and Audit advised there was a sound system of control in operation to manage risks effectively. The same outcome is expected for the recent audit.
- 3.5.2 At the end of July 2018 HPIJ have continued to exceed the above stretch targets against all key priority payment groups on both the Ingeus and People Plus contract (PG1, PG2, PG6a and PG6b). HPIJ continues to achieve market leading performance across CPA 6.
- 3.5.2 HPIJ continues to deliver excellent 'in work' support to customers that have secured employment, achieving higher than average in work support contact rates. On average we are achieving 76% retention rate.

### **3.6 Key issues**

- 3.6.1 Year 8 of the contract has presented some challenges with moving customers into work from the remaining caseloads. This is due to various factors i.e. increase in number of customers changing benefits therefore have no requirement to engage in the programme.

### **3.7 Concluding comments**

- 3.7.1 Overall performance, quality and compliance standards have improved and been maintained year on year since both Work Programme contracts were implemented in June 2011.

- 3.7.2 Partnership working between Halton Borough Council and People Plus/Ingeus is valued highly by both Prime Contractors. As referrals to the Work Programme come to an end, it was important that we had succession planning in place. We submitted expressions of interest to seek further partnership and funding opportunities for the new Work & Health Programme.

#### **4.0 POLICY IMPLICATIONS**

- 4.1 We are now mid-way through year 8 delivery. Customers on programme will be supported up to 31<sup>st</sup> March 2019. As caseloads have reduced a review of staffing and resource requirements has been undertaken.
- 4.2 DWP awarded the new Work and Health Programme contract successor programme to the Work Programme) in the summer of 2017. Ingeus were the successful prime contractor for the North West and Halton Borough Council/Halton People into Jobs have secured a sub-contract agreement to deliver the Work and Health Programme in Halton on behalf of Ingeus.

#### **5.0 FINANCIAL IMPLICATIONS**

Work Programme contracts have been closely monitored to ensure sufficient income is being generated to cover the delivery costs including staffing costs up to March 2019. A proposal was submitted to Steering Group in July to delete 4 posts across the 2 Work Programme contracts. Staff consultation took place in July/August and as a result 2 members of staff have been placed at risk of redundancy. There are a number of vacant posts available for the affected members of staff to apply for within the HPIJ/Employment Learning and Skills division.

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

- 6.1 **Children & Young People in Halton**  
Some Work Programme customers also engage with the Troubled Families project and the 2 projects complement each other in supporting local residents with a range of issues.
- 6.2 **Employment, Learning & Skills in Halton**  
The fantastic achievements that have come out of the Work Programme delivery by Halton Borough Council getting so many people into work are a very positive outcome for the local economy. Many of the individuals that have accessed the programme have also gained vital maths, English, IT and employability skills along the way, in addition to sector specific qualifications such as SIA licences, Food Hygiene, CSCS etc. Signposting to partner organisations to support individuals furthest away from the labour market has been a key part of the programme.

**6.3 A Healthy Halton**

A significant number of Work Programme customers have been signposted to various health and wellbeing initiatives that are delivered by Halton Borough Council and other external agencies including the Health Improvement Team to support individuals with a range of complex health barriers.

**6.4 A Safer Halton**

None.

**6.5 Halton's Urban Renewal**

None.

**7.0 RISK ANALYSIS**

7.1 The management of the Work Programme contract has been meticulous and close monitoring both internally and externally ensure any risks identified are carefully mitigated, with clear action plans in place to address any underperformance, quality and compliance factors.

**8.0 EQUALITY AND DIVERSITY ISSUES**

None.

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

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

<b>REPORT TO:</b>	Employment, Learning & Skills and Community Policy & Performance Board
<b>DATE:</b>	24 <sup>th</sup> September 2018
<b>REPORTING OFFICER:</b>	Strategic Director, Enterprise, Community and Resources
<b>PORTFOLIO:</b>	Economic Development
<b>SUBJECT:</b>	DWP Work and Health Programme Contract Update
<b>WARDS:</b>	Borough wide

## **1.0 PURPOSE OF THE REPORT**

- 1.1 To inform members that a report/presentation, providing an overview of the Department for Work & Pensions (DWP) Work and Health Programme contract currently being delivered by Halton People into Jobs, including contract implementation, delivery, progress and achievements to date will be tabled at the meeting of the 24<sup>th</sup> September 2018.

## **2.0 RECOMMENDATION: That**

- 1) Progress on the delivery of the Work and Health Programme is noted.

## **3.0 SUPPORTING INFORMATION**

### **3.1 Background information**

- 3.1.1 The WHP is the new contracted employment provision that will help persons who have a disability, the long-term unemployed (LTU) and specified disadvantaged groups to find sustained work. The WHP will target those who are most likely to benefit from the additional support of the programme.

- 3.1.2 In 2017 the DWP Work and Health Programme (WHP) contract was awarded to Ingeus for the North West Contract Package Area. Halton Borough Council/Halton People into Jobs were successful in being awarded a sub-contract agreement by Ingeus to 100% of the Work and Health Programme in Halton. A presentation will be delivered at the meeting of the 24<sup>th</sup> September to provide an update delivery since the contract went live on 27<sup>th</sup> November 2017.

- 3.1.3 The WHP will:

- Provide additional support that is distinct and additional to that available through Jobcentre Plus;

- Support current and future local plans for service integration for individuals who have multiple barriers to work and/or have a disability. DWP agreed, through the Government's Devolution Deal and City Deal process, to work with a number of combined authorities/city regions to ensure local priorities influence the design and delivery of WHP by co-designing the programme with those areas.

3.1.4 There are a number of Customer Service Standards that must be achieved within the contract i.e. Participant must be booked in for an initial appointment within 14 day of referral. Appendix 1 will be issued at the meeting on 24<sup>th</sup> September outlining the revised Customer Service Standards.

3.1.5 Performance indicators:

(a) Disability PI: 49.9% (referral to outcome)

(b) Early Access PI: 46.6% (referral to outcome)

(c) Long Term Unemployed (2yrs+) PI: 39.4% (referral to outcome)

The Earnings Performance Indicator is calculated by the Contracting Body/Ingeus in accordance with the HMRC PAYE Data.

3.1.6 Progress to date:

- Halton Borough Council/Ingeus completed a comprehensive 6 month mobilisation plan from contract 'go live' in November 2017
- The first participant started in December 2017. Referrals from Jobcentre plus were low in the last quarter but HBC/Ingeus/Jobcentre Plus are working closely together to improve the number and quality of referrals to the programme
- Referral to job start performance is improving with some excellent progression outcomes being achieved with participants that were far away from the labour market before engaging on the programme
- Partnership work, local integration and employer engagement activity are integral parts of the programme. The Key Workers and Health Trainer access a wide range of partner organisation and specialist services to progress participants and help remove barriers to employment

#### **4.0 POLICY IMPLICATIONS**

4.1 The contract went live in November 2017. The contract will run for 7 years.



## **5.0 FINANCIAL IMPLICATIONS**

None

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

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

Some Work and Health Programme participants also engage with the Troubled Families project and the 2 projects complement each other in supporting local residents with a range of issues.

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

Positive progress has been made within the first 9 months of the Work and Health Programme.

Excellent achievements have come out of delivery by Halton Borough Council moving long term unemployed people and/or individuals with health conditions back into work is a very positive outcome for the local economy.

Many of the individuals that have accessed the programme have also gained vital maths, English and employability skills along the way, in addition to sector specific qualifications such as Off Shore Survival, SIA licences, health trainer qualifications.

### **6.3 A Healthy Halton**

A high proportion of participants accessing the Work and Health Programme are likely to have a health condition including physical, mental health and/or have a learning disability.

Provision for supporting and signposting individuals with the above conditions has been well integrated into the Work and Health Programme delivery model in Halton.

Participants currently accessing the programme have been signposted to various health and wellbeing initiatives that are delivered by Halton Borough Council and other external agencies. Health Trainers from the Health Improvement Team deliver triage sessions and group sessions on site to participants.

### **6.4 A Safer Halton**

None.

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

None.

## **7.0 RISK ANALYSIS**

7.1 As can be seen in the main body of the report, the management of the Work Programme contract has been meticulous and close monitoring both internal and external ensure any risks identified are carefully

mitigated, with clear action plans in place to address any underperformance, quality and compliance factors.

**8.0 EQUALITY AND DIVERSITY ISSUES**

None.

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

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

<b>REPORT TO:</b>	Employment, Learning & Skills and Community Policy & Performance Board
<b>DATE:</b>	24 <sup>th</sup> September 2018
<b>REPORTING OFFICER:</b>	Strategic Director, Enterprise, Community and Resources
<b>PORTFOLIO:</b>	Economic Development
<b>SUBJECT:</b>	ESF Ways to Work Programme Update
<b>WARDS:</b>	Borough wide

## **1.0 PURPOSE OF THE REPORT**

- 1.1 To provide Members with an overview of the ESF Ways to Work Programme currently being delivered by Halton People into Jobs, including achievements to date, income and expenditure and future strategy for delivery.
- 1.2 To provide opportunities for Members of the PPB to raise any questions with regards to the ESF Ways to Work Programme.

## **2.0 RECOMMENDATION: That**

- 1) **the report be noted**

## **3.0 SUPPORTING INFORMATION**

### **3.1 Background information**

- 3.1.1 In January 2016, Halton Borough Council as part of a Liverpool City Region (LCR) - Combined Authority (CA) submission successfully secured grant from the European Social Fund (ESF). The total cost of the programme is over £40 million. The programme runs until December 2018. Halton's contract is up to a maximum of £3.3 million. The ESF Ways to Work Programme provides funding to reduce the barriers to employment to those residents furthest away from the job market. Participants on the programme are able to access a personal budget for items such as training, interview clothes, travel costs, and, in some cases where the case is proven, driving lessons. The funding also supports 6-12 month paid work placements known as Intermediate Labour Market Placements (ILMs). ILMs are designed to give residents practical work experience which ideally will lead to a job in the area where they undertake a placement, or will at least provide them with some job skills which should help them in their future search for work.

- 3.1.2 The programme is voluntary and referrals can be made either by residents themselves, the Jobcentre Plus, internal HBC departments, partner organisations and outreach work undertaken by the Ways to Work team.
- 3.1.3 Contract delivery commenced in January 2016 and is split into two distinct age groups as defined by ESF investment priorities; 1.1 and 1.3. 1.1 relates to participants aged 30 years upwards, with no upper age limit and has a project end date of 31<sup>st</sup> December 2018. 1.3 relates to participants aged 16-29 and has a project end date of 31<sup>st</sup> July 2018. Halton Borough Council's 14-19 Team (who contributed to the match funding element of this ESF programme) work very closely with a private organisation called Training Attention who were procured to engage 1.3 inactive participants and deliver a coaching and mentoring service to 16-18 year olds.
- 3.1.4 The LCR has recently applied for an extension to funding until March 2020 for both 1.1 and 1.3 cohorts. The 1.3 extension to programme has been approved already and we await confirmation of the 1.1 extension to programme.

1.3 extension to funding	£1,346,758.91
1.1 extension to funding	£ 545,666.58

## **3.2 Performance/achievement**

### **3.2.1 Performance to date (since January 2016)**

A total of 1064 unemployed Halton residents have registered on the ESF Ways to Work programme, broken down as:

- 409 1.1 participants, and;
- 655 1.3 participants.

Participant categories for which the project has over performed in registrations are detailed below:

- 1.1 Over 50's  
Participants without basic skills  
Unemployed participants into employment
- 1.3 Participants with disabilities  
Participants who live in a single adult household with dependent children

### **3.2.2 Areas of focus up to December 2018 include the following participant categories: ethnic minorities; "inactives" i.e. people not engaged in training or employment; and 1.1 participants who live in a single adult household with dependent children.**

3.2.3 The project has placed 142 Halton people into ILMs. Of these, 66% (93 participants) who started an ILM have since moved into employment. 7 individuals are still on their ILM placement. The next recruitment round of ILM recruitment will start in mid-September using the extension to programme funding.

#### Table of ILM outcomes up to 31<sup>st</sup> July 2018

OUTCOME	NO. PARTICIPANTS	PERCENTAGE	HOW % CALCULATED
Kept on after ILM	62	46%	(of 135 ILMs completed so far)
Found alternative employment	26	20%	(of 135 ILMs completed so far)
Sickness preventing participation	3		
Terminated conduct/attendance	15	10%	of all 142 ILMs
Participant left	10	7%	of all 142 ILMs
Went on to education	2		
Moved out of area	4		
Still in placement under review	7		
ILM ended - jobsearching	9		
Not engaging	1		
Self employed	1		
In ILM absent without leave	2		
	142		

#### 3.2.4 ILM Extension Profile (from September 2018)

##### 1.3 ILM Places

<b>Total number of places</b>	<b>49</b>
September 2018 start	12
November 2018 start	12
February 2019 start	12
May 2019 start	13

##### 1.1 ILM Places

<b>Total number of places</b>	<b>22</b>
January 2019	10

start	
February 2019 start	6
May 2019 start	6

### 3.3 Income and expenditure

- 3.3.1. 1.1 funding is broken down into 50% ESF and 50% match funding by Halton Borough Council. Claims are submitted quarterly for salaries, programme management, overheads (calculated as 15% of salaries), marketing, consulting, and participant costs.
- 3.3.2 1.3 funding is broken down into 33% ESF, 33% Youth Employment Initiative (YEI), and 34% Halton Borough Council. Claims are submitted quarterly for salaries, programme management, overheads (calculated as 15% of salaries), marketing, consulting, participant costs, and professional fees for the Training Attention contract.
- 3.3.2 Income and expenditure is closely monitored, through a combination of internal and external mechanisms to ensure efficiency. For example, there is an internal HBC Ways to Work group that meets every 3 weeks and a quarterly LCR Performance & Compliance Board which is made up of CA and local authority representation.
- 3.3.3 Where possible Ways to Work supports the delivery of other HBC employment-related contracts (e.g. Households into Work and the Work & Health Programme, delivered by Halton People into Jobs) and their challenging targets, and, by doing so, generates referrals from the groups the project is required to target.

