

# Public Document Pack



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

Monday, 24 June 2019 at 6.30 p.m.  
Boardroom - Municipal Building, Widnes

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 John Bradshaw	Conservative
Councillor Lauren Cassidy	Labour
Councillor Rosie Leck	Labour
Councillor Geoffrey Logan	Labour
Councillor June Roberts	Labour
Councillor Christopher Rowe	Liberal Democrats
Councillor Angela Teeling	Labour
Councillor Pamela Wallace	Labour
Councillor Louise Whitley	Labour

*Please contact Ann Jones on 0151 511 8276 or e-mail  
[ann.jones@halton.gov.uk](mailto:ann.jones@halton.gov.uk) for further information.  
The next meeting of the Board is on Monday, 23 September 2019*

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

**Part I**

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

**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, 18 February 2019 in the Civic Suite - Town Hall, Runcorn*

Present: Councillors MacManus (Chair), Cassidy, Leck, Logan, June Roberts, Rowe, Teeling, Wallace and Whitley

Apologies for Absence: Councillors C. Plumpton Walsh and Gerrard

Absence declared on Council business: None

Officers present: A. Jones, J. Griffiths, C. Patino, S. Saunders and S. Bartlett

Also in attendance: One member of the press

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

	<i>Action</i>
<p>ELS26 MINUTES</p> <p>The Minutes from the meeting held on 19 November 2018, were taken as read and signed as a correct record.</p>	
<p>ELS27 PUBLIC QUESTION TIME</p> <p>The Board was advised that no public questions had been received.</p>	
<p>ELS28 PERFORMANCE MANAGEMENT REPORTS FOR QUARTER 3 OF 2018-19</p> <p>The Board received the performance management reports for Quarter 3 of 2018-19 (1 October 2018 to 31 December 2018) and were requested to consider and raise any questions or points of clarification in respect of these.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• Enterprise, Employment and Skills; and</li> <li>• Community and Environment.</li> </ul>	

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.

Further to Members queries, the following was noted:

- Ref EEP LI 11 and 12 – the actual figures for quarter 3 were low but this was due to the DWP Work Programmes coming to an end in March this year. The newly introduced DWP Work and Health Programme had seen increased referrals;
- Community and Environment Budgets – reasons for the budget overspend were outlined in the report and the challenges faced were discussed;
- The Stadium would welcome and encourage any organisations or businesses who wish to hire the pitch;
- The men's gymnasium was closing in May 2019 but the ladies would remain open;
- The Siemens-Alstom proposed merger negotiations were still ongoing.

RESOLVED: That the performance management reports for Quarter 3 be received.

### ELS29 UPDATE SCRUTINY TOPIC GROUP - BETTER JOBS

The Board received an update on the work of the 'Better Jobs' Scrutiny Topic Group. This was established as the Scrutiny Topic for the Municipal Year 2018-19 and considered how local residents could be encouraged to access the better paid jobs being created in the Borough.

It was reported that the Topic Group used aspects of the Six Sigma methodology to manage the process. This approach was known as DMAIC; Define, Measure; Analyse; Design; Improve; Control.

Members were updated with the progress the Group had made to date as described in the report. The dichotomy presented was explained with regards to those jobs in the Borough described by employers as 'difficult to fill' and the purpose of the topic group; leading to the conclusion that other questions should be looked at.

It was reported that at the last topic group meeting, Members made a number of points regarding behaviour change; and the feasibility of identifying determinants in relation to data held by Public Health professionals and whether 'nurture or nature' played a role in determining a person's future job prospects and how influences in early life would have a bearing on this.

The next steps of the Topic Group were outlined and Members were referred to further research carried out in different areas, as shown via the website links provided. Members also noted the suggestion for a future topic group to focus on whether the Borough's residents who held higher level qualifications and skills were accessing the Borough's job opportunities being created.

The Board discussed:

- the demise of the careers advice service *Connexions* and the expectation that schools should provide this service (which some did). The importance of parents' advice at this stage of a child's life was noted;
- the suggestion that the Board invites students from local schools and colleges to a future meeting, so that they could present their experiences of careers guidance;
- the suggestion that the careers advice is provided from the age of 13 instead of 14; this would be referred to the relevant officer for a response; and
- the Gatsby Career Benchmarks.

Officers referred to the upcoming Halton Skills Show which would take place on 20 March 2019 in the Heath Business Park; further details would be sent to the Board, together with information on the LCR Schools Hub Pilot.

The Chair reminded the Board that the next meeting of the Scrutiny Topic Group would be on Monday 25 February 2019.

RESOLVED: That Members acknowledge the work undertaken to date and proposed next steps.

#### ELS30 LIBRARY SERVICE

The Board received a presentation from the Library Strategy and Development Manager which provided an

Operational  
Director -  
Economy,  
Enterprise &  
Property

overview of the activities undertaken by the library service over the past 12 months.

Members were presented with the Halton Libraries Events booklet, January to April 2019 and information on the Public Library Universal Health Offer (a partnership offer delivered by the SCL and The Reading Agency).

Members welcomed the news from the Libraries and congratulated the staff involved. It was commented that the service had strived to continue to provide numerous activities for the public despite cuts to funding. The importance of the Libraries was discussed within the community and they were considered to be a warm, safe, friendly environments.

It was reported that a consultation was taking place to find out what more the Libraries could offer.

In response to members queries regarding the Libraries working with primary schools to improve their English Language standards; it was noted that some work was already done with schools but the Child Development Officer at the Council would be contacted with regards to this in particular and a response provided later. Also with regards to the delivery of the activities offered in the Libraries, it was stated that the library staff were facilitators of the events, not teachers. There were some activities however that were required to be run by qualified people.

RESOLVED: That the presentation and comments made be noted.

#### ELS31 COMMUNITY LEARNING MENTAL HEALTH RESEARCH

The Board received a presentation from the Head of Curriculum and Learner Services (Halton Adult Learning Services), which provided an overview of the Halton element of the Greater Merseyside Community Learning Mental Health Research project.

It was reported that the project aimed to assess the potential for adult and community learning courses to help people develop strategies and a tool kit to manage and aid recovery from mild to moderate mental health problems. In total 51 learning providers took part covering 57 local authorities over a two year period.

The presentation outlined the purpose of the project; its aims and focus; the statistics and figures; the partners

being worked with; outcomes and learner feedback.

In response to Members queries, the following was noted:

- The data being collected was compiled through tracking the learner;
- The Programmes were delivered in Kingsway Learning Centre in Widnes and the Acorn Learning Centre in Runcorn; and
- The project was able and prepared to engage with third parties and was already working in some schools, where for example parental engagement challenges existed.

So Members could access the video links at their leisure, the presentation would be forwarded to them.

RESOLVED: That the report is noted.

*Councillor Whitley declared a Disclosable Other Interest in the following item as she was a Member of the Liverpool City Region Combined Authority's Overview and Scrutiny Committee.*

#### ELS32 UPDATE ON LIVERPOOL CITY REGION ACTIVITIES

Members received a report from the Strategic Director – Enterprise, Community and Resources, on employment, learning and skills activities in the Liverpool City Region (LCR).

It was reported that the Council contributed to a number of initiatives and actions that were taking place in the LCR as follows:

- Local Industrial Strategy for the LCR;
- Apprenticeships Hub;
- LCR Apprentice Graduation Ceremony;
- School Careers Hub;
- Devolution of the Adult Education Budget (AEB);
- Skills for Growth Action Plans and Careers Materials; and
- National Apprenticeship Week

Further to Members queries the following comments were made:

- The Adult Education Budget (AEB) would receive an additional £150k funding for Test and Learn pilots;
- The Halton Tomorrow Strategy would link in with the



LCR Local Industrial Strategy;

- The apprenticeship levy was discussed and the potential for its misuse by employers; Officers advised that they promoted quality and progression for those on apprenticeships;
- The LCR Apprentice and Employer Ambassador Network had been launched and to date four of Halton's employers had signed up to be Ambassadors; it was hoped that the list would increase in numbers; and
- The Open Your Door Theatre Company had delivered a short play to local secondary schools around apprenticeships.

RESOLVED: That Members note the progress being made to deliver employment, learning and skills activities across the Liverpool City Region and recognises the role Halton Council and its partners play in supporting these activities.

*Meeting ended at 8.05 p.m.*

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

**DATE:** 24 June 2019

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

**SUBJECT:** Public Question Time

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

### **1.0 PURPOSE OF REPORT**

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

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

### **3.0 SUPPORTING INFORMATION**

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

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

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

**DATE:** 24th June 2019

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

**PORTFOLIO:** Economic Development

**SUBJECT:** Employment, Learning, Skills and Community Policy and Performance Board Annual Report for 2018/19.

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

1.1 To receive the Employment, Learning and Skills and Community Policy and Performance Board's Annual Report for 2018/19.

**2.0 RECOMMENDED: That the 2018/19 Annual Report be recommended to Full Council.**

### **2.0 SUPPORTING INFORMATION**

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

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

### **3.0 POLICY IMPLICATIONS**

None

### **5.0 OTHER IMPLICATIONS**

None

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

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

None.

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

None.

**ANNUAL REPORT  
EMPLOYMENT LEARNING, SKILLS AND COMMUNITY POLICY AND  
PERFORMANCE BOARD  
APRIL 2018 – MARCH 2019**

**Introduction from Councillor Andrew MacManus  
Chair of the Employment Learning, Skills and Community Policy  
Performance Board (PPB)**

This will be my third report to you as Chair of this Board. During the past year we have seen economic uncertainty and reduced funding having a bearing on work priorities and areas of focus. In addition, some of our skills and employment and business support funding are aligned with the Liverpool City Region governance arrangements. However, we continue to ensure that Halton gets its fair share of funding support to ensure that we provide excellent services to our residents, businesses and communities.

We really have done more with less resource over the last number of years primarily as a result of the thorough scrutiny role provided by this board which challenges how resources are deployed and whether they are being allocated to projects that have the greatest social and economic impact for the borough.

I would like to take this opportunity to thank my Member colleagues for their valuable contributions and the support they have shown throughout the year.

After the May 2018 elections there were a number of changes to the Board; Cllr. Sue Edge, the vice-chair, and Cllr. John Gerrard stood down at the elections, Cllrs. Sandra Baker and Joan Lowe left the Board to work on other boards, I thank them for the service they gave the Board. The new members to the Board received induction training on the work of the Board.

I want to thank members who have given up their time to serve on the Scrutiny Topic Group. This has been a complex piece of work, which cuts across many sectors and organisations.

I would also like to thank officers for working with me to develop an interesting and important range of topics and agenda items for consideration.

Although, there continue to be challenges in the year ahead, I am confident that this Board will continue to explore new and innovative ways of working to ensure that we provide the best possible Employment, Learning, Skills and Community services to the people of Halton.

I hope that the Board will continue to make an important contribution to creating an economically prosperous borough that encourages investment, entrepreneurship, business growth, and improves the education, skills and employment prospects of our people and workforce in what may become a more challenging environment.

**Councillor Andrew MacManus  
Chair, Employment, Learning, Skills and Community Policy and  
Performance Board**

## MEMBERSHIP AND RESPONSIBILITIES

During 2018/19, the Board comprised Councillors A. MacManus (Chair) C. Plumpton- Walsh (Vice Chair), L. Cassidy, C. Gerrard, R Leck, G. Logan, June Roberts, C. Rowe, A Telling, P Wallace and L Whitley.

## REVIEW OF THE YEAR

The full Board met four times during the year.

The Council's constitution sets out the Board's strategic priority is to develop policy and monitor performance in relation to the Council's objectives for employment, learning and skills in the borough.

Specifically in relation to 4 functions:

- Enterprise and employment
- Adult learning and skills
- Culture and leisure services
- Library Service

Set out below are the areas we have reviewed this year.

### **Enterprise and Employment**

#### Economic Assessment and Halton 2030

Members received a report updating them on the Halton 2030 document and advised on the proposed recommendations arising from the research undertaken. Members were informed that Halton 2030 set out an economic vision for how Halton's economy would look in the future. It also considered how we might respond through a 'whole community' approach to the economic and social challenges the Council and its partners faced over the next few years.

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

Members debated the topics raised relating to recruitment of staff for higher level jobs, skills shortages amongst local people; quality housing provision in the Borough, quality leisure facilities; and the Widnes and Runcorn Town Centres.

#### Business Improvement and Growth Team

Members received a report informing them about the current performance and future work priorities of the Business Improvement and Growth Team (BIG). The last update was provided in June 2017 and this update was presented to members at the request of the Chair.

The main functions of the BIG Team were outlined in the report. It was reported however, that the BIG Team were currently undertaking a broad range of activities and driving a diverse range of projects, beyond the scope of those objectives described.

It was important to note that the delivery of business support across the wider Liverpool City Region was also in a period of transition. Members were presented with a modified delivery model of the Team which ensured that they were focussed on those activities which would have the greatest impact upon the economic regeneration of Halton.

#### Business Growth Programme

Members received a report informing them of the current performance of the Halton Business Growth Programme.

It was noted that the Programme within Halton was part of City Region initiative designed to assist small to medium enterprises to grow and create employment. The Programme started in January 2016 and was due to finish in December 2018.

The Programme provided assistance by commissioning external suppliers to undertake a two stage intervention with eligible Halton businesses.

Information was provided to members on performance against company assists and performance against jobs created.

Delivery of the Business Growth Programme was completed on December 31 2018. The programme has engaged with 230 Halton businesses, assisting 141 businesses against a target of 123.

It was reported that following discussions with city region partners, it was anticipated that the Programme would be extended to cover the period 2019 – 2021. If secured it would have a target of assisting a further 95 businesses and creating an additional 95 jobs.

#### Update on Liverpool City Region Activities

Members received a report on employment, learning and skills activities in the Liverpool City Region (LCR).

It was reported that the Council contributed to a number of initiatives and actions that were taking place in the LCR as follows:

- Local Industrial Strategy for the LCR;
- Apprenticeships Hub, so far it has supported 1,711 individuals in Halton;
- LCR Apprentice Graduation Ceremony;
- School Careers Hub;
- Devolution of the Adult Education Budget (AEB);
- Skills for Growth Action Plans and Careers Materials; and
- National Apprenticeship Week

Further to member's queries the following comments were made:

- The Adult Education Budget (AEB) would receive an additional £150k funding for Test and Learn pilots;
- The Halton Tomorrow Strategy would link in with the LCR Local Industrial Strategy;
- The apprenticeship levy was discussed and the potential for its misuse by employers; Officers advised that they promoted quality and progression for those on apprenticeships;
- The LCR Apprentice and Employer Ambassador Network had been launched and to date four of Halton's employers had signed up to be Ambassadors; it was hoped that the list would increase in numbers; and



- The Open Your Door Theatre Company had delivered a short play to local secondary schools around apprenticeships.

### International Business Festival

Members received a report the 2018 International Business Festival.

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.

### Adult Learning & Skills Development

#### The Department for Work and Pensions (DWP) Work Programme and the Work and Health Programme.

Members received updates on the programme contracts contract currently being delivered by Halton People into Jobs.

The first contract was the Work Programme.

In June 2011, the Council entered into a subcontracting arrangement with two prime contractors (*Ingeus Deloitte* and *A4E now PeoplePlus*). They were tasked with delivering the DWP Work Programme over the next 7 years. The contract was now in its final year of delivery, due to end on 31 March 2019.

The report provided an overview of the achievements to date, income and expenditure and future exit plans. Further to members' queries the following was noted:

- Over the 8 years a total of 3905 customers had started on the Work Programme with 1745 customers being supported into employment;
- Employers were encouraged to employ ex-prisoners via the ILM Programme (Intermediate Labour Market Placements);
- Education and support staff were available to offer advice to customers with learning difficulties or disabilities;
- It was hoped the Council would soon reach Level 3 in Disability Confident status;
- As the Programme would soon come to an end, it was hoped that the staff employed here would be reemployed in another area of the Council, as per the staff at risk protocol;
- Those customers who were successfully employed at the end of the Programme did a variety of jobs, depending upon their abilities and skills and
- The whole process of getting people into work had a knock on effect for the local economy.

The second contract was the Work and Health Programme.

It was noted that that this was a contracted employment provision to help people with a disability, the long term unemployed (LTU) and specified disadvantaged groups to find sustained work. It would target those who were most likely to benefit from the additional support of the Programme. It was reported that in 2017 the contract was awarded to *Ingeus* for the North West Contract Package Area. It started in November 2017 and is running for 7 years. Halton Borough Council / Halton People into Jobs

were successful in being awarded a sub-contract agreement by *Ingeus* to provide 100% of the programme in Halton.

Officers outlined what the programme hoped to achieve; its performance indicators; and progress to date.

### ESF Ways To Work Programme

Members received a report which gave an overview of the European Social Fund (ESF) Ways to Work Programme currently being delivered by Halton People into Jobs. Members was advised that in January 2016 the Council, as part of the Liverpool City Region (LCR) Combined Authority submission, successfully secured a grant for the programme. The total cost of the Programme was over £40 million. The Programme would run until December 2018 and Halton's contract was up to a maximum of £3.3 million.

The Programme provided funding to reduce the barriers to employment to those residents furthest away from the job market. Participants on the Programme were able to access a personal budget for items such as training, interview clothes and travel costs. The funding also supported 6 – 12 month work placements known as Intermediate Labour Market Placements. It was noted that the project had placed 142 people from Halton into these placements.

The report discussed the Programme's achievements to date, income and expenditure; and future strategy for delivery. Officers advised that funding to extend the 16-29 year old element of the contract had been approved by DWP and was extended to the end of March 2020. Confirmation of the request to extend funding for the 30+ year old element of the contract was still awaited.

### Apprenticeships Growth Plan

Members received a report that updated them on the significance and relevance for stakeholders in the Halton, of the recently published Apprenticeship Growth Plan.

It was noted that the Apprenticeship Growth Plan had been developed in direct response to the LCR Area Review of Post-16 Education and Training. 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 member's discussion it was noted that European Social Funding money would be available until 2021/2022 and discussions were ongoing with Government regarding replacement funding.

Also, some small to medium enterprises were put off by employing apprentices due to costs, however they were encouraged to do so and were helped by subsidies in some cases.

### **Culture and Leisure Services**

#### Community Development Service Annual Report for the year 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018

Members received a report informing them of the operational delivery for the Community Development (CD) Service.

It was reported that CD activity helped support the creation, development and sustainability of independent local community groups. This generated 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.

It was noted that Officers had a strategic and neighbourhood role in co-ordinating support to respond to community concerns and aspirations and create cohesive neighbourhoods which were participative and vibrant.

The report outlined the role of the CD and Project Officers' work in the community and referred to the performance framework in place for community development activity.

Members were pleased to note that for every £1 it costs to provide the CD service a further £1.19 was levered into the Borough to support community groups and initiatives.

#### Community Centres Annual Report for the year 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018

Members received the Community Centres Annual Report. The report advised that the Community Centres Service provided the management and delivery of services from five buildings: Castlefields, Ditton, Grangeway, Murdishaw and Upton.

The Centres delivered programmes of community activity; varying models of community cafes; and service outlets such as children's centres, youth centres and day services. It was stated that these centres provided a community hub; a central point at the heart of the communities within which they were located for residents to enjoy activities and receive services in their neighbourhoods. They were based in deprived wards in the Borough and were well utilised.

The report provided detailed performance information for each Centre which included results of customer satisfaction surveys as described by Officers. It was noted that overall community centre usage continued to increase annually, up by 3,535 visits for 2017-18 with an increased income of £21k.

#### Sports and Recreation Team Annual Report for the year 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018

Members received the annual report for the Council's Sport and Recreation Service. It was noted that there were two distinct areas within the Team:

- Sports Development Team – who developed programmes and activities to support the local infrastructure and encourage residents to start and stay active; and
- Management of the Council's three Leisure Centres: Kingsway Leisure Centre; Brookvale Recreation Centre and Runcorn Swimming Pool.

Members were advised that overall the report demonstrated a year where the Sport and Recreation Team had worked in partnership with a range of stakeholders and had made considerable progress, impact and achievements across the Borough. The Team was structured to direct resources on tackling inactivity, as this was where the gains for the individual were greatest. The activities were used as an essential component in supporting and developing the infrastructure of the community and to improve the quality of life for residents, both physically and mentally.

Members were advised that the Service worked closely with partner organisations to share resources which, in turn, helped achieve success. The report provided detailed commentary on the delivery of the Sports Strategy 2017-18 under 6 themes as follows:

- Increase Participation and Widen Access;
- Club Development;
- Coach Education and Volunteering;
- Sporting Excellence;
- Finance and Funding for Sport; and
- Sports facilities.

Members welcomed the presentation and were pleased to hear about the activities being carried out across the Borough. They noted that there were now less people in Halton who were considered to be inactive as they had taken advantage of the opportunities available such as: Couch to 5k; Couch to 2k; Health Walks; Junior Parkruns; and GP Practices Health Walks.

The report also outlined the work being carried out around summer holiday activities; mental health matters; and workshops and grants. Officers provided responses to Members' concerns regarding staff shortages in the leisure centres' swimming pools and the fact that services were being cancelled due to this. Members were reassured that recruitment was ongoing for both roles and some staff would be in place for January 2019. It was also commented that there was a national shortage of swimming instructors which together with the pay rates had had an impact on recruitment.

### **Library Service**

Members received an overview of the activities undertaken by the library service over the past 12 months.

Members were presented with the Halton Libraries Events booklet, January to April 2019 and information on the Public Library Universal Health Offer (a partnership offer delivered by the SCL and The Reading Agency).

Members welcomed the news from the Libraries and congratulated the staff involved. It was commented that the service had strived to continue to provide numerous activities for the public despite cuts to funding.

The importance of the Libraries was discussed within the community and they were considered to be a warm, safe, friendly environment. It was reported that a consultation was taking place to find out what more the Libraries could offer.

In response to members queries regarding the Libraries working with primary schools to improve their English Language standards; it was noted that some work was already done with schools but the Child Development Officer at the Council would be contacted with regards to this in particular and a response provided later. Also with regards to the delivery of the activities offered in the Libraries, it was stated that the library staff were facilitators of the events, not teachers. There were some activities however that were required to be run by qualified people.

### **Topic Group**

The Board has two activities to fulfil, firstly to scrutinise the work of the Council's officers in delivering the policies of the council and to help develop the policy. The latter is done through members working with officers' assistance on a topic. Members received the proposed Topic Group brief for the year 2018-19. Members agreed to the establishment of a Topic Group, '*Better Jobs*', which would consider how residents could be encouraged to access the better paid jobs being created in the Borough.

The following Members nominated themselves to join the group: Cllrs. Wallace, June Roberts, Teeling, Leck, C. Plumpton Walsh, Whitley, Cassidy and the Board's Chair.

During the year the Board received an update on the work of the Topic Group. It was reported that the Topic Group used aspects of the Six Sigma methodology to manage the process. This approach was known as DMAIC; Define, Measure; Analyse; Design; Improve and Control.

### **Performance Report**

At each meeting the Board receive this report that informs them of emerging issues and the performance of the Council in meeting the Key Performance Indicators. The later feed out of the annual business plan.

### **Policy Update Report**

Again at each meeting the Board receive a briefing on national and regional policies that might affect the areas covered by the Board.

<b>REPORT TO:</b>	Employment Learning and Skills and Community Policy Performance Board (PPB)
<b>DATE:</b>	24 June 2019
<b>REPORTING OFFICER:</b>	Strategic Director Enterprise, Community and Resources
<b>PORTFOLIO:</b>	Economic Development
<b>SUBJECT:</b>	Scrutiny Topic Group – “Better Jobs to Make Better Lives”
<b>WARDS:</b>	All

## **1.0 PURPOSE OF THE REPORT**

- 1.1 The purpose of this report is to present to Members of the Employment Learning and Skills and Community Policy Performance the Final Report for the Scrutiny Topic Group “Better Jobs”. A detailed report is contained in appendix 1.

## **2.0 RECOMMENDATION: That**

- (1) Members approve the conclusions and recommendations presented in the report.**
- (2) The recommendations are presented to the Executive Board for consideration.**

## **3.0 SUPPORTING INFORMATION**

During the last twelve months, Members of this PPB have been working on a Scrutiny Topic Group which has considered how and to what extent any jobs being created in the borough are accessible to local people. Within the context of this work, Members have evaluated the employment, learning and skills services provided by the Council, identifying the opportunities and challenges the Council faces in delivering these services, whilst taking into account the non-statutory nature of the these services.

The report acknowledges the positive work that the Council undertakes to support residents into training and or employment, but recognises that employees from outside the borough commute to take up higher paid job opportunities provided by Halton businesses. The report considers actions already being taken and further actions that could be implemented which would increase the number of residents accessing these jobs in the future.