### 3.4 How the cohort performance is calculated

- 3.4.5 Performance is calculated quarterly and is based upon output data, of participants registered onto the programme, and outcome results.

Outputs for 1.1 are detailed below.

O1 - Participants
O1 - Participants - Male
O1 - Participants - Female
O1 - Participants - Other
O1 - Participants - Participant failed to say (no signed exemption)
O4 - Participants over 50 years of age
O5 - Participants from ethnic minorities
O6 - Participants without basic skills
ESF CO01 - Unemployed, including long-term unemployed
ESF CO03 - Inactive
ESF CO14 - Participants who live in a single adult household with dependent children
ESF CO16 - Participants with disabilities
R1 - Unemployed participants into employment (including self-employment) on leaving
R2 - Inactive participants into employment, or job search on leaving

R3 - Participants gaining basic skills
R4 - Participants with childcare needs receiving childcare support
ESF CR06 - Participants in employment, including self-employment, 6 months after leaving

Outputs for 1.3 are detailed below.

YEI O3 / YEI O8 - Participants - Male
YEI O3 / YEI O8 - Participants - Female
YEI O3 / YEI O8 - Participants - Other
YEI O3 / YEI O8 - Participants - Participant failed to say (no signed exemption)
YEI O9 - Unemployed (including long-term unemployed participants)
YEI O3 / YEI O8 - Participants - Other
YEI O3 / YEI O8 - Participants - Participant failed to say (no signed exemption)
YEI O9 - Unemployed (including long-term unemployed participants)
YEI O13 - Participants who live in a single adult household with dependent children
O5 - Participants from ethnic minorities
YEI CR01 - Unemployed participants who complete the YEI supported intervention
YEI CR02 - Unemployed participants who receive an offer of employment, continued education, apprenticeship or traineeship upon leaving
YEI CR03 - Unemployed participants who are in education / training, gaining a qualification, or in employment, including self-employment upon leaving
YEI CR04 - Long-term unemployed participants who complete the YEI supported intervention
YEI CR05 - Long-term unemployed participants who receive an offer of employment, continued education, apprenticeship or traineeship upon leaving
YEI CR06 - Long-term unemployed participants who are in education / training, gaining a qualification, or in employment, including self-employment upon leaving ... *2
YEI CR07 - Inactive participants not in education or training who complete the YEI supported intervention
YEI CR08 - Inactive participants not in education or training who receive an offer of employment, continued education, apprenticeship or traineeship upon leaving
YEI CR09 - Inactive participants not in education or training who are in education / training, gaining a qualification, or are in employment, including self-employment upon leaving ... *3
YEI CR10 - Participants in continued education, training programmes leading to a qualification, an apprenticeship or a traineeship six months after leaving
YEI CR11 - Participants in employment six months after leaving

### 3.5 Key Successes

- 3.5.1 The 1.3 extension to the Ways to Work Programme has been confirmed to March 2020, safeguarding HPIJ staff jobs.
- 3.5.2 66% of participants offered an ILM placement have gone on to secure employment.
- 3.5.3 ILMs raise aspirations and have given those participants who may not have had qualifications or any work experience, the opportunity to experience real career opportunities. Examples of ILM placements offered to Ways to Work participants include trainee positions in: bus driving, graphic design, digital marketing, IT support, museum curator

and childcare. A further ILM recruitment event took place on 13<sup>th</sup> September to identify additional employers wishing to offer ILM placements within their organisation. Additional ILMs will be available between September 2018 and May 2019.

### **3.6.1 Key issues/challenges**

- 3.6.1 Ethnic minority numbers are low in Halton compared to the rest of the LCR in terms of how many BME residents we have within the Borough.
- 3.6.2 The definition of 'inactive' is that the person is not in receipt of benefits and has not been looking for work within the last 4 weeks. All of the local authorities within the LCR have found this category of participants hard to engage because they are generally disengaged from services.
- 3.6.3 It was identified that ILM participants would benefit from intense, in work support to aid sustainment in their ILM placement and ultimately longer term employment. Therefore the extension request includes the creation of a dedicated ILM Support Officer who will closely monitor progress and swiftly address any issues as they arise.

### **3.7 Concluding comments**

- 3.7.1 Overall performance, quality and compliance standards have continued to improve since the Ways to Work Programme was implemented in January 2016.
- 3.7.2 An external evaluator has been jointly commissioned by the LCR, on behalf of the local authorities delivering Ways to Work, to evaluate the Ways to Work Programme. The evaluation is currently underway and we await the results of that evaluation.
- 3.7.3 ILM placements offer local SMEs that fall into one of the Liverpool City Region growth sectors or can demonstrate a community benefit, an opportunity to provide participants with in depth training whilst their salary costs are supported by the scheme, so that at the end of the ILM the participant can offer a return on investment for their business.

## **4.0 POLICY IMPLICATIONS**

- 4.1 None.

## **5.0 FINANCIAL IMPLICATIONS**

The 1.3 extension request has been approved and we still await news of the 1.1 extension request.



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

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

6.1.1 Ways to Work is supported by the Council's 14-19 Team, and Training Attention have been procured to engage those young people who are currently disengaged from services.

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

6.2.1 The fantastic achievements that have come out of the ESF Ways to Work Programme by getting so many people into work is a very positive outcome for the local economy. The programme raises aspirations by providing funding for ILMs that fall into one of the LCR's 7 growth sectors. Some participants have gone on to apprenticeships and many others have also gained vital maths, English and employability skills along the way, in addition to sector specific qualifications such as CSCS cards, SIA licences, etc.

### **6.3 A Healthy Halton**

The psychological benefits of work improve Ways to Work participants' mental health and wellbeing.

### **6.4 A Safer Halton**

None.

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

None.

## **7.0 RISK ANALYSIS**

7.1 The management of the ESF Ways to Work Programme has been closely monitored both internally and externally to ensure any risks identified are carefully mitigated, with clear action plans in place to address any underperformance, quality and compliance factors.

## **8.0 EQUALITY AND DIVERSITY ISSUES**

None

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

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

<b>REPORT TO:</b>	Employment, Learning & Skills and Community PPB
<b>DATE:</b>	24 <sup>th</sup> September 2018
<b>REPORTING OFFICER:</b>	Strategic Director, Enterprise, Community & Resources
<b>PORTFOLIO:</b>	Employment Learning & Skills and Community
<b>SUBJECT:</b>	Economic Assessment and Halton 2030
<b>WARDS:</b>	Borough Wide

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

To update members of the committee on the Halton 2030 document and advise on the proposed recommendations arising from the research undertaken. The report is included at Appendix 1.

### **2.0 RECOMMENDATION: That the Policy and Performance Board receives and comments upon the update;**

#### **2.1** And recommends Halton 2030 to the Executive Board as a reference tool for setting the priorities of the Council and the development of the Corporate Plan.

### **3.0 SUPPORTING INFORMATION**

#### **3.1** Halton 2030 sets out an economic vision for how Halton's economy will look in the future. It also considers how we might respond through a 'whole community' approach to the economic and social challenges the Council and its partners face over the next few years.

The proposed vision would be that "by 2030 Halton's residents will have access to good quality housing, excellent education, and suitable jobs in a safe, strong and sustainable local economy; and Halton's businesses will have the skills, investment-environment and infrastructure to achieve their goals. Halton will be a place healthy people enjoy, with excellent access to vibrant local town, shopping and entertainment centres."

This report is complemented with Appendix 1 (the full Economic Assessment and Halton 2030 analysis) and Appendix 2 (a table of indicators and measurements) within which the basis of our conclusions is explained and how our success will be gauged.

This work will be a useful reference point for the “Better Jobs Topic Group” which, in turn provides intelligence to the Employment, Learning & Skills and Community PPB.

As a recap, with the economic assessment (used as the evidence base for Halton 2030 we covered:

1. **Economic Overview.** An assessment of the major factors that are driving the Halton economy (macro-economic factors) and attempt to make sense of them in the local context. External shocks are the most significant uncontrolled factor impacting upon the economy. Therefore, it is important to understand what they are and how useful existing environment scanning is at predicting them in order to mobilise resources appropriately.
2. **Enterprise and Jobs.** An assessment was completed to investigate the prospects for job growth and business starts in Halton to help us gain an understanding of the factors that lead to a strong performance in the labour market and which factors lead to an individual deciding to start a business. This enables us to better understand how to direct and allocate resources in order to increase the number (and quality) of jobs in the Halton and increase the number of residents who are self-employed – both factors in determining the competitiveness and strengthening of the economy.
3. **The Resident Population.** An understanding of the resident population and where and how support needs to be targeted to ensure a strong performance in the labour market for the coming years.
4. **Skills.** The assessment compares the skill demands from employers in Halton with the labour supply of the resident population. The reason for the focus on resident population is because this is where we want to target intervention to ensure that local people benefit from the opportunities in the future economy.
5. **Future prospects, Halton 2030** The above four steps inform which interventions we need to put in place to meet the needs of Halton as we advance to the middle of the 21<sup>st</sup> Century. Ensuring that we have the appropriately skilled and trained workforce to meet these demands is one of the clear roles that Halton Borough Council can lead with in order to deliver a strong, sustainable and relevant economy for the local people of Halton. A summary of the recommendations is set out in section 3.2:

- 3.2 This section provides an idea of the headline actions that will allow us to meet the targets as set out in Appendix 2 of this report, Halton 2030 Baseline.

#### Population

- Population monitoring and modelling

We currently don't regularly complete population scenario modelling so this is an exercise that will allow HBC to plan responses to demographic shifts.

This exercise will allow HBC to be more responsive to the demands of employers and strength of the labour supply and which interventions are needed to ensure a mutually strong future.

- Skills and work intention audit and assessment of employers employee succession planning
- We will commission professional workforce development support to ensure that local employers and support organisations understand their future labour demand requirements and how the existing labour supply is geared up to meet that demand
- We need to work with health partners to identify measures which present opportunities for re-skilling older members of the population to help to address the working age population deficit

#### Labour Market and Skills

- Training and workforce development plan

Not employer specific, this more general work stream will point HBC in the direction of training and skills needed to ensure that there is a long-term solution to the existing skills mismatch.

We envisage with this work ensure that local people are provided with employment opportunities and careers with local businesses.

- Quality of life Survey for Halton

The quality of life survey will allow HBC to understand the needs of the local population and consequently the labour market. One of the benefits of a QOL survey is that it allows

us to understand the aspirations and knowledge levels of local people.

- Arrange “local jobs for local people” conference with business and community leaders

Together will all local partners from Halton Employment Partnership, local employer networks and community leaders a series of workshops to be arranged to ensure that local people benefit from the employment opportunities being created on their doorstep. This will help to resolve the lack of understanding about each other.

This work will start with an all partner conference facilitated by leading organisations in recruitment and training.

### Business

- Commission supply chain and future sectors analysis to ensure we get the optimum business base to meet the needs of the supply chain and future business starts.

This analysis will give HBC a better understanding of the business that we need to attract to the area beyond the current target sectors, going beyond the LEP target sectors. We know which the growth sector will be and we want to complement that with a better understanding of how we can better perform as an economy.

- Assess options for the further growth of the business base in Halton, especially exporting.

We already know which sectors are forecast to grow in terms of employment and the number of businesses and we want to formulate a programme of work to ensure that the growth in Halton’s business base benefits local people and the local supply chain

- Develop business start and development programme for growth sectors among Halton’s lowest (25%) imd wards

As part of the above measure we want to target the communities most in need in Halton with a programme designed primarily to encourage people from the lowest 25% of Index of Multiple Deprivation wards into starting a business as part of an ongoing programme. Outcomes for the programme could be starting a business and business survival rates.

#### **4.0 POLICY IMPLICATIONS**

There are no immediate policy implications associated with this report but longer term it is envisaged that this work will influence internal and partner corporate processes.

#### **5.0 FINANCIAL IMPLICATIONS**

There are no financial implications associated with this report.

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

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

There are no implications associated with this report.

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

The Economic Assessment and Halton Tomorrow will assist in providing job opportunities for local people and address future employment and skills needs in Halton. It will look at new employment opportunities and self-employment as route into a sustainable and secure future for residents.

##### **6.3 A Healthy Halton**

There are no implications associated with this report.

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

There are no implications associated with this report.

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

The analysis of future forecast trends may lead to recommendations for improvement particularly with business premises and infrastructure.

#### **7.0 RISK ANALYSIS**

In line with an orange book assessment there is no likelihood or impact of this work on beyond the team performing the task.

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

There are no equality or diversity issues.

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

<b>Document</b>	<b>Place of Inspection</b>	<b>Contact Officer</b>
Economic Assessment	Regeneration Team, 5th Floor Municipal Building	Paul Corner
UK industrial Strategy	Regeneration Team, 5 <sup>th</sup> Floor Municipal Building	Paul Corner
Liverpool City Region Skills for Growth Priorities	Regeneration Team, 5th Floor Municipal Building	Paul Corner

**Appendix 1**

“Halton is the only local authority in the LEP to outperform the regional benchmark...”

Oxford Economics Forecasting Model



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## Methodology

An economic assessment is a grass roots assessment of the relative strengths and weaknesses of an economy. In order to understand the economy an honest assessment was undertaken to understand which sectors we need to concentrate on in order to deliver prosperity, and appreciate which groups require support to take advantage of the opportunities in the economy.