#### 4.0 POLICY IMPLICATIONS

A wide range of research documents have been analysed and a number of conclusions and recommendations are put forward for consideration.

#### CONCLUSIONS

- Significant numbers of jobs are being created in the borough and, proportionately, Halton residents access the lower paid rather than the higher paid jobs. (The definitions are: “Low pay is defined as the value that is two-thirds of median hourly earnings and high pay is defined as the value that is 1.5 times median hourly earnings”).
- However, Halton when considering the annual survey of hours and earnings (2016), the borough has seen the largest increase in the LCR in both Full and Part time earnings for Halton residents over the past 5 years (higher than regional and national averages)
- It is apparent from the research undertaken by the topic group that there are a number of wider factors (health, skills, qualifications, access) that have a bearing on whether Halton residents would take up employment opportunities in the borough. This is evidenced by the comparative data which was analysed in respect of the borough’s disadvantaged and more affluent wards.
- The Topic Group concludes that the borough’s residents receive good support from the Council in accessing employment, learning and skills. This is evidenced by performance indicators showing the number of people who have been supported into work over a five – seven year period and presented to the PPB through quarterly monitoring reports.
- There are examples of specific community focused services provided by the Council and its partners aimed at encouraging residents to find training and employment.
- There are constraints that the Council faces in being able to deliver these services which are considered to be ‘non-statutory’. Whilst funding is available it is often time-limited and is focused on specific actions, and, therefore, less flexible.
- There is more promotional and marketing work that could be done to raise awareness of the employment, learning and skills services provided by the Council. A good example of where this has worked has been seen in the increase in enrolments on adult learning courses.

- Build on the analysis of, for example, of adult learning enrolment information and Households into Work data which would assist in better understanding how referrals/enquiries to Council services materialise (for example, word of mouth, marketing campaigns, and or direct referrals).
- However, the ability to do this is obviously determined by available resources. Furthermore, any increase in demand needs to be managed in line with existing resources and also in line with how the Council's Employment Learning and Skills division can procure and access support services, for example, IT, communications and marketing, alongside other competing Council priorities.

### **RECOMMENDATIONS**

The following recommendations are made within the Topic Group report:

- Identify and work with recruitment agencies that operate outside the borough to encourage them to access a labour force from within Halton. (March 2020)
- Apply the learning from Public Health data collection and community engagement to gauge take up of Employment Learning and Skills services in the borough's disadvantaged areas. (September 2019)
- Awareness raising relating to employment learning and skills services provided – Develop Communications and an engagement plan. (March 2020). This could include actions such as:
  - Summarising HBC ELS services on business rates bills;
  - Posting messages via Member profiles on Facebook;
  - 'what businesses do' orientation boards in key employment areas; build on Hidden Halton theme raising the profile of 'unknown' businesses in the borough.
- Present an overview of the Sci-Tech Daresbury Talent Strategy to a future PPB (September 2019). This could include reference to how jobs in the medical services industry are promoted.
- Enrolment Data gathered by the Council's ELS Division is expressed as a proportion of the working age population and unemployment statistics rather than as raw percentages. (Now)
- Alignment with Business improvement and growth team with larger employers in terms of recruitment needs. (Now)
- Introduce new KPIs for the ELS and C PPB based on Topic Group conclusions (November as part of the business planning cycle). N.B. To set out targets that relate to an ambition to increase numbers of local residents accessing the better paid jobs



- Consider outsourcing of IT activities to specialist providers of IT in schools/colleges.

## **5.0 OTHER IMPLICATIONS**

There are no further implications arising from this report. The recommendations reflect the challenging financial climate and it is considered that the recommendations made are deliverable with modest resources being made available through existing budgets.

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

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

Not applicable

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

The scrutiny topic group report provides recommendations which support the Council's employment learning and skills priority.

### **6.3 A Healthy Halton**

Not applicable

### **6.4 A Safer Halton**

Not applicable

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

Not applicable

## **7.0 RISK ANALYSIS**

There are no risks identified in the report.

## **8.0 EQUALITY AND DIVERSITY ISSUES**

There are no equality and diversity issues arising from the report.

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

None

**SCRUTINY TOPIC GROUP**

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

**“BETTER JOBS TO MAKE BETTER LIVES”.**

**REPORT**

**MAY 2019**

**CONTENTS PAGE**

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2. Structure of the report
3. Introduction
4. Methodology
5. Evidence
6. Analysis
7. Conclusions
8. Recommendations

**Appendices**

- Appendix 1 – List of Research Documents
- Appendix 2 – Research Review Paper
- Appendix 3 – Borough Skills and Business Profile
- Appendix 4 - Early Life Influences Relating to Employment
- Appendix 5 - Stakeholder Engagement (Windmill Hill ward)
- Appendix 6 - Adult Learning Enrolments
- Appendix 7 – Adult Learning Customer Profiling

## 1.0 PURPOSE OF THE REPORT

In February 2018, the Employment Learning and Skills and Community Policy Performance Board (PPB) agreed to establish a Scrutiny Topic Group for the Municipal Year 18/19.

The Topic to be investigated was given the working title “Creating Better Jobs in Halton”.

The starting point for this topic was an acknowledgement that a significant number of jobs have been created in Halton Borough during the last five years.

This has led to a gradual reduction in the number of people seeking work. However, if the borough’s economy is to grow and thrive in the future, then there needs to be a drive towards the creation of better paid quality jobs.

An initial desk top survey revealed that the borough was performing well in this regard.

However, the PPB proposed that it would be useful to ascertain to what extent the jobs being created were being accessed by local people, and what the Council and its partners were doing or could do to support local people in accessing these jobs?

## 2.0 STRUCTURE OF THE REPORT

The topic group report is structured with an introduction, a brief summary of methodology followed by evidence, analysis with findings conclusions and recommendations.

Milestones are attached to the recommendations from the scrutiny review.

## 3.0 INTRODUCTION

### 3.1 Reason the Scrutiny review was commissioned

Members receive regular reports on the borough’s economic performance and each year the ELS and C PPB receives a Local Economic Assessment. In summary, this outlines how Halton’s economy is performing, for example, providing statistics on employment rates, business growth, skills and qualifications in the borough.

During these briefings members received information confirming that job creation in the borough is strong, but questions remained concerning the ‘take up’ of ‘better paid’ jobs by residents.

### 3.2 Policy Performance Board

As a result of these discussions, this report was commissioned as a Scrutiny Topic for the Employment Learning and Skills Community Policy and Performance Board.

### 3.3 Membership of the Scrutiny Topic Working Group

Membership of Scrutiny Topic working group included.

Members	Officers
Cllr A MacManus (Chair) Cllr C Plumptre Walsh Cllr G Logan Cllr P Wallace Cllr J Roberts Cllr A Teeling Cllr R Leck Cllr L Whitley	Wesley Rourke Neil McSweeney Siobhan Saunders

## 4 METHODOLOGY

To respond to this topic brief, Members agreed to adopt six sigma principles to guide the review. The aim of this approach was ultimately to consider how residents would be actively encouraged to access these jobs and establish if, and how, processes could be improved.

The statistics referred to above, had revealed that earnings per household in the borough were low compared with regional and national averages. On the other hand, compared with other areas, the costs associated with living in Halton (accommodation; food), are relatively low. Nevertheless, at a work base level, wages are higher in Halton compared with other areas regionally and nationally, and therefore, a conclusion could be drawn that some better paid jobs are accessed by workers who do not live in Halton. The possible reasons for this were considered as part of the review and a significant amount of work was undertaken to understand the “baseline position”.

Members of the Topic Group referred to the synergy between, and learning accrued from, other previous Scrutiny Topic Groups such as “Barriers to Employment from an employee perspective”, “Barriers to Employment from an Employer perspective”, and also “Barriers to Learning”.

However, it was noted that these reports are a number of years old, and during this time, the policy and funding landscape has changed.

### ***Six Sigma and “DMAIC”***

As mentioned above Six Sigma was used to manage and structure the topic group meetings, and the “DMAIC” framework, provided a focus at each meeting as follows:-

Define – The topic group firstly defined the problem, undertook an initial assessment of the situation and defined the scope and goals of the topic group.

Measure – Work was then undertaken to gather statistical information on employment rates, skills levels and vacancy rates, and these were used to measure future performance and measure where improvements were being made.

Analyse – The next stage was that the views of partners and customers were sought to better understand processes, procedures and policies applied to helping people secure and retain work and consider specific relevant areas where performance could be improved.

Improve – a discussion took place on whether it was feasible for systems or services to be improved over time.

Control – Finally the topic group set out recommendations for how any changes could be applied and retained in the future.

## 5 EVIDENCE

### **DEFINE**

The “define” element of the scrutiny topic was the most difficult aspect of the work to progress.

There was initial uncertainty in respect of to what extent the project brief should/could take into account the following:-

Geographic Focus – targeting more or less deprived areas.

Demographic Focus – targeting an age group Economic regeneration zone focus on specific sites

Thematic Focus – targeting a specific growth sector or type of company in Halton.

Another factor was the need to ensure that the topic group provided “added value” to a complex landscape.

Therefore, the first session of the topic group operated as a workshop, whereby the group defined the problem i.e. “jobs are created but higher paid jobs are not accessed by local people” and started to get a better understanding of the service area.

An affinity diagram was used to define Smart Objectives in order to:

- Consider the information to be gathered
- Identify key issues
- Understand the key ingredients needed to create a strong economy.

The purpose and scope of the scrutiny topic became **to improve the proportion of local people that confirmed are accessing high paid jobs in the borough.**

Arising out of this work the topic group gained a better understanding of the suppliers, inputs, processes, outputs and customers involved in helping residents find work. See Table 1 below.

## DEFINE PHASE (3) Suppliers, Inputs, Process Outputs, Customers

### • SIPOC Table

Suppliers	Inputs	Processes	Outputs	Customer
Data from CIU	Requests for Service	Identify best service provider	Training	Members
HPIJ Talent Plan	Residents	Key elements needed to create jobs	Apprenticeships	Residents
Training Providers	Customers	Right focus	Jobs	Businesses
	Contractors			Partners (HEP)

Furthermore, the topic group also determined who the customer(s) was/were and what was important to them. This was a useful exercise in arriving at the conclusions and recommendations outlined in sections 7&8 of this report.

Table 2

“Sorting the voice of the customer”

### Main Customer Groupings

Members MPs	Businesses	Residents	Partners
A vibrant borough	A workforce that meets business needs	An opportunity to find well-paid and sustainable employment	Shared, efficient employment and skills service
	Specific Needs Statement	Output Characteristic (KOMY) current x vs target y	
I find it difficult to find a job	I want to find a job within 6 months	Number of job vacancies reduced by x%	
It takes too long to find an employee		% of vacancies filled by local residents	
I want a resident with the right skills to meet my business needs			

### MEASURE

The topic group then moved to the measure phase of the review. This phase involved a detailed investigation of the issues relating to the topic brief. Members considered the type of performance indicators that were available, or could be made available in the future. Indicators would be used to evaluate success and referred to Key Performance Indicators (KPIs) provided through the PPB’s Quarterly Monitoring Reports. It was suggested that this work could be used to inform the KPIs presented to the PPB in the future

The measure phase revealed that a large amount of data had been gathered which provided information on how employment schemes operate, lessons learned and areas for improvement.

A research directory (appendix 1) was produced. In addition, a summary of the research was also provided (appendix 2).

Members observed that most of this research considers the barriers and challenges that individuals will face in seeking, securing and retaining employment.

Members also considered some of the processes the Councils and its partners used to help people into work determining where there were opportunities for greater efficiency.

During the define and measure stages of this topic group, Members acknowledged that the research and data collected provided a useful context, but Members were keen to ensure that the topic group should not be a reaffirmation of “what we already know”, but that added value could be provided by better understand “why things were happening?” and what were we going to do about this”?

Table 3 below summarises ‘the moments of truth’ i.e. what was felt by the Topic Group as important to the customer.

## Measure (3) – Moments of Truth

### Priority Places (identify Gaps)

- What has to go right for the customer?
- - Job vacancies identified by employers are filled by the right people with the right skills, knowledge, attributes
- - 'Customers' are signposted to the right job vacancies that meet their skills, knowledge, attributes
- - Customers are provided with the right job vacancies that meet their skills, knowledge, attributes
- - Customers are provided with the right support to ensure that they have the right skills, knowledge, attributes to access job vacancies.
- - Providers have up to date information on vacancies / jobs available.
- - Customers are made aware of job vacancies that are available.
- - Providers are aware of the appropriate support services available to help people find work.
- - Education institutions know which courses, qualifications that need to be provided to help people find work.
- - Education institutions are made aware of the vacancies available

## 6 ANALYSIS

The research reaffirmed that a lower proportion of Halton's residents are employed in higher level occupations, and in turn, earnings per resident are generally lower.

The subsequent analysis of this data revealed that 'professional, scientific and technical' is the largest employment sector in the borough and there has been a significant increase in the number of people employed in these occupations. (Appendix 3). Equally, the research demonstrated that Halton had seen a significant growth in its business base, with above average business starts and above average business survival rates.

In analysing the data, members started to draw the conclusion that there were other factors that were having a bearing on local people accessing these higher paid jobs.

One of the Topic Group Sessions specifically considered some of these wider determinants including:

- behaviour change; and the feasibility of identifying determinants in relation to data held by Public Health professionals and whether 'nurture and nature' played a role in determining a person's future job prospects and how influences early in life will have a bearing on this. Some examples of this are highlighted in appendix 4.
- Reference was made to Pupil Premium and whether it was possible to extrapolate the benefit of this in relation to a pupils future employment prospects.
- A discussion took place regarding family learning and interventions through the troubled families' initiative.



Members were advised of the work that the Council had been pursuing on a Talent Strategy with Joint Venture partners at Sci-Tech Daresbury. The work was responding to skills shortages at Daresbury, and actions which were aimed at opening up the employment opportunities that existed to ensure that local residents capitalised on this.

One future work area might be to further assess where the borough's higher qualified young people might move to Higher Education and what courses they might be pursuing.

Some research was available which might help the Council and its partners to 'target' potential future employees at an earlier stage for example, as undergraduates whereby they could be mentored or sponsored by would be future potential employers.

It was proposed that this was a major piece of work and could be a specific item at a future PPB meeting.

The Scrutiny Topic Group Members had reflected on the 'define' phase of the review, phase of the review, whereby one of the key lines of enquiry to consider had been 'geographic' and this was considered to be more preferable at this stage.

Members also referred to the possibility of undertaking a mapping exercise to identify where existing resources are supporting residents to find and obtain employment, and where there are gaps in this provision.

Following on from this, Members undertook a further analysis of the employment services provided in the borough.

To assist with this, the Chief Executive of the Chamber of Commerce attended a topic group session to act as an expert witness. Information was provided on the role of the Chamber in promoting the Halton Business Growth Hub, a vehicle for supporting businesses and entrepreneurship in the borough, and its interface with the Halton Employment Partnership.

The Divisional Manager for Employment Learning and skills also attended to provide information on the role and remit of the Halton Employment Partnership approach to delivery employment and skills services had been successful particularly when supporting larger recruitments.

The session again raised some interesting points concerning some of the perceived barriers employers face when recruiting local people to jobs in the borough. Interestingly, it was noted that businesses would not generally consider the post code of a potential employee, but access to work may be determined by the accessibility of recruitment agencies and where they draw their catchment area, and clearly this could be a huge barrier in any future recruitment of residents.

Members proposed that it would be useful to further analyse data gathered at a geographic level to ascertain whether further opportunities should be provided to encourage residents in more disadvantaged areas to pursue these services. The areas chosen for analysis were Windmill Hill and Riverside. As a comparison two more affluent wards were identified, Birchfield and Daresbury.

Information was provided which identified services that the Council and its partners were providing in these areas.

It was reported that the Council's Community Development had also commissioned a big local 'service mapping exercise' and in the future, this could be used to better understand the types of services provided. (Appendix 5).

Data provided by the Council's Employment Learning and skills division demonstrated that there was a good take up of residents on Adult Learning classes (Appendix 6).

It was suggested by Members that it would be useful to understand how enrolment levels matched the demographic profile of the borough and in particular, statistics relating to unemployment levels. Consequently, further analysis was undertaken to look at customers using the Council's Adult Learning Services, how they are referred and how they find out about the services (Appendix 7).

## 7 CONCLUSIONS (DMAIC IMPROVE phase)

Members will appreciate that this is a vast subject area, and therefore, the Scrutiny Topic Group has focused on a small part of a wider theme. It has reached a number of conclusions.

- Significant numbers of jobs are being created in the borough and, proportionately, Halton residents access the lower paid rather than the higher paid jobs. (The definitions are: "Low pay is defined as the value that is two-thirds of median hourly earnings and high pay is defined as the value that is 1.5 times median hourly earnings").
- **However, Halton when considering the annual survey of hours and earnings (2016), the borough has seen the largest increase in the LCR in both Full and Part time earnings over the past 5 years (higher than regional and national averages)**
- However, it is apparent from the research undertaken by the topic group that there are a number of wider factors (health, skills, qualifications, access) that have a bearing on whether Halton residents would take up employment opportunities in the borough. This is evidenced by the comparative data which was analysed in respect of the borough's disadvantaged and more affluent wards.
- The Topic Group concludes that the borough's residents receive good support from the Council in accessing employment, learning and skills. This is evidenced by performance indicators showing the number of people who have been supported into work over a five – seven year period and presented to the PPB through quarterly monitoring reports.
- There are examples of specific community focused services provided by the Council and its partners aimed at encouraging residents to find training and employment.
- There are constraints that the Council faces in being able to deliver these services which are considered to be 'non-statutory'. Whilst funding is available it is often time-limited and is focused on specific actions, and, therefore, less flexible.

- There is more promotional and marketing work that could be done to raise awareness of the employment, learning and skills services provided by the Council. A good example of where this has worked has been seen in the increase in enrolments on adult learning courses.
- Build on the analysis of, for example, of adult learning enrolment information and Households into Work data which would assist in better understanding how referrals/enquiries to Council services materialise (for example, word of mouth, marketing campaigns, and or direct referrals).
- However, the ability to do this is obviously determined by available resources. Furthermore, any increase in demand needs to be managed in line with existing resources and also in line with how the Council's Employment Learning and Skills division can procure and access support services, for example, IT, communications and marketing, alongside other competing Council priorities.

## 8 RECOMMENDATIONS

In light of the conclusions drawn in section 7 of this report, there are a number of recommendations made. Recommendations have been put forward having assessed resources that are available and their deliverability within a realistic timeframe. The recommendations will be led and delivered by the Council's Economy, Enterprise and Property Department, with support from the Halton Employment Partnership

- Identify and work with recruitment agencies that operate outside the borough to encourage them to access a labour force from within Halton. (March 2020)
- Apply the learning from Public Health data collection and community engagement to gauge take up of Employment Learning and Skills services in the borough's disadvantaged areas. (September 2019)
- Awareness raising relating to employment learning and skills services provided – Develop Communications and an engagement plan. (March 2020). This could include actions such as:
  - Summarising HBC ELS services on business rates bills;
  - Posting messages via Member profiles on Facebook;
  - 'what businesses do' orientation boards in key employment areas; build on Hidden Halton theme raising the profile of 'unknown' businesses in the borough.
- Present an overview of the Sci-Tech Daresbury Talent Strategy to a future PPB (September 2019). This could include reference to how jobs in the medical services industry are promoted.
- Enrolment Data gathered by the Council's ELS Division is expressed as a proportion of the working age population and unemployment statistics rather than as raw percentages. (Now)
- Alignment with Business improvement and growth team with larger employers in terms of recruitment needs. (Now)
- Introduce new KPIs for the ELS and C PPB based on Topic Group conclusions (November as part of the business planning cycle). N.B. To set out targets that relate to an ambition to increase numbers of local residents accessing the better paid jobs
- Consider outsourcing of IT activities to specialist providers of IT in schools/colleges

## **Summary of Research Documents – Topic Group**

### **(1) Halton 2030 September 2018**

Sets out long-term projections in terms of skills and employment needs of the borough set within a context of demographic change. Proposes recommendations

### **(2) Sci Tech independent Skills Brokerage Service March 2018**

A summative report, which provides information on how and to what extent businesses at Sci-Tech Daresbury gain access to skills, services, what the barriers are preventing them from engaging with these services. Surveys businesses in terms of their employment needs

### **(3) Sci Tech Daresbury Talent Strategy August 2018**

Sets out a strategy for how Sci-Tech Daresbury will seek to attract and retain talent at the campus

### **(4) Barriers to Work Scrutiny Topic Group June 2010**

Undertook a wide-ranging audit of the barriers to work faced by residents but focuses on constraints in the system.

### **(5) Barriers to Learning Topic Group) June 2006**

Provided a focus on how barriers to learning will have an impact on a young person's life chances in Halton

### **(6) BIS Research Paper No. 87 Motivation and Barriers to Learning for Young People not in Education, Employment or Training. February 2013.**

Research findings state that Young people are motivated by a range of factors to engage in learning, but can face a wide array of barriers, both practical and attitudinal, to taking part. In particular, the role of education and training as a pathway to securing appropriate employment and gaining financial independence is a significant motivating factor for many young people.

While some young people have very specific aspirations for the future and are able to recognise the role of learning in supporting these, the aspirations of those furthest away from learning tend to be vaguer.

Good quality, independent information, advice and guidance (IAG) is essential in supporting young people to identify and access appropriate education and training.

Those furthest away from learning, however, are least aware of the range of sources from which they could obtain support and IAG.

Practical challenges, such as securing appropriate childcare and supporting themselves financially while learning can prove to be a major barrier for some young people. Many young people are operating in tight financial circumstances and place great value on receiving financial support.

Many young people who are not in education, employment or training have had poor previous experiences of education. They will need to be convinced of the relevance and benefit of learning to their lives, if they are to be encouraged to engage in learning in the future.

## **(7) Barriers to Employment from an Employer Perspective March 2012**

Referenced the 2010 Topic Group but focused on employer perceptions and how this influenced recruitment and retention. It concluded that interventions needed to be bespoke, as employers would not always have the same requirements; some focus on qualifications and skills. Others concentrate on 'work ethic'.

## **(8) Skills Workforce Analysis September 2018**

Produced by the Council's Customer Intelligence Unit, it provides a further breakdown of LCR Wavehill survey (referred to in the briefing note)

## **(9) Institute for Employment Studies Tackling Unemployment among disadvantaged young people (2016)**

States that in spite of the recent economic recovery, levels of youth unemployment remain high, relative to other age groups. Young people, aged 16 to 24, are almost three times as likely to be unemployed as all other age groups combined. Disadvantaged young people, such as those who have experienced homelessness are particularly likely to be unemployed. Due to the multiple and complex barriers that this group faces when finding a route into employment they are more often not in education, employment or training (classified as NEET) compared with other 16 to 24 year olds. Barriers faced by young people will prevent them from engaging in or benefitting from employment programmes such as apprenticeships e.g.

- Poor educational experiences and low attainment
- Lack of labour market experience and high competition for job vacancies
- Lack of a permanent address
- Financial pressures
- Low confidence and personal motivation
- Mental health and substance misuse problems
- History of institutional care

- Financial barriers to travelling

**(10) Sci-Tech Daresbury Company Survey 2017.**

Provides a forensic analysis of what businesses at Daresbury like about the campus, where there are areas of improvement to be made, and asks specific questions about performance and partnership working. It also touches on where employees reside and breakdown of employees working in the respective sectors.

## BRIEFING NOTE

### Subject: RESEARCH REVIEW 'BETTER JOBS' TOPIC GROUP

#### 1. Purpose

The purpose of this note is to provide Members of the Topic Group with research information which will not only contribute to the 'Measure' phase of the study, but the collection of baseline data will also assist in determining a focus and Key Line of Enquiry to be developed at subsequent topic group meetings. The note provides an analysis of specific pieces of research including Halton 2030 and sets out some proposed next steps.

#### 2. Methodology – Update

Members will recall that the Six Sigma process (Define Measure Analyse Improve Control) (DMAIC) is being applied to the management of this scrutiny topic.

The first step in this process 'DEFINE' confirmed the purpose and scope of the scrutiny topic, **"To improve the proportion of local people that are accessing high paid jobs in the borough.**

The second step requires an investigation of the issue in more detail, and this will culminate in the development of a performance baseline which will allow us to measure current performance and evaluate progress over time.

If relevant data is collected, then it is easier for the topic group to see where improvements can be made.

#### 3. Collecting Baseline Data

There is a large amount of research produced at a national, regional and local level which provides important data on how employment schemes operate, lessons learned and areas for improvement. A summary of the research gathered is contained in appendix 1 of this report.

Most of this research considers the barriers and challenges that individuals will face in seeking and retaining employment.