In Halton we decided to approach the economic assessment through the practitioners delivering economic development and regeneration, in order to ensure that the assessment is both relevant and informed with the most up to date and useful information. Not only does this ensure that the assessment is produced by officers working directly to improve the economic performance of the Borough. It also keeps the cost of the work to a minimum being in-house and developed alongside existing work commitments.

The information analysed in this document will be used to inform the exercise and monitoring of Halton Tomorrow, a vision and baseline document intended to provide focus for the future economic prosperity of Halton, and monitor progress against agreed and challenging targets in the short and medium term.

We know from partners that the information and analysis contained within this assessment provides a valuable resource to inform business planning and resource allocation. As we go through this process we will look to users to suggest possible improvements to future iterations, and include this as part of the annual corporate planning cycle and informing business plans and work allocation plans.

The main data sources informing this assessment include:

- Census of Population (2011)
- Liverpool City Region Forecasting Model (Oxford Economics, 2016)
- Inter Departmental Business Register (IDBR, 2017)
- ONS – Business Demography( 2017)
- Office for National Statistics (2018)
- Wavehill Employer Skills Survey, (Liverpool City Region, 2018)
- National Online Manpower Information Service (NOMIS, 2018)

This assessment has no pretensions to infallibility, let alone to being all-knowing. There may well be facts of which we are unaware that undermine or discredit some of the assumptions we make. If you have facts that we are unaware of please present them so that future iterations can reflect them.

In the sense that we have produced this assessment a fact carries greater weight than opinion on all occasions. Those facts are analysed and that analysis is presented

dispassionately so as to ensure the long-term objectivity of the assessment. This assessment represents a recent factual account of the borough of Halton and we hope it proves to be a useful document.

Any queries in relation to this assessment should be directed to Paul Corner  
[paul.corner@halton.gov.uk](mailto:paul.corner@halton.gov.uk) 0151 511 6730

## Introduction

The evidence base for this economic assessment relies upon three main sources. The first being the Employer Skills Survey(ESS) for the Liverpool City Region, providing a valuable insight into local business experience and aspirations over the coming years. The second source of information is the Office for National Statistics (ONS,) and finally the National Online Manpower Information Service (NOMIS). We mention in the methodology all of the sources of information used in carrying out this assessment.

This is the Halton Local Economic Assessment (LEA). The most recent economic assessment prior to this was produced 2011 and provided a detailed view on local socio-economic conditions. The economy has changed considerably in recent years following the downturn and we are now (on some levels at least) firmly in the midst of recovery. Brexit is the greatest factor of uncertainty we will face in the coming years but we cannot yet analyse the impact as so little is known. As we write this there is still uncertainty concerning future trade arrangements with the European Union, movement of labour and physical barriers – most notably in Northern Ireland.

This LEA provides a detailed analysis of trends in Halton, organised around the broad themes of business, people and place. The report also includes a separate section looking at the contribution that planned developments in Halton and other major employment sites will make to the borough over the next 10-20 years.

Halton is a place of economic scale and significance – although containing 5.4% of the region's population Halton delivers a GVA per head of population of £26,988 compared to a regional average of £22,244 in the North West. This is highlighted because on the surface, (and as a headline figure) this looks good but this exercise has delved deeper into the information looking for patterns and correlations in order to design suitable interventions to improve the quality of life for all Halton residents.

A number of points emerge in the LEA, including:

- Economic recovery: The economy and labour market is showing signs of recovery, and almost 4,000 jobs are forecast to be created in Halton over the next decade according to the latest edition of the Liverpool City Region Forecasting Model (LCRFM). Significantly, LCRFM also shows that employment in Halton has now returned to pre-recession levels – however this is still below the regional and national average.
- Growth opportunities: In line with trends across most of Liverpool City Region (LCR), future growth in Halton is expected to be driven by sectors such as: scientific and professional services, advanced manufacturing, business,

financial & professional services; the cultural & creative industries; construction; and retail. It is important to note that while manufacturing will continue to see a decline in employment the sector is still expected to see a significant increase in economic activity. This indicates that while the sector will increasingly move away from being the mass employer that it once was. Halton's productivity will continue to grow and advanced manufacturing will retain and grow its relevance.

- Skills: Educational attainment has improved in Halton in recent years, in terms of GCSE results and also the number of people with degree level qualifications. A significant number of Halton's resident working age population hold NVQ level 2 (5 GCSEs at grades A\*-C) and/or NVQ level 3 (2+ A Levels) qualification. The challenge for Halton is to ensure that these residents continue progressing with skills and move into the higher end of the qualifications spectrum, thus increasing the proportion of people with higher level skills. There is a long way to go with the overall improvement of skills of the residential population, despite the excellent local college (Riverside) serving the local community.
- Halton looks to be well-placed to contribute to the growth and competitiveness of LCR and not only as a supplier of skills and labour. Specifically, development at major employment sites across the borough not least those coming to the market as a result of the work of the Mersey Gateway Regeneration Plan Plus, and the 20 hectares that will be available for development. Further to this, we have regionally significant sites including Rock Savage International, Widnes Waterfront and 3MG (including the 'Viking' and 'Thor' sites).

The remainder of the LEA is structured as follows:

Section 4 analyses the labour market of Halton, covering population and skills. It also looks at unemployment trends in the borough, along with self-employment and part-time working.

Section 5 outlines Halton the place and Halton's connectivity with other parts of LCR and the rest of the country. This highlights future developments that are likely to generate new employment opportunities and help in supporting the area's future economic development. It also looks at trends in Halton's housing market.

Section 6 looks at the business base in Halton, highlighting the number of firms in the borough and also the main employment sectors. It also summarises findings from the most recent edition of the LCR Forecasting Model (LCRFM) and looks at

which sectors Halton has specialisms in, relative to the national picture, in the form of sector snapshots.

Section 7 assesses the implications of future development on the economy of Halton and provides concluding remarks, summarising all of the analysis.

A summary is provided at the end of sections two, three, four and five highlighting the main messages from each section.

This assessment constitutes an evidence base needed in order to develop a detailed plan (developed as a separate document) to set targets and to monitor the progress of those actions over the coming four years.

**Economic Vision for Halton:**

“By 2030 Halton’s residents will have access to good quality housing, excellent education, and suitable jobs in a safe, strong and sustainable local economy; and Halton’s businesses will have the skills, investment-environment and infrastructure to achieve their goals. Halton will be a place healthy people enjoy, with excellent access to vibrant local town, shopping and entertainment centres.”

The vision is crafted to chime with the aspirations of the emerging Local Development Plan for the borough and will be the economic representation of the sustainable community strategy to improve and maintain the highest quality of life and open access to opportunities for Halton residents. It is intended to benefit both businesses and residents.

## Section 2 Population

Subnational population projections are produced by the Office for National Statistics. The projections form a "baseline" view of what the population dynamics would be in the given areas if recent demographic trends were to continue into the future. It is important to note that these projections are consistent across all local authorities in England.

This information is complemented by the Oxford Economic Forecasting Model which shows the population of Halton is set to increase "Halton and Liverpool local authorities have seen the fastest growth in population over the last decade—growing at more than twice the LEP area average and faster than the North West as a whole, driven by positive natural growth and positive net inward migration."

While the City-Region has seen positive population growth over the last decade the legacy of rapid decline throughout the 1990s means the LEP area's population is still well below levels in the early 1990s. The population of Halton currently stands at 126,900 and as stated performs strongly within the City Region, along with Liverpool, with 62,000 males and 64,900 females.

The traditional working age population stands at 62.6% of the population which is slightly lower than the North West and Great Britain at 62.8% and 63.1% respectively. The gender breakdown of working age population shows 62.6% in Halton for males compared to the North West and Great Britain at 63.4% and 63.8% respectively. For females the figures are 62.6%, 62.1% and 62.4% for Halton, North West and Great Britain.

In the medium term (2018-2023):

Halton's population is projected to grow by 4%, from 118,500 to 122,900. This is still lower than the North West region which is projected to grow by 5% and nationally which is projected to grow by 11%.

Younger people (0-14 year olds): Projected to grow by 7% (2008-2023).

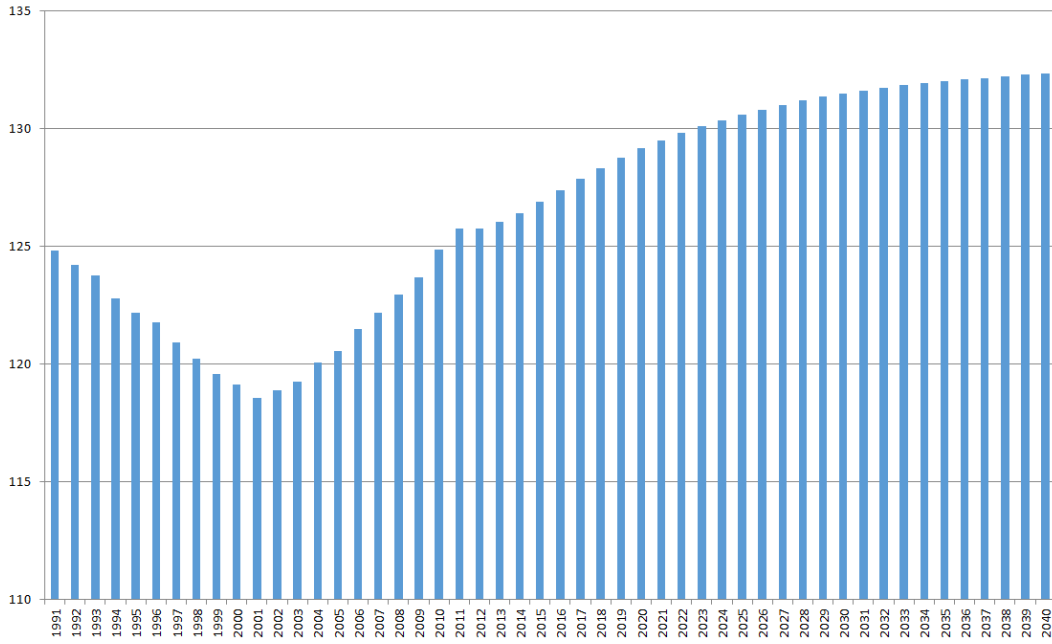
Working age (15-64 year olds): Projected to decline by 6% (2018-2023).

Older people (65+): Projected to grow by 43% from 16,900 in 2008 to 24,200 in 2023.

Longer term population growth is quite considerable and the impact of this is assessed in this chapter.