For example, nationally, the department of Business Innovation and Skills (now BEIS) has focused research on the Motivation and Barriers to Learning for Young People Not in Education Employment or Training. Equally, the Institute for Employment Studies has considered how unemployment can be tackled among disadvantaged young people.

Locally, previous topic groups have considered barriers to employment from both an employee and employer perspective, as well as barriers to learning.

Members have also received regular updates on contract and project performance through the Quarterly Monitoring Report.

#### **4. Process Maps**

Similarly, the development of process maps have been produced to enable us to get a better understanding of how services are delivered and the complexity of delivering these services.

This allows for analysis against business and customer requirements and links back to the first step when we considered the Voice of the Customer....

One example of how the Council and its partners manages the ESF Ways to Work Programme is set out in Appendix 2.

Whilst the topic group could consider determining where there are opportunities for more efficiency i.e.

- How partners work collaboratively and share information;
- Constraints regarding the funding criteria

Members might consider approaching the scope of the topic group in a different way.

#### **5. Re-Focusing the Research**

Whilst the research and data collection identified above provides a useful context, a further analysis of the data suggests that an in depth revisit of this work would not add value to the purpose and scope of the topic. It would merely reaffirm 'what we already know'.

However, more appropriate scrutiny questions to pose might be 'why is it happening?' and 'what are we going to do about it?'

The Halton 2030 document presented to the last PPB raises some interesting points.

This research does, indeed, back up the perception that a lower proportion of Halton's residents are employed in higher level occupations and in turn, earnings per person by place of residence are lower.

Compare this to the fact that 'professional, scientific and technical' is the largest employment sector in the borough and there has been a significant increase in the number of people employed in these occupations. Equally, Halton has seen a significant growth in its business base, with above average business starts and above average business survival rates.

The research confirms that jobs are being created and in those areas that will support Halton's economy in the long-term. However, the research also demonstrates that many of these jobs are described as 'difficult to fill vacancies'.



This then presents a dichotomy in terms of the policies the Council might progress in respect of how an improvement in the proportion of local people accessing high paid jobs in the borough can be achieved.

## 6. Next Steps

Clearly, it is important that the Council and its partners continue to support programmes aimed at helping people into work, for example, through the Halton People into Jobs/Adult Learning Services. The Council would also wish to promote schemes that improve the qualifications and skills levels of local residents.

Many of the programmes offered focus on 'progression' by providing an opportunity for residents to put a first step on the career ladder, and gain experience, with the hope that they would advance to higher paid, sustainable jobs in the future.

However, Members might wish to consider focusing on how we can support our existing skilled residents, or indeed future skilled residents (students) to access the jobs being created in the borough that would require these skills.

Additional research could be commissioned to understand where the borough's Further Education and Higher Education 'leavers' are employed once they have completed their studies

This work (at a cost) could be undertaken by experts in Higher Education data analysis HESA <https://www.hesa.ac.uk/>

Questions to be considered are:

- The number of people doing science (or other skills to be identified)
- What they go on to do
- Where they go on to study

Equally, there is some information, subject to General Data Protection Regulations that could be provided by Riverside College which might be used to track former students and then allow for an ongoing dialogue with them to proactively steer them to consider future careers in the borough.

There would also be merit in commissioning a Survey of Businesses to further refine the data gathered to date. This would be an expensive proposal

Or, alternatively a less expensive option would be to work with the borough's Advanced Manufacturing Network Cluster, and this could provide access to respective heads of Human Resources in Halton companies who could give a view on linking skilled residents to job opportunities.

As a way forward Members might wish to gain more information on the work the Sci-Tech Daresbury Enterprise Zone is doing to develop a Talent Strategy for the campus. (see 2&3 in Appendix 1). The Talent Strategy acknowledges that there are a number of actions that need to be taken to encourage local people to take up job opportunities

at Daresbury. If the Topic Group were to agree to further research as outlined above, this would be a good way of measuring the future impact of these actions.

## **APPENDIX 1**

### **Research Documents**

- (1) Halton 2030

Within this document information has been gathered from the following sources:

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



PPB 24-9-18 Halton  
2030.pdf

- (2) Sci Tech independent Skills Brokerage Service  
July 2017 – March 2018



Sci Tech Summative  
Report DT 2018.pdf

- (3) Sci Tech Daresbury Talent Strategy  
August 2018



Commission update  
April Skills Group 20

- (4) Barriers to Work Scrutiny Topic Group  
June 2010



Barriers to Work  
Scrutiny Topic Group

- (5) Barriers to Learning Topic Group  
19<sup>th</sup> June 2006



Public reports pack  
19th-Jun-2006 18.30

- (6) **BIS Research Paper No. 87**  
**Motivation and Barriers to Learning for Young People not in Education, Employment or Training.**  
**February 2013.**



bis-13-548-motivati  
on-and-barriers-to-l

- (7) **Barriers to Employment from an Employee Perspective**  
**March 2012**



Draft Report  
barriers.doc

- (8) **Skills Workforce Analysis**



skillsworkforce.pdf

- (9) **Institute for Employment Studies Tackling Unemployment among disadvantaged young people (2016)**



cpt0316.pdf

- (10) **Sci-Tech Daresbury Company Survey 2017.**

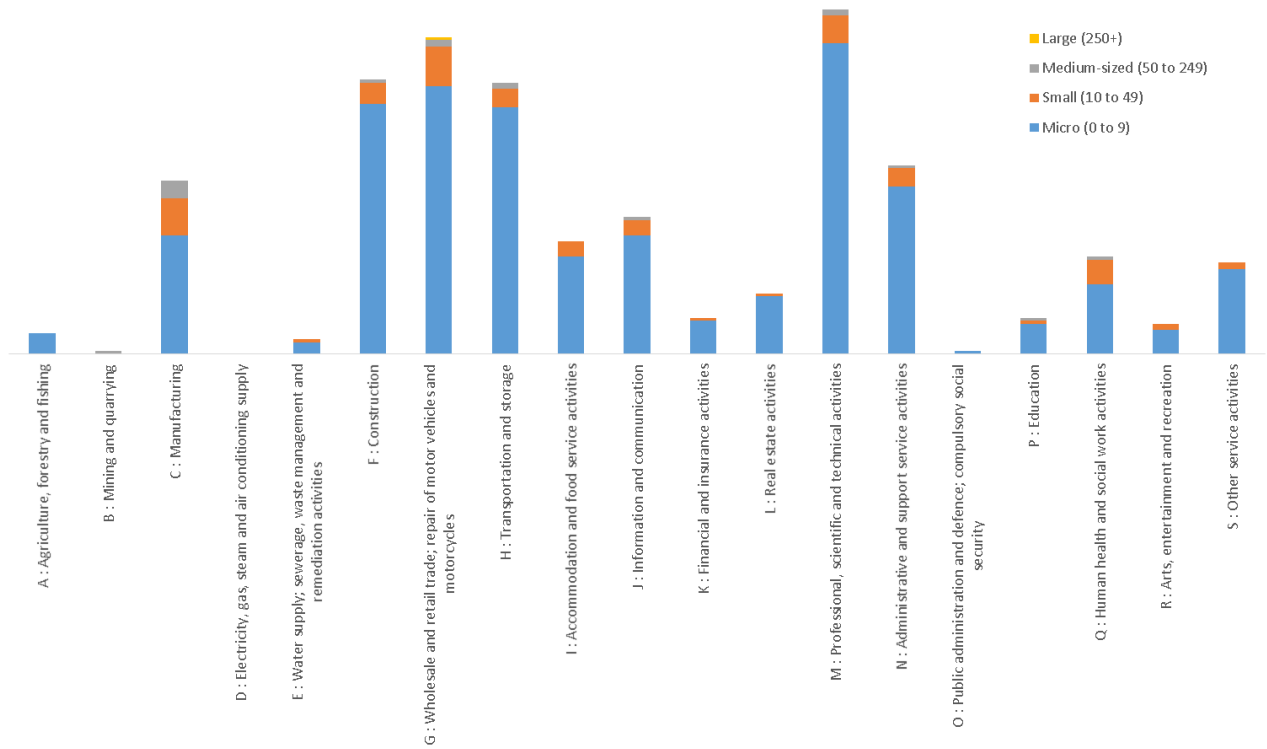


Campus survey  
feedback presentati

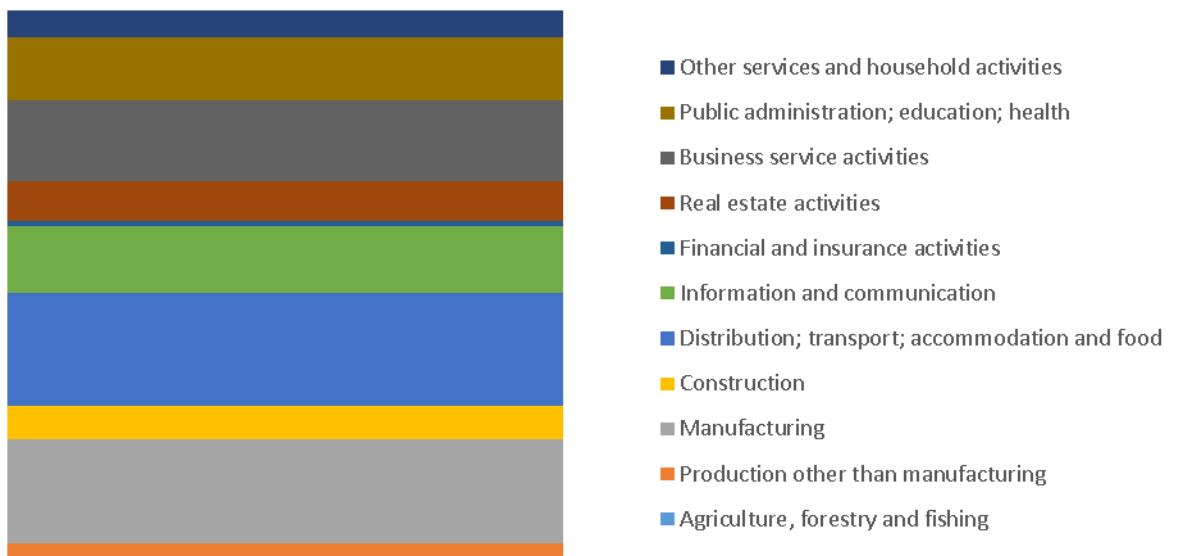
## Data Analysis

### Our Business Profile

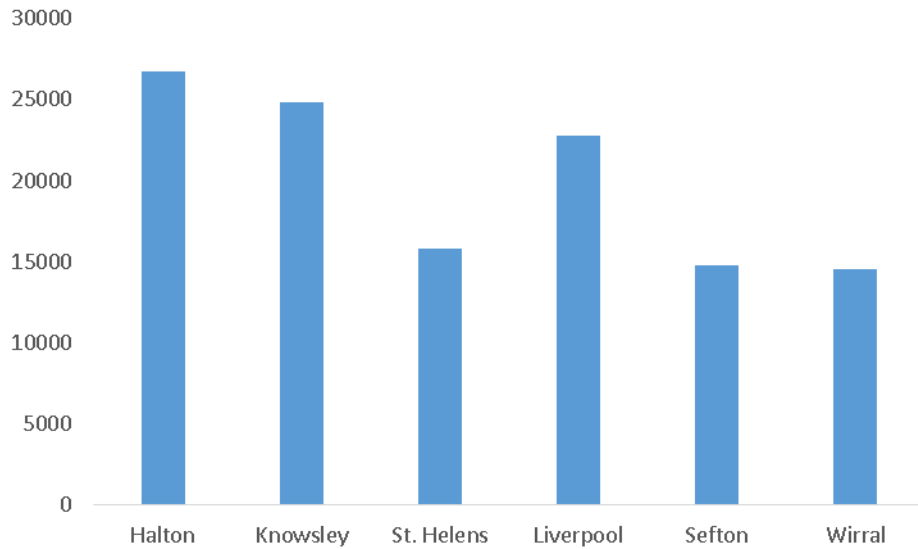
Halton has a large number of businesses in the higher sector: “Professional, scientific and technical activities”. Most businesses are micro or small businesses.



Within Halton, businesses in the “Distribution; transport; accommodation and food” sector have the largest increase in the value of the economy due to the production of goods and services.

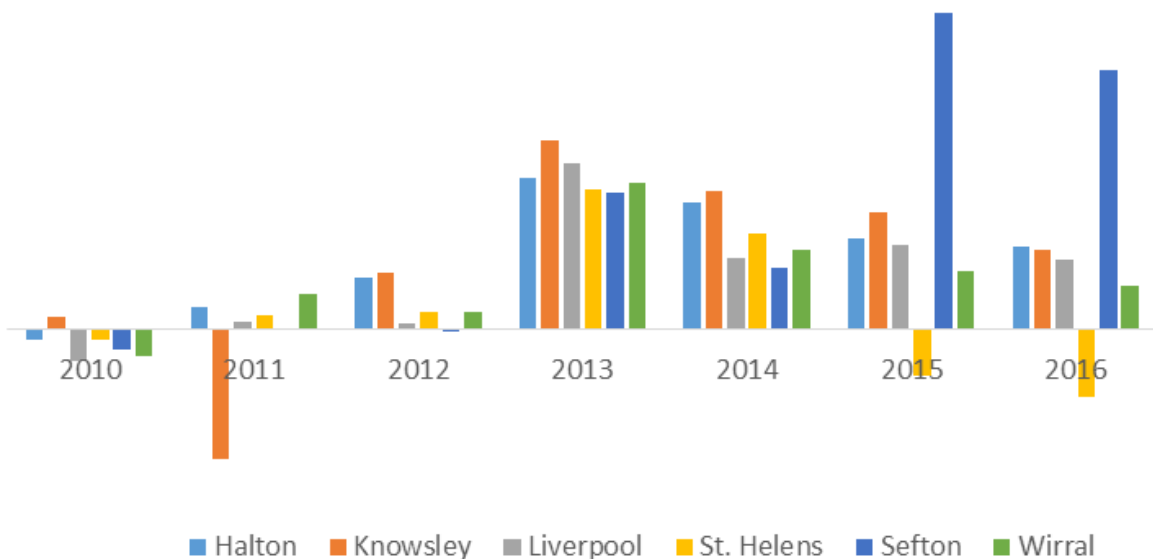


Halton performs well when compared to the rest of the City Region for GVA per head of population (2015).



Since 2010, business births (start-ups) have outweighed business deaths – with births increasing from 305 in 2010 to 645 in 2016.

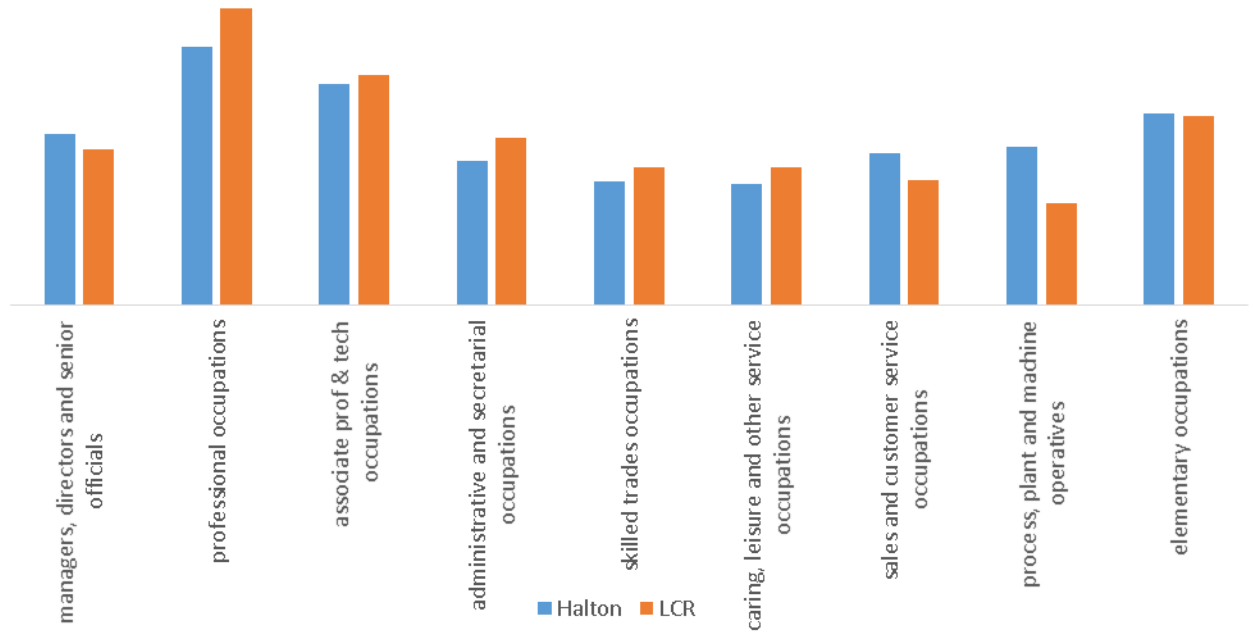
The chart below shows the Births to Deaths ratio since 2010 (negative = deaths outweighing births):



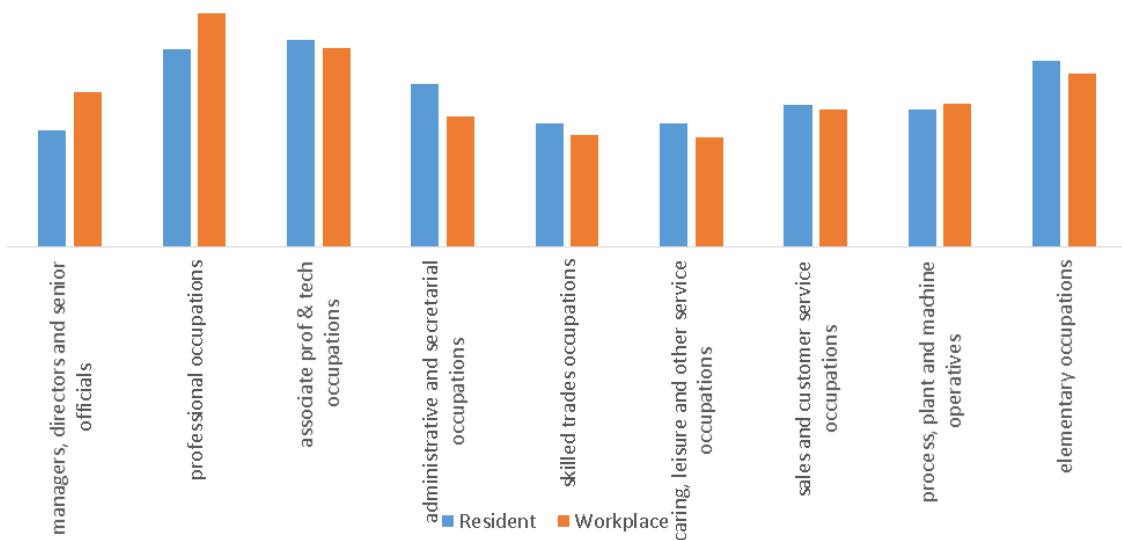
- An Employer Skills Survey conducted by Wavehill highlighted the large average number of vacancies in Halton (more than double) compared to the rest of the Liverpool City Region.
- Halton also has the largest number of companies reporting having ‘Hard to Fill’ vacancies (HTFV).

### Workforce

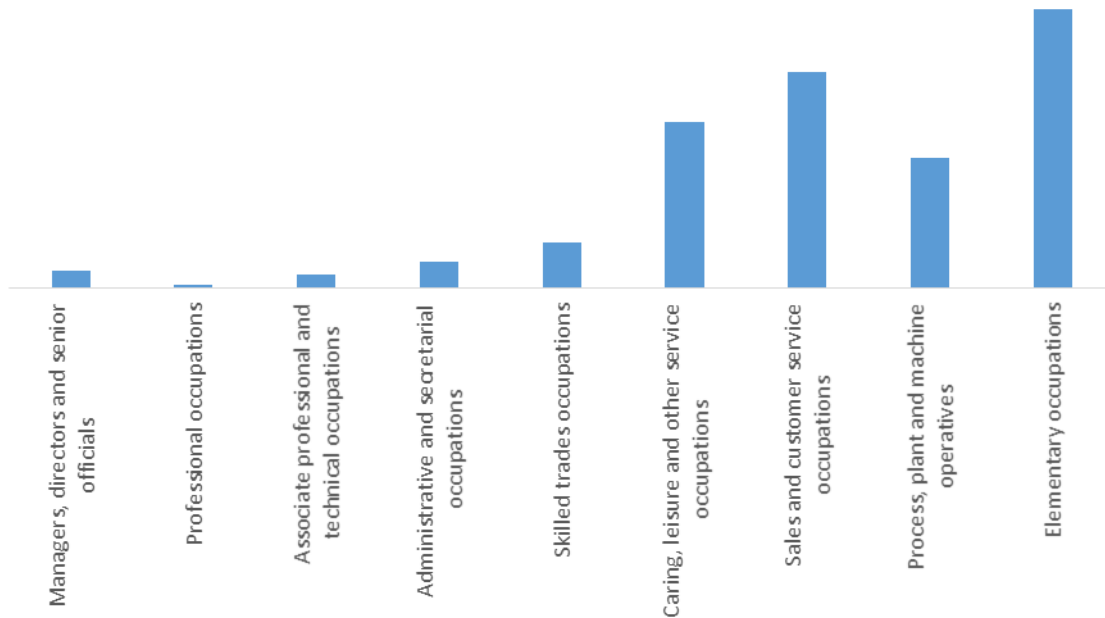
Similar to the rest of the LCR, Halton’s workforce consists of people working in the “higher” classification sectors. However Halton also has a larger proportion working in the “lower” sectors such as “process, plant and machine operatives”.



However, it looks like Halton residents are more likely to be employed in the lower skilled occupations:

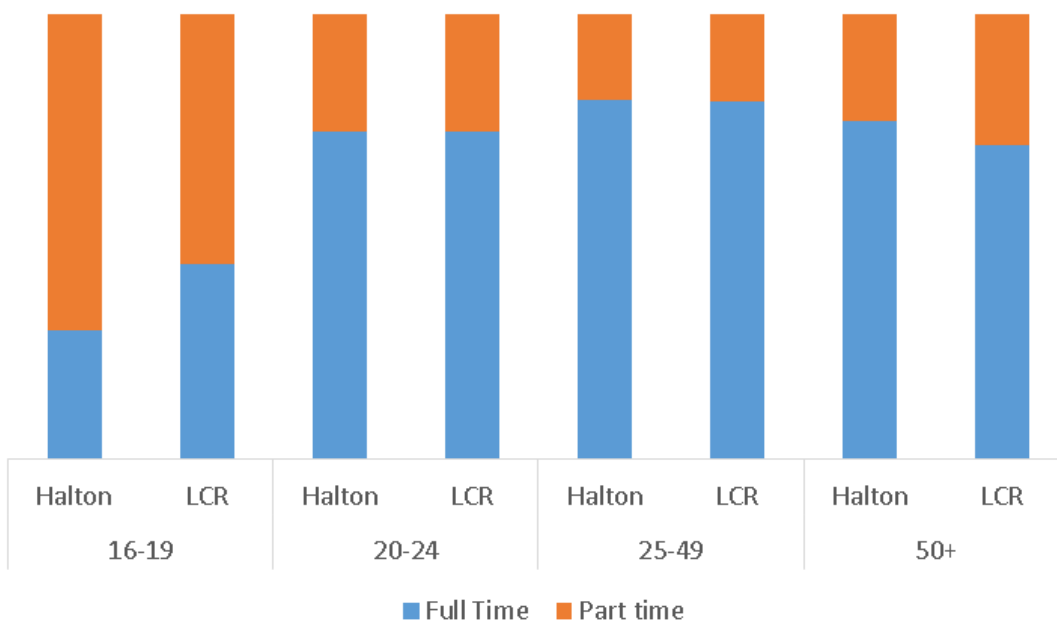


This could possibly be a contributor to low pay for Halton residents. The chart below shows the proportion of jobs nationally below or within 2% of national minimum wage/national living wage. The highest proportion is the elementary sector – which a large proportion of Halton residents work in (as the previous chart shows).