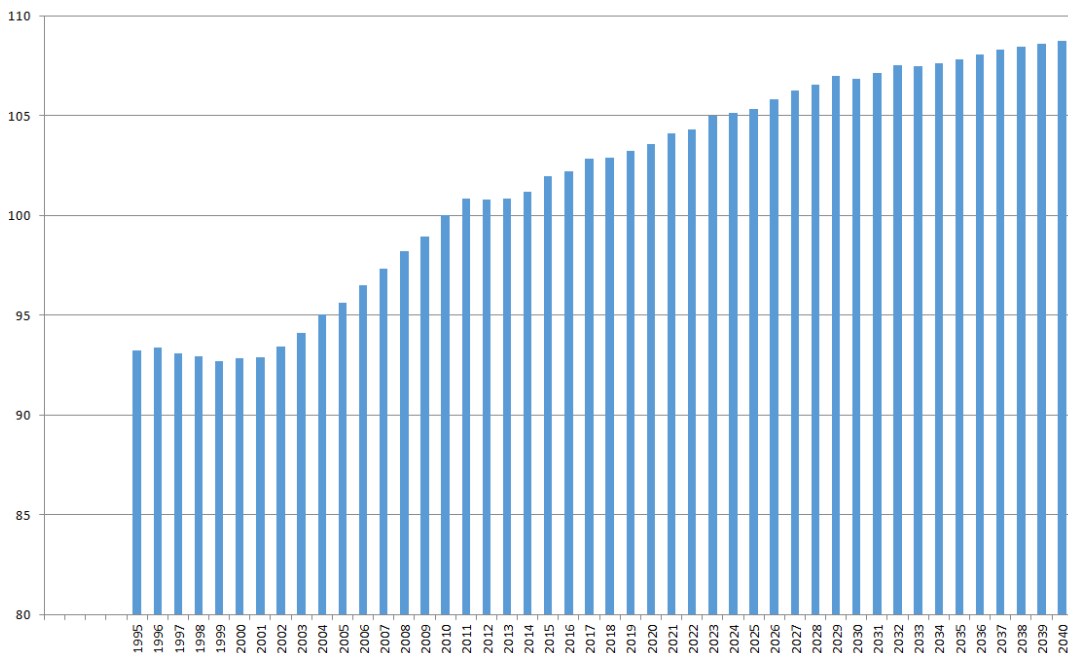


Halton Population Change 1991 2040



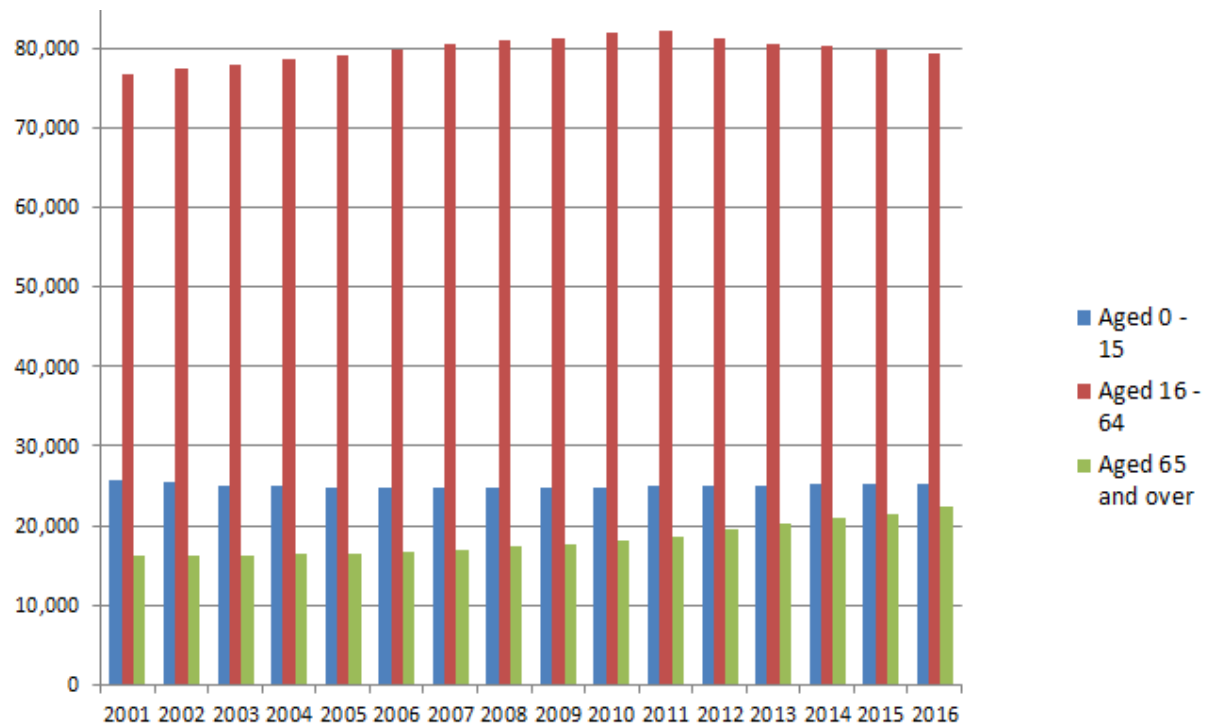
The above diagram highlights the significant increase in the population in Halton between the years of 1991 and the forecast growth up to 2040. The increase from a low point in 2000 is dramatic and the rate of increase has more than made up for the dramatic loss of population up to that point. This was a particular Merseyside (and Northern England) trend at that point and the reversal shows no signs of abating soon.

Halton 16+ Population



The 16 plus population increase virtually mirrors the overall population growth, however what these figures do not show is the age group changes in the population and the overall increase in population at the older end of the population pyramid and a weak replacement population. This is resulting in a general aging of the population for Halton with implications on the labour market and service provision, both private and public sector. The following diagram represents this point graphically.

### Halton Population Age Structure



When observed closely the change in the over 65s and under 16 population is quite stark. As too is the change in the population aged over 85(not illustrated on the diagram) in Halton which has increased from approximately 1,000 in 1991 and is forecast to stand at 6,000 by the year 2040. 0 – 5 year population at this time is expected to taper off from 10,000 to 7,000. Taking these extremes of the population allows us to start to quantify this impact on service provision.

### Conclusions

1. The population of Halton has recovered from the steep decline in the 1990s and, indeed, has replaced that lost population.
2. The major challenge with population is the aging of the population and the potential impact on the labour market and service provision

3. Training of the unproductive workforce and migration are the only two solutions to mitigate the problems that this will create for the labour market.

### Section 3 Labour Market and Skills

#### Economic Activity

OF the total population there are 60,700 who are economically active which equates to 75.1% of the population. This is slightly lower than the North West and Great Britain figures of 76.0% and 78.0% respectively.

There are 22.6% of males who are economically inactive in Halton and this compares with 16.8% regionally and 19.2% nationally. 27% of females economically inactive in Halton compared to 27.1% in the North West and nationally 27.8% of females are economically inactive. This is a total figure of 19,600 people in Halton who are aged 16 – 64 who are economically inactive.

#### In employment

Of 60,700 economically active in Halton 58,100 are in employment. This equates to 71.8% of the total which is slightly lower than the North West and Great Britain figures at 72.4% 74.4% respectively.

#### Self employed

Self-employment is one area where Halton stands out compared to the region and nationally and there are 5,900 people in Halton who are declared and registered as self-employed, which amounts to 7.0% of the working population and is significantly lower than the percentage in the North West of 9.1% and 10.6% respectively. This reflects the historic dominance of a small number of large businesses on the economy of Halton.

Halton is impacted by two distinct variables, the historical dominance of large employers and the fact that there are still some large employers dominating the economy. There are still relatively low levels of self-employment in Halton, but this is steadily increasing. There are 19,600 people of traditional working age who are economically inactive in Halton. 30.7% of females and 32.7% of males who are economically inactive have indicated that they want a job.

#### Occupations of those economically active 2017

	Halton		Great Britain		North West	
	Number	%	Number	%	Number	%

	Halton		Great Britain		North West	
1: managers, directors and senior officials	4,300	7.4	3,302,600	10.7	327,900	9.8
2: professional occupations	7,700	13.3	6,270,200	20.3	623,200	18.6
3: associate prof & tech occupations	8,200	14.0	4,398,300	14.3	456,400	13.6
4: administrative and secretarial occupations	7,000	12.1	3,165,400	10.3	359,700	10.7
5: skilled trades occupations	5,800	9.9	3,184,700	10.3	347,200	10.4
6: caring, leisure and other service occupations	6,000	10.3	2,835,900	9.2	333,700	10.0
7: sales and customer service occupations	5,600	9.6	2,326,400	7.5	286,200	8.5
8: process, plant and machine operatives	6,800	11.7	1,957,000	6.3	233,600	7.0
9: elementary occupations	6,300	10.8	3,267,800	10.6	374,500	11.2

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There are a number of points that stand out on the above table and the most major point is the skewing of the occupation profile in Halton to the occupations that require a lower entry level qualification and experience. There are far fewer people as a nation (as a proportion of the total workforce) employed as managers, directors and senior officials and professional occupations. Associate professionals and technical occupations appear at parity with the rest of the country although there has been a proliferation of new businesses in this sector in Halton, possibly heralding a greater propensity for self-employment and entrepreneurship in the area. This could be driven (in part) by people declaring themselves a self-employed as a result of benefit rule changes and it can be (potentially) easier to claim tax credits rather than Universal Credit.

## Inactivity

The previous two pages give us a good indication about what is happening with those residents who are economically active, and what proportion of inactive residents are looking to be economically active. In this section, we assess what those who are inactive are doing.

### Patterns of economic inactivity

	Halton (level)	Halton (%)	North West (%)	Great Britain (%)
Total	19,600	24.9	24.0	22.0
Student	4,100	21.2	24.2	26.8
looking after family/home	4,000	20.3	23.2	24.5
long-term sick	6,900	35.1	26.7	22.0
Retired	3,000	15.3	13.9	13.5
Other	1,100	5.5	9.1	10.9
wants a job	6,200	31.6	23.2	23.5
does not want a job	13,400	68.4	76.8	76.5

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The one fact that stands out about Halton is the high levels of long-term sick in the area, compared both regionally and nationally. What also appears to stand out is the lower levels of inactivity through study, which lies well below the regional and national averages. Significantly, more of Halton's resident who economically inactive want a job compared to the regional and national averages.

### Workless Households

	Halton	North West	Great Britain
Number of Workless Households	8,800	422,200	3,043,300
Percentage of Households that are Workless	20.9	18.0	15.1

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The number of workless households in Halton is slightly higher than the regional average but much higher than the national average as of 2016.

### Highest level of qualification

Qualifications (Jan 2016-Dec 2016)				
	Halton (level)	Halton (%)	North West (%)	Great Britain (%)
NVQ4 and above	20,900	26.6	34.0	38.2
NVQ3 and above	39,800	50.8	53.7	56.9
NVQ2 and above	55,700	71.1	73.0	74.3
NVQ1 and above	65,000	82.9	84.8	85.3
Other qualifications	5,300	6.7	5.7	6.6
No qualifications	8,200	10.4	9.5	8.0

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The number of people qualified to NVQ level 4 and above is much lower in Halton than the regional and the national figure, but may only reflect that the suitability of qualification as opposed to the level of qualification is important for local employers. Certainly anecdotal feedback from employers suggests that this is the case and should probably be good news for the apprenticeship programme over the longer term.

A full 12% behind the national figure at NVQ level 4 and above is something nevertheless that needs to be discussed.

### Earnings

#### Earnings by place of residence

Earnings by place of residence (2017)				
	Halton (pounds)	North West (pounds)	Great Britain (pounds)	
Full-time workers	497.1	514.5	552.7	

Male full-time workers	543.5	550.9	594.2
Female full-time workers	428.6	464.6	494.4
Hourly pay - excluding overtime			
Full-time workers	12.61	12.99	14.00
Male full-time workers	13.13	13.45	14.56
Female full-time workers	11.46	12.38	13.18

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Earnings in Halton are split into two. The first is the earning by place of residence. And to be clear this is people who live in Halton but may work in Halton but may work in another area. The Table shows a disparity with the earnings of male and female full time workers. In fact there is approximately 10% difference in the earnings, borne out by the gender pay gap figures as a whole across the borough.

#### Earnings by place of work

Earnings by place of work (2017)			
	Halton (pounds)	North West (pounds)	Great Britain (pounds)
Gross weekly pay			
Full-time workers	562.0	514.0	552.3
Male full-time workers	601.6	550.1	594.1
Female full-time workers	460.7	464.6	494.0
Hourly pay - excluding overtime			
Full-time workers	13.67	12.99	13.99
Male full-time workers	14.18	13.42	14.56
Female full-time workers	12.14	12.41	13.17

Source: ONS annual survey of hours and earnings - workplace analysis

By comparing the two tables it is clear the disparity that exists between those who live in Halton and those who come into Halton to work. What is very clear is that as a place to work, Halton is a place where male wages are above the national average but female rates are significantly below the national average.

There is evidence of a rebalancing of the wage rates earned by women over previous years. Indeed over the last decade female wage rates for full time employment have increased by more than 25%, which in the context of pay settlements and the state of the economy over the last decade goes against the grain of other pay settlements. There is still a long way to go to lower the disparity between male and female wage rates. It should be noted that full time earnings in Halton average £497.1 whereas part time earnings average £154.8.

### Wavehill Employer Skills Survey Findings

57% of employers reported that vacancies were hard to fill in Halton because either people applying for the posts did not have the required skills to meet the basic requirements of the post or that applicants did not have the required attitude, motivation or personality to fulfil the roles advertised. This is an area that we need to address because whereas some of this may be judgements and bias we can motivate people and change attitudes to work.

Further to the above, employers reported a number of weaknesses in Halton that were holding back potential candidates from taking advantage of potential employment opportunities. The following table highlights employers' opinions and it is clear from the table that technical skills, general business knowledge and work readiness are the reasons stated as preventing candidates from securing employment, according to the employer skill survey. Collectively, there is need for intervention to ensure that local people are technically skilled, willing, and able to take advantage of employment opportunities presented by businesses in Halton.

### Reasons why vacancies are hard to fill by local authority area

	Technical skills specific to the sector/role	Leadership & management	General business skills / knowledge	General employability and work readiness	Interpersonal skills	None of the above
Halton	54%	11%	29%	38%	21%	11%
Knowsley	45%	9%	15%	27%	15%	12%
Liverpool	49%	10%	19%	28%	12%	20%



Sefton	53%	11%	17%	29%	15%	24%
St. Helens	40%	6%	8%	33%	19%	35%
Wirral	41%	11%	13%	39%	27%	24%

### **Labour Market and Skills Conclusions**

1. The skill requirement of employers, and the skills possessed by local people has radically changed in recent years and is set to continue. This will drive both labour supply and training provision for the coming decades and individual and organisational flexibility will be the key to competitiveness and growth.
2. Albeit partially redressed in recent years, the differentiation between the Halton workforce and residential earning capacity needs to be permanently kept under scrutiny and measures put in place to ensure that this disparity is mitigated through training and relevant experience.
3. The level of education in Halton of the residential population in Halton needs to be addressed and made relevant. Intelligence suggests that local people are not accessing employment opportunities at premium employment sites (e.g. Daresbury) and this needs to be addressed in order to ensure the local competitiveness and sustainability.
4. Collectively, there is need for intervention to ensure that local people have technical skills, are willing and able to take advantage of employment opportunities presented by businesses in Halton.

## Section 4 Business

### Employment Base

According to the latest data from the Business Register and Employment Survey (BRES), total employment in Halton was around 56,590 people in employment in 2016. Halton accounts for nearly 4% of all jobs in Liverpool City Region (LCR, 1.506million). Since 2010, the borough has gained close to 1,000 business units – representing growth of nearly 26% - and reflecting a more positive economic environment than the headline figures might suggest. However, elements of this may include elements of larger businesses outsourcing operations and individuals using self-employment as a route out of unemployment, regardless of success. (Is the latter likely given Halton’s low self-employment levels?)