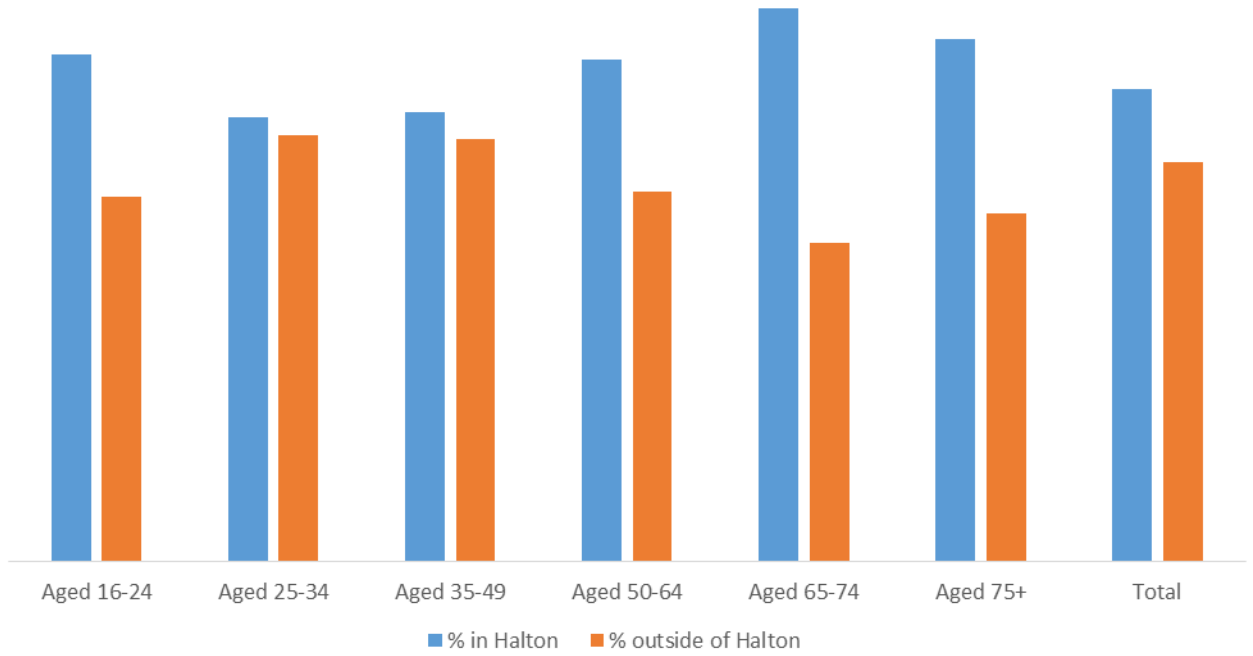
This is reflected in earnings statistics that shows Halton residents earn **£497.1** per week whilst people working in Halton earn **£562.0**.

The pattern for part time work for Halton residents follows the City Region pattern.



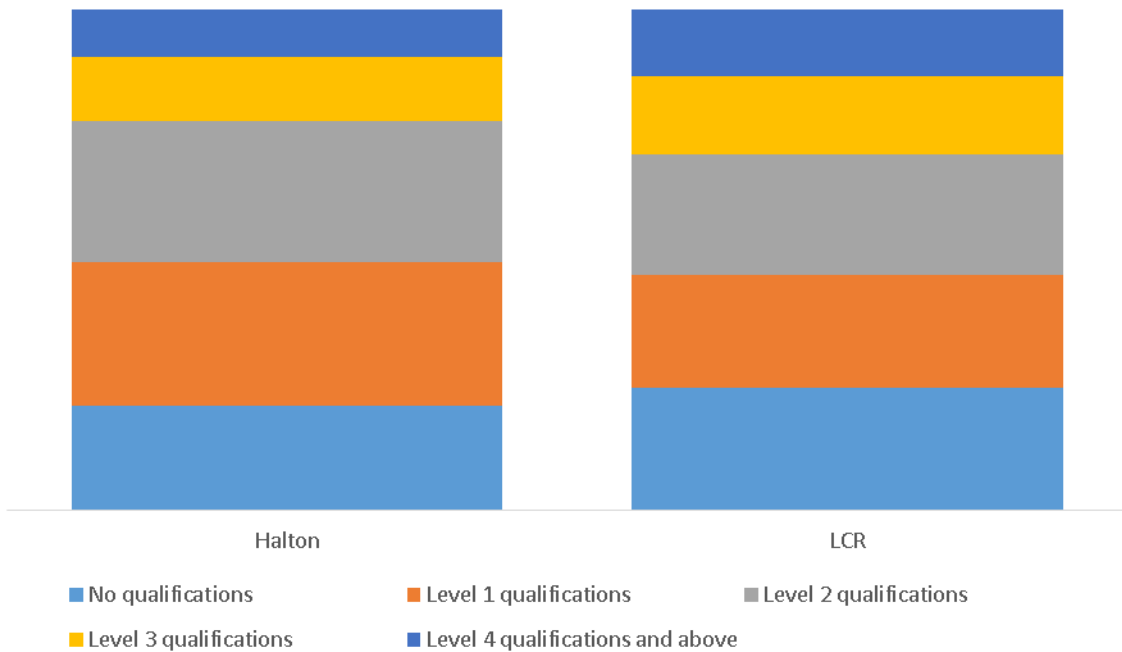
Halton’s resident working age population is forecast to decline over the next 20 years. A similar pattern occurs across the rest of the City Region with the exception of Liverpool.

Travel to work data from 2011 shows that the older resident age groups are more likely to work within the borough than travel out of the borough. However, for the younger age groups the difference is a lot smaller.



### People who are not working & Skills

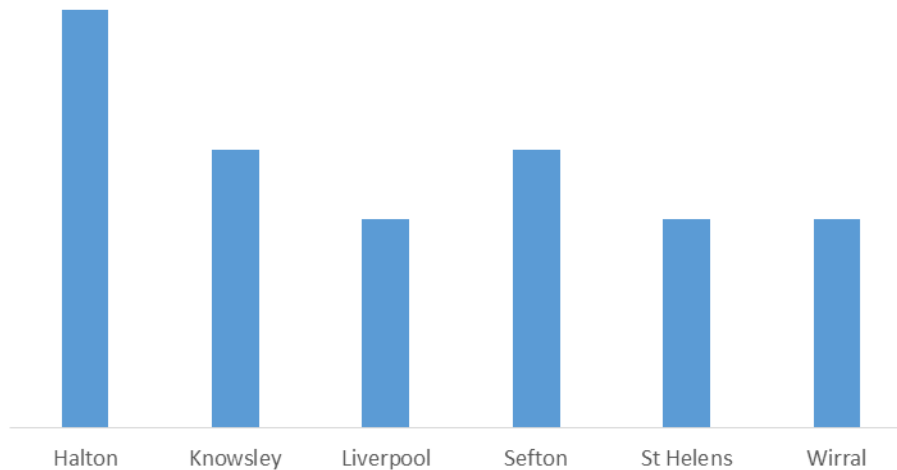
The 2011 Census showed that those classed as unemployed are more likely to have lower qualifications.





- Halton currently has the joint second highest average Attainment 8 score per pupil in the Liverpool City Region.
- Halton also has the second highest percentage of pupils achieving all components of the English Bacalaureate indicator.

The 2015 skills survey shows that employees in Halton identified a larger skills gap (6%) than other areas in the City Region:

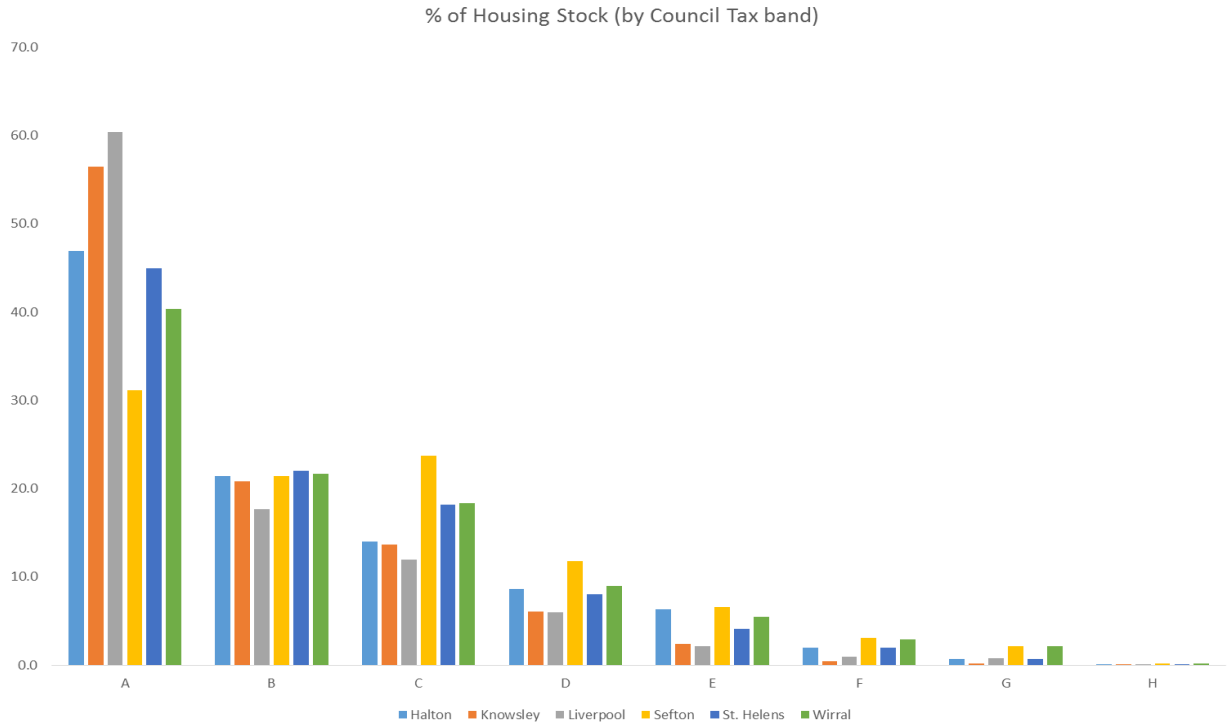


- The Employer Skills Survey conducted by Wavehill highlights that Halton has a higher proportion of employers citing shortages in technical skills and the second highest proportion for lack of general employability

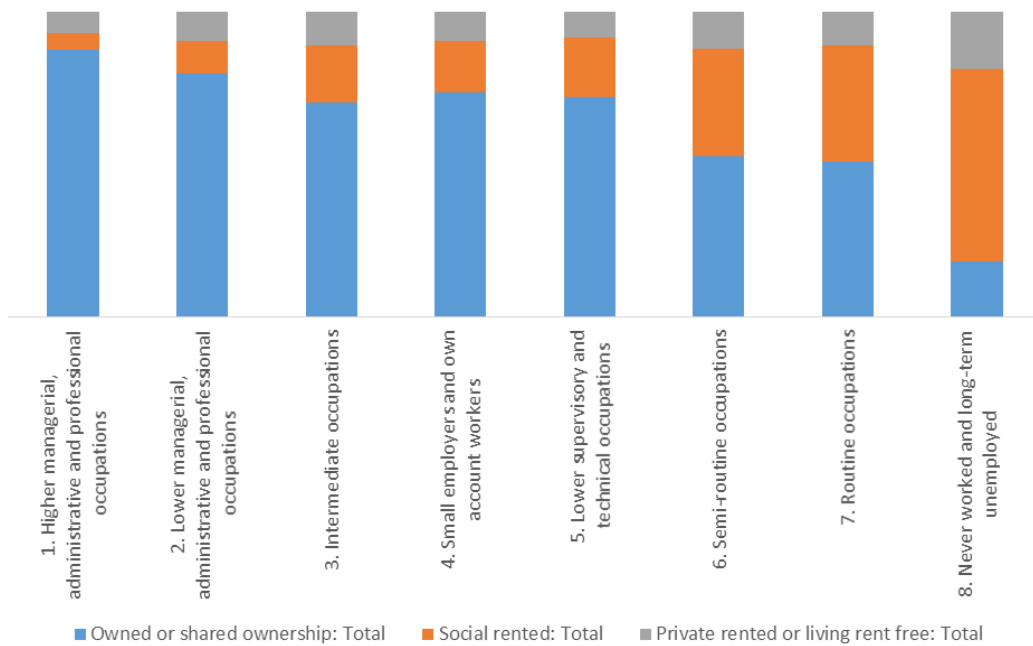
## Housing

Housing in Halton is affordable when compared to other areas. Halton's affordability ratio is 5.1 (ie housing costs 5.1 times earnings) whilst nationally the ratio is 7.7. Alongside this Halton has one of the lowest Council Tax rates in the Country.

Around a quarter of Halton's housing is Social Housing (again higher than national/regional figures). Halton also has the 3rd highest proportion of Band 'A' properties in the Liverpool City Region. This is higher than the regional average and considerably higher than the national average. Halton has the 3rd lowest proportion of Band 'F-H' properties in the Liverpool City region. This is lower than both the regional and national average.