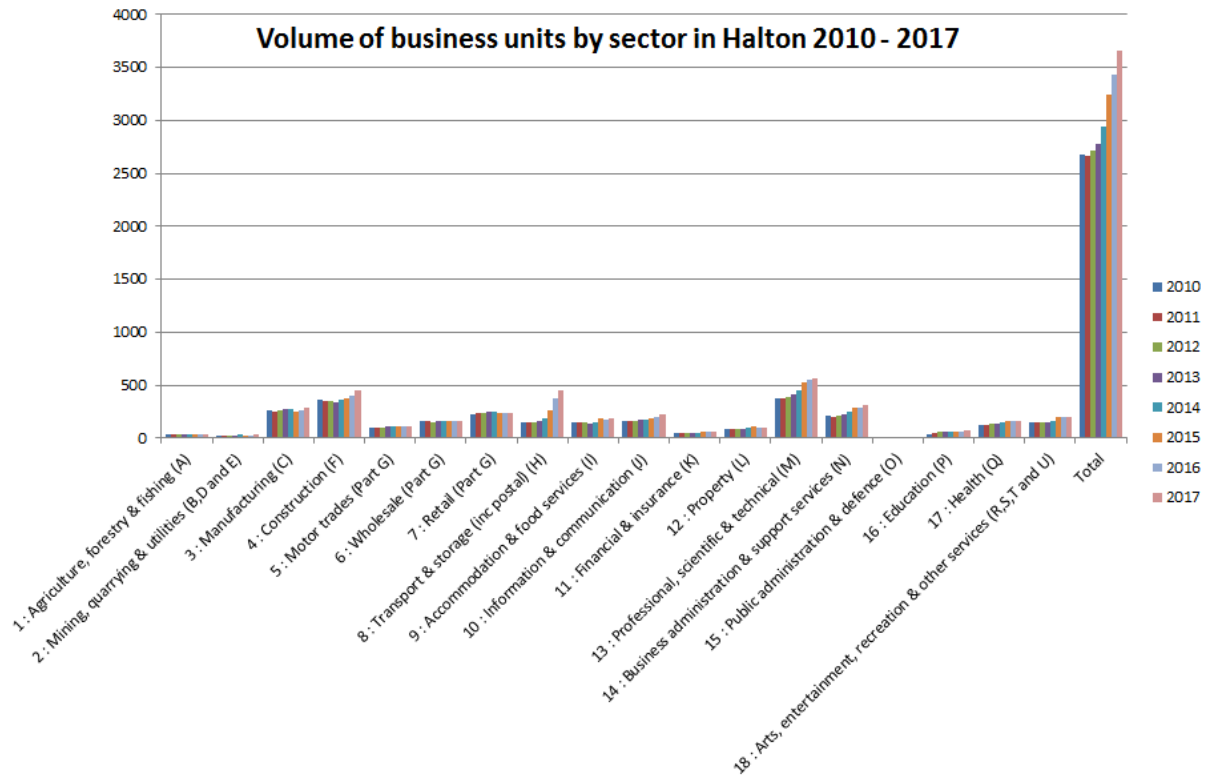
Table 1 displays employment figures and changes for 2010-16, breaking the numbers down by sector. In 2016, the largest sector in Halton (based on number of business units) was the professional, scientific and technical sector. There are 7,000 manufacturing jobs in Halton and this accounts for 12.0% of all employment in the area – figures do show, however, that this figure has dropped from 8,000 in 2015.

The second largest sector in Halton is Transport and Storage with 455 business units and 6,000 jobs. Construction performs well with the number of business units and jobs. However over time we will be able to calculate to what degree these figures were skewed by the construction of the Mersey Gateway Bridge.

<b>Table 1: Change in employees in employment between 2015 and 2016</b>	<u>2015</u>	<u>2016</u>
1 : Agriculture, forestry & fishing (A)	30	40
2 : Mining, quarrying & utilities (B,D and E)	1,000	1,000
3 : Manufacturing (C)	8,000	7,000
4 : Construction (F)	3,000	3,000
5 : Motor trades (Part G)	700	700
6 : Wholesale (Part G)	3,000	3,500
7 : Retail (Part G)	5,000	5,000
8 : Transport & storage (inc postal) (H)	5,000	6,000
9 : Accommodation & food services (I)	3,000	3,000
10 : Information & communication (J)	3,000	3,000
11 : Financial & insurance (K)	450	450
12 : Property (L)	1,250	900
13 : Professional, scientific & technical (M)	4,500	5,000
14 : Business administration & support services (N)	6,000	5,000
15 : Public administration & defence (O)	1,750	2,000
16 : Education (P)	3,500	4,000
17 : Health (Q)	5,000	5,000
18 : Arts, entertainment, recreation & other services (R,S,T and	2,500	2,000

U)		
<b>Column Total</b>	<b>56,680</b>	<b>56,590</b>

Source: BRES / Nomis December 2017



The above bar chart not only visually represents the significant overall increase in business units in Halton but also highlights the more dynamic sectors of 8, 13 and 14. The former reflects a change in patterns of employment and self-employment in the sector but the latter reflects emergence if highly skilled technological sector(s) in Halton.

The main sectors of concern have experienced a sharp decline in employment over a 12 month period and decline between the surveys. However, the drop in employment in manufacturing is counter acted by an increase in employment in transport and storage. We know a large part of the latter is due to the opening of Lidl and B and M Bargains and the loss of manufacturing employment. This represents a transition of the employment composition of Halton. Alstom (recent significant investment) will account for a growth in employment over future surveys.

Overall Employment is relatively static for absolute numbers. The most encouraging source of employment growth is the increase in numbers in the Professional, scientific & technical occupations. The importance of this sector cannot be overstated especially where the contribution to GVA, productivity and growth is concerned.

## Business Units

Table 2 number of businesses in Halton by sector

Industry	2010	2011	2012	2013	2014	2015	2016	2017	Percentage Increase
1 : Agriculture, forestry & fishing (A)	30	30	30	35	30	30	35	35	16.67
2 : Mining, quarrying & utilities (B,D and E)	25	20	25	25	30	25	25	30	20.00
3 : Manufacturing (C)	260	255	260	270	275	255	265	290	11.54
4 : Construction (F)	365	350	350	335	360	380	400	450	23.29
5 : Motor trades (Part G)	105	105	100	110	110	115	110	110	4.76
6 : Wholesale (Part G)	160	160	150	160	165	165	160	165	3.13
7 : Retail (Part G)	230	240	235	250	245	235	235	240	4.35
8 : Transport & storage (inc postal) (H)	150	145	155	160	190	265	380	445	196.67
9 : Accommodation & food services (I)	155	145	155	140	155	185	180	185	19.35
10 : Information & communication (J)	165	165	165	175	170	185	195	220	33.33
11 : Financial & insurance (K)	50	50	50	50	50	60	60	60	20.00
12 : Property (L)	80	80	85	90	100	110	105	100	25.00
13 : Professional, scientific & technical (M)	375	375	390	415	455	525	555	570	52.00
14 : Business administration & support	210	205	215	220	245	290	290	310	47.62

Industry	2010	2011	2012	2013	2014	2015	2016	2017	Percentage Increase
services (N)									
15 : Public administration & defence (O)	0	0	0	0	0	0	5	5	N/a
16 : Education (P)	40	50	55	55	60	60	60	70	75.00
17 : Health (Q)	120	130	140	140	145	160	165	165	37.50
18 : Arts, entertainment, recreation & other services (R,S,T and U)	155	145	145	150	160	195	205	205	32.26
<b>Total</b>	<b>2,675</b>	<b>2,660</b>	<b>2,715</b>	<b>2,775</b>	<b>2,945</b>	<b>3,240</b>	<b>3,430</b>	<b>3,660</b>	36.82

(Please note that all numbers are rounded to the nearest 5).

Table 2 shows the number of businesses in Halton by sector, drawing on information from the Inter-Departmental Business Register (IDBR). As of 2016 there were 3660 businesses in the borough, meaning Halton accounts for approximately 8.7% of LCR's business base (41,695). This is significantly higher than Halton's share of the LCR population – 3.8%.

The largest concentration of businesses in Halton is in professional, scientific & technical with 570 companies – accounting for 15.5% of the business base. This is well above the figures for LCR and GB. There are also large number of businesses in the transport and storage sector (445) reflecting a significant increase of nearly 200% over the 7 years that that the figures are available to us.

Construction accounts for a large number of business units and the impact of the completion of the Mersey Gateway Bridge will be closely monitored over the coming period.

A further sector (and one where traditionally Halton may not be viewed as having critical mass) is business administrative and support services. What is remarkable is the outstanding growth in business in Halton between 2017 generally, but business, administrative and support services is the forecast area of business growth nationally and it is reassuring that recent trends reflect this.

In terms of the size of businesses operating in Halton, the borough has a similar distribution when compared to LCR and the UK. Figure 3 shows the breakdown of the business base according to number of employees. The majority (85.8%) of

businesses are micro, with 0-9 employees. This is slightly lower than the LCR (88. %) and the UK more generally (89.6%). At the opposite end of the size scale, 0.54% of companies in Halton have 250 or more employees, slightly higher trends across LCR and the UK.

**Figure 3: Business size, 2017**

Employment Size band	Halton	Liverpool City Region	England
Total	3,660	41,695	2,320,885
Micro (0 to 9)	85.79235	88.00815	89.57359
Small (10 to 49)	10.92896	9.785346	8.532521
Medium-sized (50 to 249)	2.73224	1.822761	1.522264
Large (250+)	0.546448	0.383739	0.37141

Source: Inter Departmental Business Register (IDBR), 2017

There are several key private sector employers in Halton, which are highlighted in Table 2, the chemical firm Inovyn is based in Halton and as the largest vinyl production and chemical company in the UK and provides a major source of employment in the borough, with around 1,200 employees in its UK business.

Inovyn is a worldwide business that has a significant presence in Halton. Diageo is a drink manufacturer based in Halton, with its head office at Whitegate Industrial area plus a nearby production facility.

Other key private sector employers that are representative of the growth of the advanced manufacturing sector include Heroux Devtek (Aircraft landing gear manufacture), Sigmatex (carbon fibre specialists) and Whitfords (movement friction prevention specialists). We have a significant distribution sector, with nationally recognised brands including Freight First, Downton and Stobarts based in Halton, underpinning our strength of regional distribution significance.

A further large employer in Halton is Fresenius-Kabi, a medical nutrition, prescription and service business based in Manor Park, currently employing more than 500 people in Halton and looking to expand significantly to meet a growing demand for its products and services.

These companies and others that are driving economic growth, offer a wide range of careers to aspiring young people and the unemployed, including:

- Drivers, Customer Services, Engineers, Finance, Packaging and Food Safety at Eddie Stobarts / TESCO
- Pharmacists, dispensers, quality control and process management at Fresenius Kabi.
- A multi-award winning apprenticeship programme with professional and technical development for engineering with vocational qualifications leading to degree level and professional status through Riverside College and complements the businesses working and adding value to the Halton economy.
- Alstom is a further high profile addition to Halton in 2017, and will not only contribute to GVA over the coming years but will also provide highly paid and intensively trained employment opportunities.

We also have major public sector employers in Halton. This includes: Warrington and Halton NHS Foundation Trust; LCR Police Authority; Halton Borough Council; Riverside College; and Science and Technology Facilities Council – based in Daresbury.

Turning to business births (a technical term used by ONS for starts) and deaths (a technical term used by ONS for businesses ceasing trading), there were 510 new businesses started in Halton in 2014, a slight decrease of 10 (0.2%) on the 520 business births in 2013, as shown in Figure 5. This was a far more positive trend than that highlighted in previous years, when Halton was still suffering from the effects of the downturn and business deaths were surpassing births.

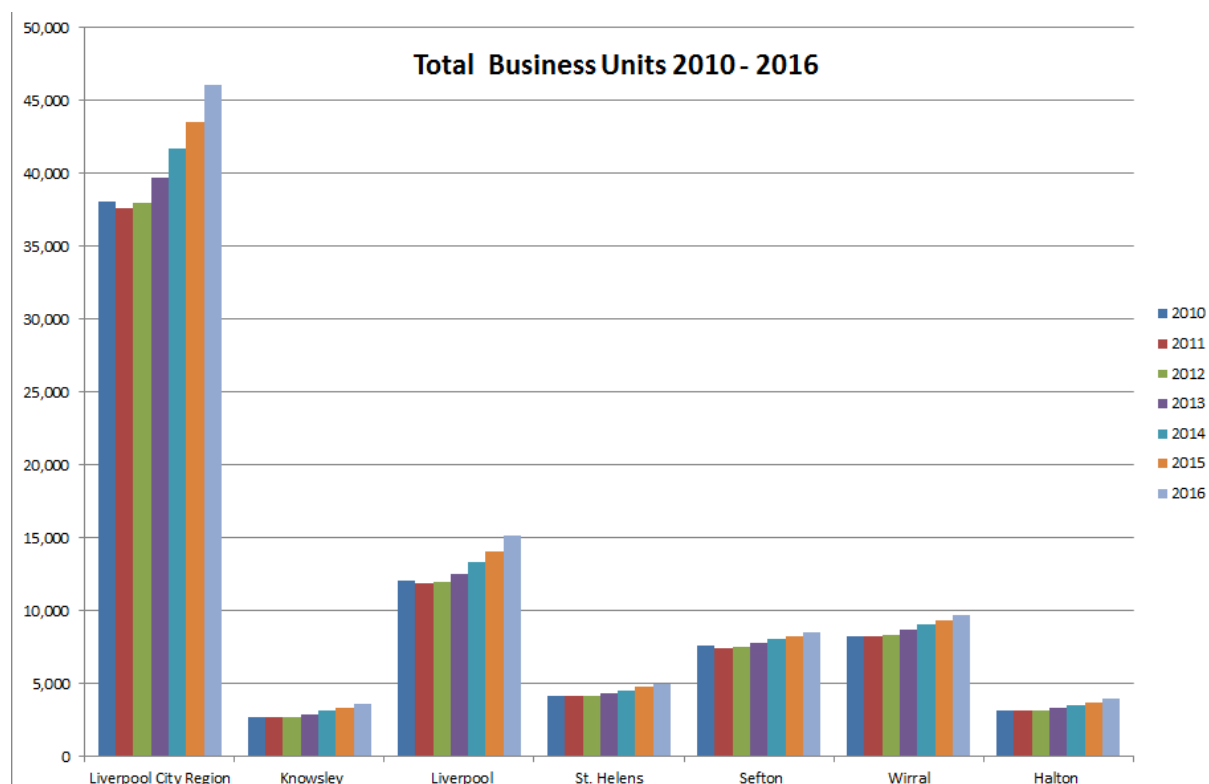
Business deaths increased by only 1 % (15) in 2014 compared to 2013. This shift in births and deaths saw an overall net increase in the number of businesses in Halton of 180 in 2014, compared to a net decrease in the years up to 2012, since then the trend has been positive.

Halton has a rate of business start-ups at parity with the Liverpool City Region, however the business death rates are much lower resulting in a healthy net increase in the business stock.

It is important to note that the business start-up rate increased strongly between 2012 and 2014 indicating a continuing recovery from the effects of the economic downturn, restructuring of employment patterns and modern business models focusing on outsourcing.

**Business Stock 2010 - 2016**

	2010	2011	2012	2013	2014	2015	2016
ENGLAND	2,046,310	2,040,980	2,070,400	2,140,985	2,235,345	2,348,065	2,499,060
LCR	38,055	37,605	37,975	39,690	41,695	43,530	46,045
Knowsley	2,695	2,700	2,735	2,930	3,180	3,385	3,590
Liverpool	12,050	11,910	11,955	12,570	13,310	14,055	15,180
St. Helens	4,195	4,140	4,180	4,320	4,505	4,795	5,025
Sefton	7,645	7,465	7,570	7,820	8,075	8,230	8,560
Wirral	8,295	8,250	8,355	8,720	9,090	9,355	9,685
<b>Halton</b>	<b>3,175</b>	<b>3,140</b>	<b>3,180</b>	<b>3,330</b>	<b>3,535</b>	<b>3,710</b>	<b>4,005</b>



The above diagram illustrates that the growth of the business base in Halton is both significant and steady, without any major fluctuations in the business base. This reflects the stable nature of the Halton economy and when combined with the growth in new technology sectors bodes well for the future of Halton.



Figure 5: Business births &amp; deaths in Halton, 2010-16

Source: ONS – Business Demography, 2017

**Business Births (Starts) in the Liverpool City Region**

	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>ENGLAND</b>	<b>207,520</b>	<b>232,460</b>	<b>239,975</b>	<b>308,770</b>	<b>313,200</b>	<b>344,385</b>	<b>374,035</b>
LCR	3,885	4,360	4,675	6,555	6,195	6,755	7,050
Knowsley	300	335	380	525	550	585	550
Liverpool	1,290	1,465	1,515	2,250	2,160	2,435	2,670
St. Helens	415	450	485	640	615	725	705
Sefton	760	775	895	1,220	1,085	1,145	1,160
Wirral	815	995	1,040	1,400	1,275	1,315	1,320
<b>Halton</b>	<b>305</b>	<b>340</b>	<b>360</b>	<b>520</b>	<b>510</b>	<b>550</b>	<b>645</b>

The table shows that there is a strong performance from Halton businesses between 2010 and 2016. The 26% increase illustrates that Halton is a borough that is leading the region with enterprise performance. This correlates with the high level of GVA in the East Merseyside area.

The above table highlights the healthy level of business starts in Halton over the last 7 years where the performance has out-stripped the rest of the Liverpool City Region. What is of real significance is the doubling of the number of business births since 2010. Business success rates for those starting in 2011(5 years is the cut off point for measuring business survival rates) is 42%.

## National Business Survival by sector

<b>Survival after 5 years</b>	
Production	44.7
Construction	42.2
Motor trades	42.1
Wholesale	37.7
Retail	41.9
Transport and storage (Inc. postal)	39.6
Accommodation and food services	34.6
Information and communication	49.4
Finance and insurance (Excl 6420)	43.7
Property	51.1
Professional, scientific and technical	48.5
Business administration and support services	38.5
Education	48.5

Health	54.1
Arts, entertainment, recreation and other services	45.0
<b>Total</b>	<b>44.1</b>

Figure 7: Business Survival Rates after 5 years 2010-16

Source: ONS – Business Demography, 2017

Figure 7 illustrates how a business fares after trading for 5 years. It probably only reflects ‘received wisdom’ from the business support community but the reliability of the Health, Property and Professional, Scientific and Technical sectors shines through compared to the more difficult sectors including accommodation and food services.

### Main Markets

The following table summarises the main markets served as part of the sample interviewed by Wavehill in 2018. The results partly reinforce existing knowledge about the business base in Halton, but in black and white the figures set Halton out from our contemporaries within the LCR by highlighting the primary markets of businesses in each borough.

Halton businesses export more than double the average local authority in the Liverpool City Region and this reflects the historic reasons for businesses being based in Halton and their continued expansion into new markets. By historic we mean the legacy of both the chemicals industry and the work of the Commission for New Towns.

Exporting outside a geographical area provides an injection of cash (in the form of turnover) which in turn facilitates economic growth and development as part of a natural business expansion process. We now know that retention and continual retraining of staff is a major factor in contributing to competitiveness. Therefore, how that injection of cash is used (training, dividends, staff development) can further develop and grow the economy for the benefit of all.

	Liverpool City Region	UK	Outside UK
Wirral	67%	22%	12%
St Helens	57%	33%	10%
Sefton	67%	27%	5%
Liverpool	59%	31%	9%
Knowsley	54%	40%	6%

Halton	37%	41%	22%
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### **Business Conclusions**

1. The economy of Halton has very successfully restructured over recent decades from a borough that was highly dependent upon a small number of large employers, to a much more diverse business base with an abundance of self-employment. We need to ensure that this pattern continues to be harnessed.
2. The number of businesses in Halton is now higher than at any point in the Borough's history and needs to be matched by equally high levels of wage rates for the residential population, not just the employed workforce.
3. Survival rates for business in Halton is high and the long term strategy appears to be paying dividends with high survival rates in targeted sectors, especially Professional, Scientific and Technical sector.
4. We now know that retention and continual retraining of staff is a major factor in contributing to competitiveness. Therefore, how that injection of cash is used (training, dividends, staff development) can further develop and grow the economy for the benefit of all. We will formulate a plan to consider how this can best be done.

## 7. Impact of Future Developments

The most certain aspect of the coming years is its uncertainty. One lesson from recent history is that tried and tested forecasting models are now overly-scrutinised and considered predictions (which they are not), and leaves us with a lesser valued economic tool. In order to secure the best future for Halton we must use known and verified sources of information and not rely on over-bearing erroneous opinion.

Within this section we highlight both knowns and known-unknowns, neither recognising nor dismissing any as absolutes.

They are not listed in any particular order of priority:

- BREXIT

The uncertainty created by BREXIT is causing nervousness among the business community and there is no clear plan about how trading relations with the European Union and the rest of the world will look following March 29 2019.

- Free Trade Agreements and Looming international trade war

Trade wars are breaking out chiefly between the United States of America and the European Union, and the United States of America and the European Union. The world has moved towards free trade in blocks for more than 2 decades so it is an unknown quantity how these trade wars will impact on the economy. One thing we do know is that barriers to trade limit it, the quantum of that limit is yet to be known

- Weaker growth in China

The double digit growth of China is slowing up and China has been a major economic catalyst in recent decades, becoming the second largest economy in the world from a position of relative obscurity.

- Mersey Gateway Bridge – Impact from opening

We don't yet know the impact of the Mersey Gateway until the first full year figures have been analysed and released.

- City Deal

£300 million over the next 10 years for the City Region for skills, economic development and transport projects and it is yet to be determined how these funds will be allocated within the City Region. Projects meeting the Metro Mayor's priorities will have a better chance of receiving funding.

- 5G Roll Out

5g will herald an almost perfect mobile network for the transfer and use of data in business and will technological developments there is an early adopter premium and an almost certain dividend to the economy. Harnessing this opportunity is a priority for all technology and data driven businesses in the mobile era.

- Austerity

Whether Austerity is here to stay is speculated upon but the leakage of funds from the public sector since 2010 has made a significant impact on the shape of public services and how services are delivered, and in some cases not at all. Over the next two years, local authorities (in particular) will be gearing up to operating under a new regime of retained business rates and minimal revenue grant from central government. The impact of this is unknown!

- Muller investigation

The potential impeachment of the President of the United States of America looks a possibility, or at least a number of people involved with him. Whereas the impact of a successful prosecution would make limited impact on the political situation (due to the constitutional succession) it could cause market-driven uncertainty.

- Emerging Markets

See Brexit

- Interest Rates

We have seen a rate rise already and a further one (if not two) are expected in 2018. The reason to raise interest rates is to cool the economy and allow for readjustment.

## Appendix 2

### Halton 2030 Baseline and Future Targets

This document is designed to articulate the ambitions of Halton Council and partners over the coming 5 years, highlight the baseline position with a number of crucial indicators, present which actions we are going to take to achieve our ambitions, and highlight our future targets.

The vision for Halton Tomorrow is:

“By 2027 Halton’s residents will have access to good quality housing, excellent education, and suitable jobs in a strong and sustainable local economy; and Halton’s businesses will have the skills, investment-environment and infrastructure to achieve their goals. Joined by a river, Halton will be a place people enjoy, with excellent access to vibrant local town, shopping and entertainment centres.”

This initial baseline and monitoring plan will take us up to 2022 approximately half way through the timescale of this programme and if the targets established are achieved then progress will need to be rapid.

The work is split into:

1. The Economic Overview. The major factors that are driving the Halton economy (macro-economic factors) setting the impact of these in the local context. External shocks are the most significant uncontrolled factor impacting upon the economy. Key themes include, Employment and Jobs, Skills, Population, Land and Infrastructure conclude in future prospects for Halton.
2. The Resident Population. We have analysed the population of Halton, the Liverpool City Region, and the country, assessing the changes in demographics and gaining an understanding about how this will have an impact on service provision in coming years.
3. Enterprise and Jobs. We have analysed patterns of change in the labour market over recent years, and assessed future demand for skills and provision of employment. This provides an understanding of how to direct and allocate resources in order to increase the number (and quality) of jobs in Halton, and increase the number, of self-employed – both factors in driving competitiveness and building a strong economy.
4. Skills. An assessment has been completed comparing the skills demands from employers in Halton with the labour supply of the resident population. The focus on resident population is because this is where we need to target interventions to ensure that local people benefit from the opportunities in the future economy.
5. Land, Infrastructure, and Transport. An assessment has been made about how well-suited the physical environment of Halton is to take advantage of the opportunities over the coming decades. This will include a comprehensive Premises study.

The baseline here is taken from the most recent annual figure available on or before 31<sup>st</sup> March 2018 for consistency purposes. In some cases this will be a week before and in other cases it may be annually, however for consistency and simplicity purposes this baseline is set in stone to make monitoring achievements as simple as possible.

Section	Indicator	Baseline(31-3-2018)	31-3-2019	31-3-2020	31-3-2021	31-3-2022
The Economic Overview	GVA (East Merseyside)  Target same as Greater Manchester – best performing urban area in the North West GM £25,351	LCR £19,319	£19,500	£19,750	£20,000	£21,250
The Economic Overview	Income difference between residents of Halton and employees in Halton  Will be based on an annual calculation	Parity of income for both workforce and residents  2018 -11.54%	Parity of income for both workforce and residents  -11.4%	Parity of income for both workforce and residents  -11.3%	Parity of income for both workforce and residents  -11.2%	Parity of income for both workforce and residents  -11.1%
The Economic Overview	Unemployment	Rates converge  5% as opposed to 4.5% 2018 model based but will be based on a fluctuating national target	4.9%	4.8%	4.7%	4.6%
Population	Population Size	Alasdair  2018 127,300	127,800	128,000	129,000	130,000
Population	Economically Active Population (16 – 64)	National Average  75.7% as opposed to 78.1% (GB)	75.8%	75.9%	76%	76.1%
Population	Long term sick at parity with North West – note Arthritis	National Average  34.4 as opposed to 21.9 Nationally	34.%	34%	33.8%	33.6%
Population	Workless Households at Parity with	National Average				

Section	Indicator	Baseline(31-3-2018)	31-3-2019	31-3-2020	31-3-2021	31-3-2022
	Great Britain	20.9 As opposed to 15.1 nationally	20.7%	20.5%	20.3%	20.1%
Enterprise and Jobs	Level of Employment	Percentage at parity with national level 75.7% as opposed to 78.1%	75.8%	75.9	76%	76.1%
Enterprise and Jobs	Parity between national and Halton unemployment levels	Rates converge 5% as opposed to 4.5% 2018 model based but will be based on a fluctuating national target	Nominally 4.9%	Nominally 4.8%	Nominally 4.7%	Nominally 4.6%
Enterprise and Jobs	Business Stock	85.4 micros as opposed to 88.7% in the North West (0-9 employees)	85.5%	85.6%	85.7%	85.8%
Enterprise and Jobs	Employees in "target" sectors. Parity with the percentage of people employed and number of business units in sector M to be maintained above the national average - Professional, Scientific And Technical Activities.	of 8.9% as opposed to 8.6% nationally	8.9%	9%	9.1%	9.2%
Skills	Qualifications of the population at levels 1,2,3 and 4	Parity with GB and comparison details included in a separate table.	27% 51% 72% 83%	28% 52% 73% 83.5%	29% 53% 74% 84%	30% 54% 75% 84.5%
Skills	Employment in Standard Occupation Classifications 1 - 3	35.7% Halton 42.6% North West 45.6% Great	36%	37%	38%	39%



<b>Section</b>	<b>Indicator</b>	<b>Baseline(31-3-2018)</b>	<b>31-3-2019</b>	<b>31-3-2020</b>	<b>31-3-2021</b>	<b>31-3-2022</b>
		Britain				
Skills	Level of self-employment at parity with Great Britain	7.5% Halton 9.2% North West 10.6% Great Britain	7.6%	7.7%	7.8%	7.8%

<b>REPORT TO:</b>	Employment, Learning & Skills and Community Policy and Performance Board
<b>DATE:</b>	24 <sup>th</sup> September 2018
<b>REPORTING OFFICER:</b>	Strategic Director, Enterprise, Community and Resources
<b>PORTFOLIO:</b>	Economic Development
<b>SUBJECT:</b>	Business Improvement and Growth Team Update on Work Priorities
<b>WARD(S)</b>	Borough-wide

## 1.0 **PURPOSE OF THE REPORT**

- 1.1 At the request of the Chair, this report and presentation will inform Members about the current performance and future work priorities of the Business Improvement and Growth Team. The report reflects upon the changing nature of business support both nationally and across the Liverpool City Region. The last update was provided in June 2017.

## 2.0 **RECOMMENDATION: That:**

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

## 3.0 **SUPPORTING INFORMATION**

### 3.1 **Background**

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

- The management of inward investment enquiries from both inward investors and local companies wishing to expand and grow
- The management of a commercial property database and the delivery of a comprehensive commercial property finding service
- Researching and disseminating business critical information to local companies
- Engaging with the key companies in the Borough (Key Account Management).

- Delivering the LCR Growth Hub in Halton
- Delivering the EU funded Business Support Programmes
- Facilitating sector specific cluster groups, for example advanced manufacturing and pharmaceuticals.

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

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

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

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

#### 4.0 **POLICY IMPLICATIONS**

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

#### 5.0 **FINANCIAL IMPLICATIONS**

- 5.1 There are no financial implications associated with this report

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

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

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

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

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

6.3 **A Healthy Halton**

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

6.4 **A Safer Halton**

No implications.

6.5 **Halton's Urban Renewal**

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

7.0 **RISK ANALYSIS**

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

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 There are no equality and diversity issues.

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

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

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

**DATE:** 24<sup>th</sup> September 2018

**REPORTING OFFICER:** Strategic Director (Enterprise, Community and  
Resources)

**SUBJECT:** Performance Management Reports for  
Quarter 1 of 2018/19

**WARDS:** Boroughwide

### **1.0 PURPOSE OF REPORT**

- 1.1 To consider, and raise, any questions or points of clarification, in respect of performance management for the first quarter period to 30<sup>th</sup> June 2018.
- 1.2 Key priorities for development or improvement in 2018-19 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board as detailed below:
- Enterprise, Employment and Skills
  - Community and Environment

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

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

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

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

### **3.0 SUPPORTING INFORMATION**

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

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

**4.0 POLICY IMPLICATIONS**

4.1 There are no policy implications associated with this report.

**5.0 OTHER IMPLICATIONS**

5.1 There are no other implications associated with this report.

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

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

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

**7.0 RISK ANALYSIS**

7.1 Not applicable.

**8.0 EQUALITY AND DIVERSITY ISSUES**

8.1 Not applicable.

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

Not applicable.

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

Reporting Period: **Quarter 1 – 1<sup>st</sup> April 2018 – 30<sup>th</sup> June 2018**

### 1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the first quarter of 2018/19 for service areas within the remit of the Employment, Learning, Skills and Community (ELSC) Policy and Performance Board.
- 1.2 Key priorities for development or improvement in 2015-18 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to Employment, Learning, Skills and Community (ELSC) Policy & Performance Board i.e.
  - Employment, Learning and Skills
  - Library and Culture and Leisure Services
- 1.3 The way in which traffic light symbols have been used to reflect progress to date is explained within Section 8 of this report.

### 2.0 Key Developments

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

#### *Employment, Learning & Skills (ELS)*

- 2.2 The new Head of Curriculum & Learner Services is now in post and initial tasks will include a review of the Adult Learning curriculum offer and Marketing Plan.
- 2.3 The LCR Apprenticeship Hub delivered a very successful large Skills Show at the Exhibition Centre Liverpool on the 18 June, with over 4000 visitors in attendance from across the City Region. The event presented 104 exhibition stands hosted by 109 different organisations and offered a very interactive experience for those taking part. In addition to the Skills Show, over 140 delegates attended an awards ceremony to recognize the achievements of apprentices and the contribution local companies have made towards apprenticeships in the region. The winners of the twelve award categories included an Apprentice and Apprentice Employer of the Year from each Local Authority area.
- 2.4 In readiness for the devolution of the Adult Education Budget (AEB) meetings have taken place with Riverside College to agree future proposals for adult learning in the borough. How the AEB will be commissioned by the Combined Authority is still to be finalised but it will be through a competitive process.

Library Service

- 2.5 The new Library Service strategy has been approved and is now available on the library website and the key developments narrative reflects the revised priorities for the service.

Community Centres

- 2.6 The table below shows the Community Centres final income position for 2017/18:

Centre	Income Target	Income
Castlefields	£ 71,890	£ 70,098
Ditton	£ 99,370	£ 97,492
Grangeway	£ 96,710	£ 95,859
Murdishaw	£ 44,060	£ 42,469
Upton	£ 114,490	£ 86,216
Total	£ 426,520	£ 392,134

- 2.7 Disappointingly income fell below targeted levels although this was the first time in the last five years that the service as a whole failed to achieve income targets.
- 2.8 Whilst the majority of the centres were not a considerable distance away from their respective targets, Upton missed its income target by circa £30k. This is largely attributed to a number of years of high income generation at the centre and despite income levels appearing to plateau, the service will continue to seek opportunities to generate additional income and deliver efficiencies.
- 2.9 Over recent months the Council has been supporting a local volunteer group, Wonky Garden, who have been working to improve the outdoor space at Ditton and Grangeway Community Centres. A formal arrangement has been put in place in which Wonky Garden take on responsibility for the development and maintenance of some dedicated outdoor space at both Centres.
- 2.10 The arrangement is in line with other Council owned community space within the Borough; in which additional costs are recovered i.e. use of water. Water meters have been installed at both sites to ensure that all water used as part of the project can be measured with all relevant charges then being recharged to Wonky Garden.
- 2.11 With the support of volunteers, local schools, community groups and users of the respective community centres, Wonky Garden have designed some exciting proposals for the outdoor areas at both sites. Once the proposed work has been completed, service users, members of the public and local residents will be encouraged to make use of the improved space at both centres.
- 2.12 Customer satisfaction surveys were completed for the Community Centre's service in Quarter 1. 383 users took part in the survey and 95% of respondents rated the Centres as 8 - 10 (out of a possible 10). When asked what the most important factors were, and how the Council was performing in respect of each category users responded as follows:



FACTOR	IMPORTANCE Extremely/Very Important	HOW ARE WE DOING? Excellent/Good
Friendliness / helpfulness of staff	376	367 (98%)
Cleanliness in public areas and toilets	369	353 (96%)
Building condition / maintenance	369	332 (90%)

### Leisure Services

- 2.13 The Leisure Service continues to face recruitment difficulties particularly with regard to Swimming Instructors and Leisure Attendants although following a restructure and a number of appointments the Fitness Team is now up to full strength. Regrettably there have also been a number of service delays, across the sites due to sickness and technical issues with Runcorn Swimming Pool being the most affected.
- 2.14 There been a number of successful events hosted during quarter 1 which included a KLC Galas event which attracted an attendance of 300 and a Charity Boxing event attracting an audience of 350. A Water safety workshop was also carried out by British Rowing and capsized drills in the water with an Active Kidz Club booking agreed weekly through summer holidays which will be a multi-sport event to include archery, tennis, rugby and football.
- 2.15 The service has also worked in partnership with OBA to run a National Pool Lifeguard Qualification course with successful candidates having an opportunity to apply to be a Leisure Attendant and work continues in partnership with Ormiston Bolingbroke Academy to take on work experience students.
- 2.16 Beginner, Improver and Advanced swimming courses were held at Kingsway over Easter and a summer programme is being developed for both Kingsway and Brookvale with a snorkelling session planned for Brookvale.
- 2.17 Drowning Prevention Week was held in June with lessons incorporating water safety with posters displayed around sites and statistics added to social media to raise awareness of the issue. A 'Swimathon' event was held at all three leisure Centres during the weekend of 28- 29 April which saw 50 swimmers take part and a 'Free Swim Friday' event was held at all three leisure centres on 22<sup>nd</sup> June.
- 2.18 Current swimming numbers

Centre	Groups	Adults	Private (DD)	Total	Occupancy
Kingsway	892	15	9	916	81%
Brookvale	346	3	0	349	75%
Runcorn Swimming Pool	336	0	0	336	76%
<b>Total</b>				1601	

- 2.19 The Fitness TEAM AT Brookvale is now at full strength and delivering classes and 2 advisors have now gained Level 3 personal training and Spin qualification and Teen Gym memberships have increased and there are now 138 members across the service and an on-line bookings system has now been launched.

## 2.20 Centre Membership Totals

Centre	17/18	18/19	Change
Kingsway	1,334	1,223	-111 (-8%)
Brookvale	864	675	-189 (-21%)
Runcorn	243	248	+5 (+2%)
Totals	2,441	2,146	-295 (-12%)

- 2.21 A varied programme of activity continues to be delivered from the Frank Myler Pavillion with 2 new staff being appointed and completing their induction who will further explore developing the activity offer and increasing opportunities.
- 2.22 Children from 12 schools signed up attended a special agent training morning in April at Kingsway Leisure centre. Pupils and teachers were taught 6 missions to take back and deliver to their school. All missions were around healthy living. The running event took place on 7 June with 900 children taking part in the 2km run in Victoria Park; each child was given a free pink Go Run For Fun t-shirt to run in. Jazmin Sawyers an Olympic athlete came along on the day to encourage the children and celebrate their success.
- 2.23 A Summer Holiday Programme of activities has been developed, trialling a family couch to 2k running at Victoria Park and Runcorn Hill Park. Other sessions include Freestyle Football, with Tennis, Archery and Table Tennis being brought to the Parks. Sport development will also be supporting the PPX, VPX and various other fun days including Murdishaw and Castlefields community centres fun days. Sport Development is also working in partnership with HIT to run the summer fit camp again after the success of last years.
- 2.24 West Bank Bears received £1,400 from Merseyside Sport Partnership to run 12 week programme for children aged 14 – 16 years engaging local youths in sport through fitness sessions with an element of Rugby to them. The session started on the 2 May with a 2 week break for the half term.

### 3.0 Emerging Issues

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

#### *Employment, Learning & Skills*

- 3.2 An evaluation of the Liverpool City Region Skills for Growth Service will be undertaken in Quarter 2 and a number of options on how the service will look in the future are being considered through consultation with various groups of stakeholders.
- 3.3 The Combined Authority is working on a number of online resources to support in the field of employment and skills. These include a new Liverpool City Region Learn website and a set of Progression Pathways information sheets for key sectors in the City Region. Both resources align to the work of the LCR Careers Hub and are due to be launched prior to exam results in August 2018.

- 3.4 The National College for High Speed Rail and Alstom have signed a collaboration agreement and an initial meeting of key stakeholders will take place on 23rd July with a view to supporting involvement of Halton in this national project.

#### **4.0 Risk Control Measures**

- 4.1 Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the suite of 2018 – 19 Directorate Business Plans.

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

#### **5.0 High Priority Equality Actions**

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

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


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

## 6.0 Performance Overview

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

### Employment, Learning & Skills

#### Key Objectives / milestones

Ref	Milestones	Q1 Progress
EEP 02a	To prepare a Self-Assessment Review (SAR) by <b>January 2019</b>	
EEP 03b	To update a communications and marketing plan for the Adult Learning Service - <b>August 2019</b>	
EEP 02c	To deliver a career skills and apprenticeships show - <b>June 2018</b>	
EEP 02d	To develop, in conjunction with Riverside College, a business case for future Adult Education Budget	

















SAR meetings to run regularly from end September 2018.

An Adult Learning Marketing plan and calendar are in place. Exploring wider opportunities to market services and offer with ICT Services (e.g. Satellite Site, online services, Business Intelligence information to target specific localities/targeted marketing). Curriculum offer broadened to extend evening and distance learning opportunities. Adult Learning Prospectus completed and redesign of Children's Centre and Family Learning Prospectus under review. Head teacher Forum/School meetings to be scheduled for September to increase engagement numbers. Adult Learning Prospectus to now be shared as part of Corporate Inductions and will be shared with internal managers within the Council. Relationship with Riverside College, look to share marketing/event opportunities throughout the next academic year.

The Apprenticeship Hub delivered a Liverpool City Region Skills Show on the 18 June 2018 at the Exhibition Centre Liverpool. Over 6,000 young people, teachers, parents and residents registered for the event with 4,058 attending. 50 out of the 58 pre-booked school groups attended, which included good representation from all Local Authority areas. The event presented 104 exhibition stands hosted by 109 different organisations. Visitors were able to get involved in a whole range of interactive activities to help them decide what jobs and careers they may want to pursue in the future and/or receive one to one support at the event to apply for live apprenticeship vacancies.

A shared action plan is in place with Riverside College colleagues to ensure Adult Education Budget is maximised in Halton and both providers are clear on the other's offer to avoid duplication and promote progression and appropriate referrals across both services. Shared staff training opportunity in December 2018 is planned for staff across both settings. Development of progression routes to secure the best opportunities for learners in the community.

**Key Performance Indicators**

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q1 Actual	Q1 Progress	Direction of travel
EEP LI 08	Number of Enrolments (Adult Learning).	1,960	2,950	2,754		
EEP LI 09	Number of People supported into work.	319	400	60		
EEP LI 10	Percentage of learners achieving accreditation.	56%	42%	27%		
EEP LI 11	Total number of job starts on DWP programme (People Plus).	22	9	2		
EEP LI 12	Total number of job starts on DWP programme (Ingeus).	43	70	9		
EEP LI 13	Number of new starts into permitted/paid work for local people with disabilities (over 12 month period).	36	40	10		
EEP LI 14	Number of Businesses Supported.	658	700	52		N / A
EEP LI 15	Number of individuals supported into paid work placements (ILMs)	New Indicator for 2018/19	58	1		N / A
EEP LI 16	Number of adult learners who feel prepared for choosing the next steps (e.g. into employment, another course, college/university etc.)	New Indicator for 2018/19	100%	98.3%		N / A
EEP LI 17	Number of adult learners who have progressed onto another course	New Indicator for 2018/19	50%	48%		N / A



**Supporting Commentary**

More than 60 people were supported into work in Quarter 1 but the required ESF evidence hasn't been received from employers so the additional job starts have not yet been claimed. At present not all results for learners achieving accreditation are through for the summer term, this is expected to rise by the end of the academic year.

There have been 2 job starts in total for People Plus in Quarter 1 and 9 job starts on Ingeus contracts with 10 customers with health conditions/disabilities were supported into paid employment during the period.

The number of businesses supported in Quarter 1 is slightly less than the Quarter 4 2017/18 figure because of an adjustment to the calculation methodology with the majority of ILM starts are profiled to commence from Quarter 3 onwards. The preparedness and progression of adult learners remains positive at Quarter 1.

Community Services**Key Objectives / milestones**

Ref	Milestones	Q1 Progress
CE 01a	Deliver a programme of extended informal learning opportunities meeting identified local targets - <b>March 2018</b>	
CE 01b	Develop a programme of cultural activity meeting identified local targets – <b>March 2018</b>	

**Supporting Commentary**

Summer Reading Challenge starts soon and this year's theme is [Mischief Makers](#). We have an exciting programme of themed activities taking place across the summer holidays to keep children engaged with reading, and this year we are launching our lunch club. This is a joint project with the school meals service and all children attending a library summer event can get a free packed lunch.





Reading Well for mental health collection was launched earlier this month at the Wellcome Trust and is available in all our libraries. Read more [here](#). Produced as part of the Universal Health Offer for libraries this [infographic](#) demonstrates the role of libraries in supporting health and wellbeing.

The delivery of the *Connect* project provides appropriate space in the libraries, and specific books and other materials for adults with learning difficulties and working with disability organisations the project removes the barriers to library use and provides a comfortable environment for those users.

Assisted digital project – As part of a national project, Halton Libraries now offer support for customers to navigate gov.uk and complete visa applications. This is a referral appointment system and the library service receives payment for each interaction. Also as part of a successful north west libraries bid to Arts Council England Smart Materials workshops were delivered by [We Heart Tech](#):

The Home Library Service now provides a library service to over 100 customers who are unable to visit our buildings and due to the success of the service we are now recruiting a Support Worker to add to the team.

**Key Performance Indicators**

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q1 Actual	Q1 Progress	Direction of travel
CE LI 07	Number of active users (physical & digital resources) of the library service during the last 12 months.	574,045	400,000	145, 087		
CE LI 08	Number of physical and virtual visits to libraries (annual total)	614,045	600,000	149, 425		
CE LI 09	Increase in percentage of the population taking part in sport and physical activity at least twice in the last month (KPI 1 from Active Lives survey)	TBC	TBC	TBC	TBC	TBC
CE LI 10	Percentage of people physically inactive (KPI 2 from Active Lives survey)	TBC	TBC	TBC	TBC	TBC
CE LI 11	Percentage of adults utilising outdoor space for exercise/ health reasons (MENE survey)	TBC	TBC	TBC	TBC	TBC

**Supporting Commentary**

Library usage figures remain positive at the end of this period. Information from the Active Lives and MENE Surveys is not yet available.

## 7.0 Financial Statement

### ECONOMY ENTERPRISE & PROPERTY DEPARTMENT

#### Revenue Budget as at 30 June 2018

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000
<b><u>Expenditure</u></b>				
Employees	4,881	1,194	1,213	(19)
Repairs & Maintenance	2,214	607	607	0
Premises	51	9	9	0
Energy & Water Costs	668	151	149	2
NNDR	536	536	538	(2)
Rents	346	120	120	0
Economic Regeneration Activities	37	2	2	0
Supplies & Services	1,822	554	554	0
Grants To Voluntary Organisations	20	5	5	0
Agency Related	19	0	0	0
Capital Financing	74	74	74	0
<b>Total Expenditure</b>	<b>10,668</b>	<b>3,252</b>	<b>3,271</b>	<b>(19)</b>
<b><u>Income</u></b>				
Fees & Charges Income	-307	-21	-22	1
Rent – Markets	-786	-190	-188	(2)
Rent – Investment Properties	-133	-33	-33	0
Rent – Commercial Properties	-996	-67	-71	4
Government Grant Income	-2,267	-319	-319	0
Reimbursements & Other Grant Income	-70	-18	-18	0
Schools SLA Income	-504	-467	-451	(16)
Capital Salaries	-100	-12	-12	0
Transfers From Reserves	-952	-224	-224	0
<b>Total Income</b>	<b>-6,115</b>	<b>-1,351</b>	<b>-1,338</b>	<b>(13)</b>
<b>Net Operational Expenditure</b>	<b>4,553</b>	<b>1,901</b>	<b>1,933</b>	<b>(32)</b>
<b><u>Recharges</u></b>				
Premises Support	1,965	491	491	0
Transport	26	5	5	0
Asset Charges	4	0	0	0
Central Support Services	2,121	565	565	0
Accommodation Income	-2,396	-599	-599	0
Repairs & Maintenance Income	-2,402	-601	-601	0
Central Support Income	-2,042	-510	-510	0
<b>Net Total Recharges</b>	<b>2,724</b>	<b>-649</b>	<b>-649</b>	<b>0</b>
<b>Net Department Expenditure</b>	<b>1,829</b>	<b>1,252</b>	<b>1,284</b>	<b>(32)</b>

**Comments on the above figures**



Economy Enterprise & Property net spend is currently above the projected budget and this is expected to remain the case for the financial year to 31 March 2019.

Employee budgets are based on full time equivalent staffing numbers of 122. The negative variance on employee costs at Quarter 1 is due to staff turnover saving targets not being met as a result of the low number of vacancies held within the Department. Where possible, vacancies will not be filled in year and agency staff will be kept to a minimum and only used in mandatory areas.

Commercial properties held by the Council are fully occupied and this is reflected in the income to date. Quarter 1 shows we have over achieved on rental income and this is profiled to continue in year.

School SLA income is not likely to be achieved this financial year. The increase in staffing costs means the SLA charges have increased, which in turn meant that schools are choosing to use alternative services.

Every effort will be made to ensure that expenditure on controllable budgets is kept to a minimum within the financial year.

### **Capital Projects as at 30 June 2018**

	2018-19 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
3MG	499	23	23	<b>476</b>
Sci Tech Daresbury – EZ Grant	382	0	0	<b>382</b>
Solar Panel Golf Course	1,278	16	16	<b>1,262</b>
Decontamination of Land	50	0	0	<b>50</b>
Former Crossville Depot	440	0	0	<b>440</b>
Advertising Screen at The Hive	100	0	0	<b>100</b>
Venture Fields	41	0	0	<b>41</b>
Widnes Market Refurbishment	1,191	265	265	<b>926</b>
Equality Act Improvement Works	150	0	0	<b>150</b>
Linnets Club House	287	2	2	<b>285</b>
Kingsway House Moves	200	0	0	<b>200</b>
Broseley House	1,190	711	711	<b>479</b>
The Croft	30	0	0	<b>30</b>
<b>Total</b>	<b>5,838</b>	<b>1,017</b>	<b>1,017</b>	<b>4,821</b>

### **Comments on the above figures.**

**Widnes Market Refurbishment** - Electrical works are now complete on site. Re-roofing and internal works are still ongoing and should be completed this Financial Year.

**Broseley House** - Purchase of the property has been finalised. Works to make the building safe and secure are taking place. Resurfacing of the carpark outside the building is complete.

**Solar Panel Golf Course** – Planning permission was approved in May allowing the Council to procure a Technical Consultant to advise on the project.

**COMMUNITY & ENVIRONMENT DEPARTMENT****Revenue Budget as at 30 June 2018**

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance to Date (Overspend) £'000
<b>Expenditure</b>				
Employees	13,887	3,467	3,574	(107)
Other Premises	2,016	763	771	(8)
Supplies & Services	1,508	363	364	(1)
Book Fund	160	48	43	5
Hired & Contracted Services	1,002	152	172	(20)
Food Provisions	512	106	115	(9)
School Meals Food	1,980	403	406	(3)
Transport	55	23	20	3
Other Agency Costs	381	141	136	5
Waste Disposal Contracts	5,900	1,550	1,550	0
Grants To Voluntary Organisations	67	14	2	12
Grant To Norton Priory	172	86	87	(1)
Rolling Projects	0	6	6	0
Capital Financing	88	11	11	0
<b>Total Expenditure</b>	<b>27,728</b>	<b>7,133</b>	<b>7,257</b>	<b>(124)</b>
<b>Income</b>				
Sales Income	-2,056	-499	-460	(39)
School Meals Sales	-2,368	-446	-437	(9)
Fees & Charges Income	-6,153	-1,780	-1,639	(141)
Rents Income	-225	-86	-72	(14)
Government Grant Income	-1,198	-53	-2	(51)
Reimbursements & Other Grant Income	-671	-99	-97	(2)
Schools SLA Income	-76	-76	-76	0
Internal Fees Income	-171	-43	-35	(8)
School Meals Other Income	-1,526	-7	-10	3
Capital Salaries	-123	0	0	0
Rolling Projects Income	0	-40	-45	5
Transfers From Reserves	-11	-11	-11	0
<b>Total Income</b>	<b>-14,578</b>	<b>-3,140</b>	<b>-2,884</b>	<b>(256)</b>
<b>Net Operational Expenditure</b>	<b>13,150</b>	<b>3,993</b>	<b>4,373</b>	<b>(380)</b>
<b>Recharges</b>				
Premises Support	1,558	389	389	0
Transport Recharges	3,069	663	663	0
Departmental Support Services	9	0	0	0
Central Support Services	3,655	978	978	0
Asset Charges	93	0	0	0
HBC Support Costs Income	-421	-223	-223	0
<b>Net Total Recharges</b>	<b>7,963</b>	<b>1,807</b>	<b>1,807</b>	<b>0</b>
<b>Net Department Expenditure</b>	<b>21,113</b>	<b>5,800</b>	<b>6,180</b>	<b>(380)</b>

**Comments on the above figures**

The net Department budget is £380,000 over budget profile at the end of the first quarter of the 2018/19 financial year.

Employee budgets are based on full time equivalent staffing numbers of 477.

Employee spend is over the budget profile for the quarter with the department failing to achieve the staff turnover savings target of £120,680 for the period April to June. Casual usage across the Department is £68,544 over the profiled budget to date. Agency spend is over £17,000 higher than what it was at the same stage last year, mainly within the school meals and open spaces areas.

In setting the 18/19 budget some income targets were reduced where possible to reflect the issues in achieving set targets. Despite this, pressures continue in the current year and along with staffing represent the biggest budget concerns for the Department. There are large under achievements against targets on leisure centre income due to cancelled classes as vacancies cannot be filled. Other areas where income targets are not being achieved include catering, event income, sponsorship income and architect fees within the Open Spaces division.

Government Grant income has recently been dealt a blow due to a large reduction in income due for School Free Meals. Free children numbers appear to have fallen dramatically in the last few years and the pressure on this source of funding has been exacerbated by more academies and also a further school leaving the service to take up an external provider.

Hired and Contracted services is currently over budget by £20,000 mainly due to increased match day spend at the Stadium and additional crematorium spend for mercury abatement.

Rental income could be a concern with Liverpool and Everton ladies not currently allowed to play at the Stadium under FIFA regulations. It is hoped this can be addressed with the laying of the new pitch at the stadium but this is some months off from happening and stands to impact on future rental income.

Based on current demand and estimated income streams it is forecast the department will be approximately overspent by £1.6m at the end of the year.

**Capital Projects as at 30 June 2018**

	2017-18 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
Stadium Minor Works	50	13	13	<b>37</b>
Stadium Pitch	300	0	0	<b>300</b>
Stadium – Karalius Suite reconfiguration	200	0	0	<b>200</b>
Brindley Cafe Extension	80	6	6	<b>74</b>
Children's Playground Equipment	61	0	-2	<b>63</b>
Landfill Tax Credit Schemes	340	0	0	<b>340</b>
Upton Improvements	13	0	0	<b>13</b>
The Glen Play Area	41	0	0	<b>41</b>
Runcorn Hill Park	5	3	3	<b>2</b>
Crow Wood Park Play Area	478	3	3	<b>475</b>
Open Spaces Schemes	611	41	41	<b>570</b>
Peelhouse Lane Cemetery	500	0	0	<b>500</b>
Peelhouse Lane Cemetery - Enabling Works	33	0	0	<b>33</b>
Pheonix Park	100	0	0	<b>100</b>
Victoria Park Glass House	170	0	0	<b>170</b>
Sandymoor Playing Fields	1,032	72	72	<b>960</b>
Widnes & Runcorn Cemeteries - garage & storage	190	0	0	<b>190</b>
Litter Bins	20	0	0	<b>20</b>
<b>Total</b>	<b>4,224</b>	<b>138</b>	<b>136</b>	<b>4,088</b>

**Comments on the above figures.**




Works at Peelhouse Lane cemetery were delayed due to bad weather earlier in the year. The 2nd phase was due to start in July 2018.

Work at Crow Wood Park is due to commence at the end of July 2018 and work at Pheonix Park commenced on site in June 2018.





## 8.0 Application of Symbols

Symbols are used in the following manner:

### Progress Symbols

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

### Direction of Travel Indicator

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