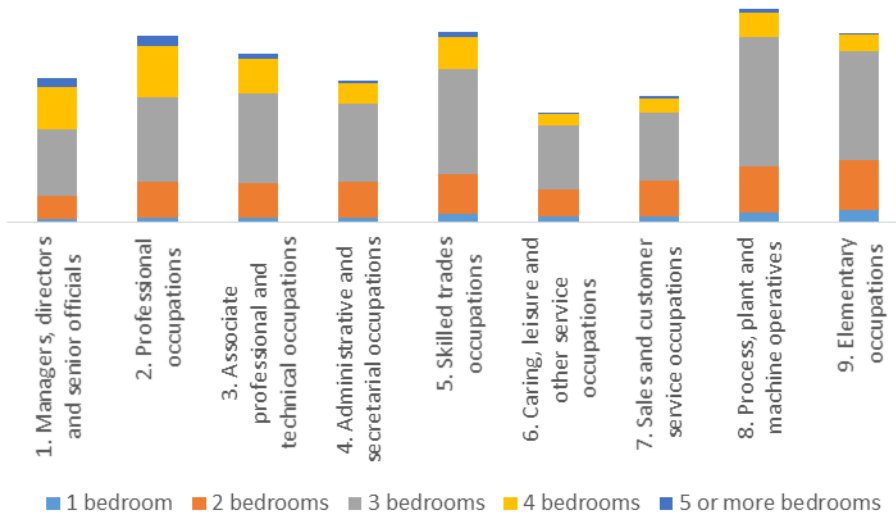


However, this may be one of the barriers to attracting people who are working in the higher occupations in Halton. The chart below shows tenure type by occupation type for Halton (as at the 2011 census).



**COUNCIL TAX BANDS AND CAN YOU DO OCCUPATION LEVEL BY NUMBER OF ROOMS**

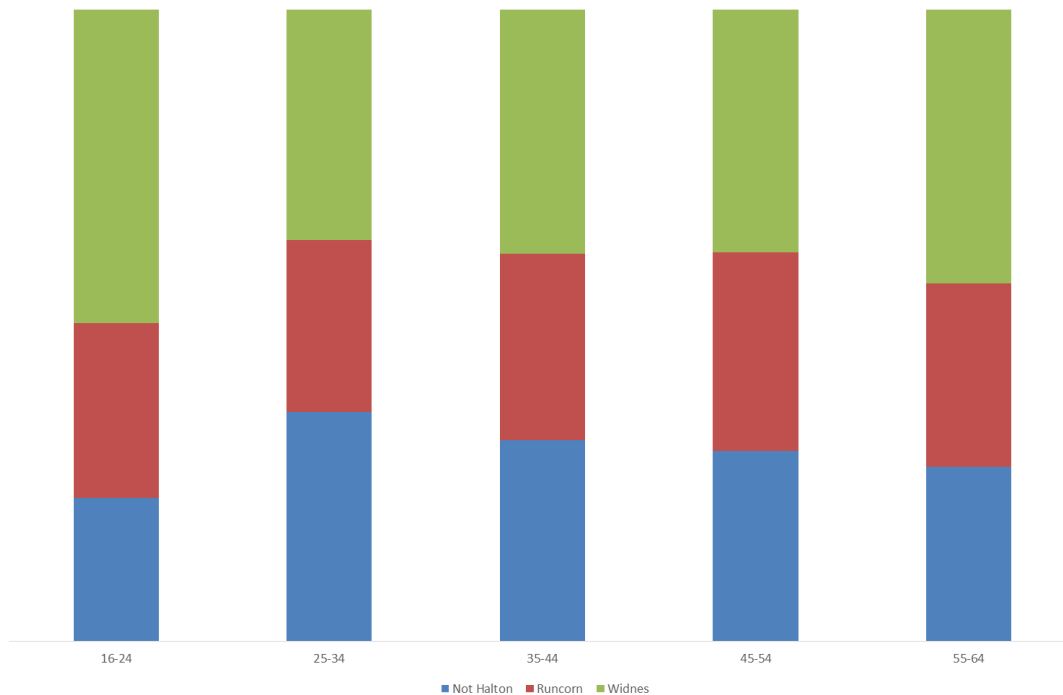
2011 Census data also shows properties with a higher number of bedrooms are more likely to contain residents employed in the higher occupation levels.



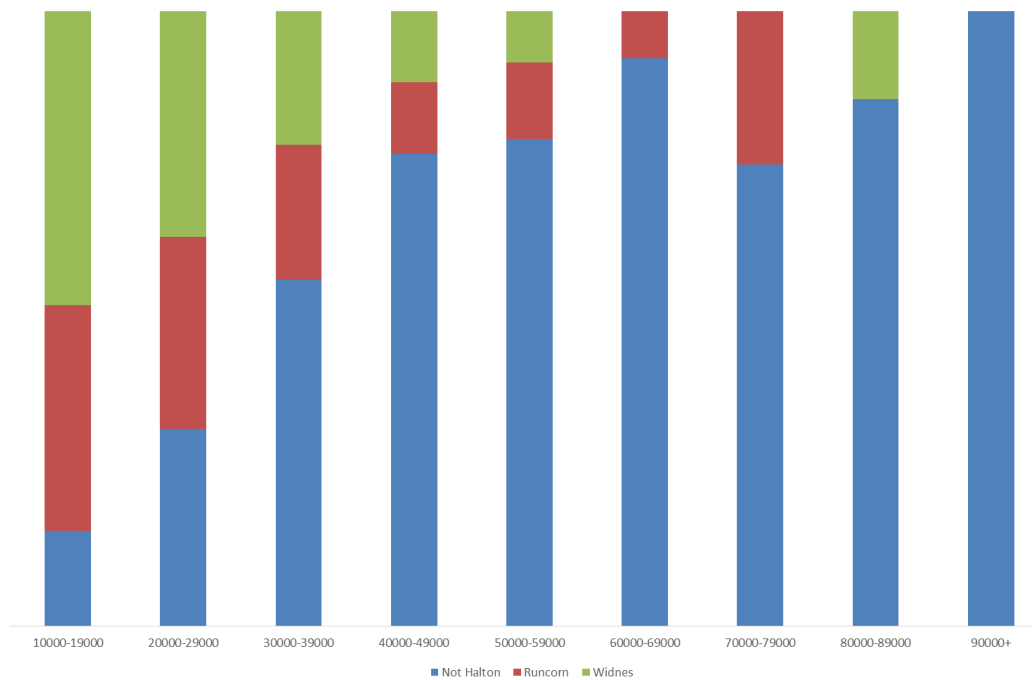
### Halton Borough Council Case Study

Halton Borough Council is one of the Borough's largest employers. Therefore an analysis of its workforce may highlight some of the issues across the whole of the Borough.

The workforce data corroborates some of the Borough wide analysis. The older the age group the more likely they are to be residents of the Borough.



The more you earn the less likely you are to reside in the Borough:



### Cost Benefit Analysis

Halton People into Jobs: possible opportunity to carry out a Social Return on Investment analysis.

Getting people into work has a wider impact across all services, some examples:

- [https://www.octaviafoundation.org.uk/assets/0000/1500/SROI\\_Report\\_Guardian\\_Version.pdf](https://www.octaviafoundation.org.uk/assets/0000/1500/SROI_Report_Guardian_Version.pdf)
- <http://www.socialvalueuk.org/app/uploads/2016/03/MillRace%20IT%20SROI%20case%20study%202005.pdf>

## Appendix 4 – Early Life Influences Relating to Future Employment

### Article illustrating teacher and parent involvement in career decisions 2016

<https://www.allaboutschooleavers.co.uk/articles/article/251/who-has-the-most-influence-over-young-people-s-career-decisions>

#### Finding out:

- AllAboutSchoolLeavers research shows that 58.46% of pupils go to their teachers to find out about specific companies and their school/college leaver job opportunities, while only 32.15% go to their parents to access this information.
- Teachers are the third most popular source of information for school and college leaver career opportunities, behind Google (81.51%) and careers advice/job websites (58.75%)

#### Decision making:

- 80.75% of school/college students say that their parents help them make key career decisions. 61.25% of survey respondents deem that parents have “the most influence” on their career decisions.

#### Conclusion

- When engaging with the target audience from a wider industry perspective, i.e. working to raise awareness of an industry as whole or raising the profile of apprenticeships, school leaver programmes and sponsored degrees, it is advisable to focus on reaching parents with these messages.
- Teachers are vital in helping school and college students to refine their choices once these headline decisions have been made

### Making the links: poverty, ethnicity and social networks 2013

<https://www.jrf.org.uk/report/making-links-poverty-ethnicity-and-social-networks>

This article is centred on ethnicity and poverty however some of the conclusions of how social networks improve or hinder movement from poverty are useful

- Mentoring could be powerful in promoting positive use of networks for gaining work, setting up businesses and progressing to better jobs. There would be value in piloting peer mentoring within the workplace and for those finding a return to work problematic.
- Employer action is required to address the negative ‘grace and favour’ aspects of networks in recruitment and promotion. Organisations should routinely review the extent to which informal workplace networks discriminate in access to employment and progression in the workplace.
- As online access increasingly becomes the default for service provision, the need to promote digital fluency becomes more urgent. Social media clinics, with an emphasis on network awareness, could be developed and linked to digital champions in Job Centre Plus.
- High quality volunteering helps develop links beyond family and community: its importance needs to be recognised, as does the diversity of motivations for taking up unpaid work in the community.
- It is seen as important tool to be able to ‘Network’ away from the familiar networks of family and friends. It is also noted that it is hard for people in low paid, long hour jobs to find a way to network outside of this environment and therefore new opportunities may be limited.

## **Time to change report press release and a short summary 2017**

<https://www.gov.uk/government/news/an-analysis-of-2-decades-of-efforts-to-improve-social-mobility>

full document link: <https://www.gov.uk/government/publications/social-mobility-policies-between-1997-and-2017-time-for-change>

Working lives Chapter (pg68-85) Recommendations page 85

The Government should:

- Introduce a new ambition to make the UK the country with the lowest level of low pay in the OECD by 2030.
- Increase the number of high-skilled jobs in the regions and particularly in social mobility cold spots, by encouraging and incentivising public sector bodies and private companies to base themselves in those areas.
- Devolve accountability and resources to enable the development of local skills strategies that bring employers to those areas.
- Forge a new concordant with employers behind a national drive to improve career progression underpinned by increased investment in skills policies - including high quality apprenticeships.
- Make socio-economic diversity in professional employment a priority by encouraging all large employers to make access and progression fairer, with the Civil Service leading the way as an exemplar employer.

Young People Chapter (pg 49-67) Recommendations page 67

The Government should:

- Set a new aim to halve the attainment gap in level 3 qualifications within the next decade through new policies including T levels, apprenticeships, and extra support and accountability reforms for further education colleges.
- Refocus apprenticeship policy on young people and on higher-quality apprenticeships.
- Ensure careers advice and support is available in all schools via greater emphasis on destinations measures plus increased training and time in the curriculum.
- Ensure that higher education is available via further education colleges in social mobility coldspots.
- Encourage universities to focus on helping students succeed in the labour market by measuring graduate outcomes and offering better careers advice and work experience opportunities.



St. Berteline's and St. Christopher's  
Parish Church of Norton

THE CHURCH  
OF ENGLAND  
Diocese of Chester

## Stakeholder Engagement

A feasibility study was completed in 2018 to consider the assets and community access to activity and services on Windmill Hill and seek options for future development to create a hub approach. The study set out a number of options which resulted in community consultation on three options and stakeholder feedback.

The Steering Group for the feasibility study considered the recommendations, community consultation and stakeholder feedback in November 2018 and agreed to progress plans to develop St Berteline's Church site at this stage. Other recommendations would be on hold and may be revisited at a later stage however, the options detailing community shop are no longer viable as an alternative site has been secured.

In progressing the development of options for the St Berteline's Church site it is important we revisit with partners plans for delivery of services or potential use of the site. We need to understand the accommodation requirements to progress architectural plans and costings accordingly and develop the business plan that will be required to secure capital funding. This further piece of work is required to revisit details from previous stakeholder engagement and understand involvement of the project and site moving forward.

If you can complete the template and return to Nicola Goodwin, [nicola.goodwin@halton.gov.uk](mailto:nicola.goodwin@halton.gov.uk) by Monday 15<sup>th</sup> April 2019, Alternatively, if preferred, a meeting can be arranged to jointly complete; if you get in touch with Nicola to arrange. The information gathered will inform the brief to the Architects to develop the plans to the next stage.

Partner Organisation

--

Contact Name

Contact Email

Contact Telephone Number

--

**Stakeholder Engagement Feedback**

**Q1 Does your organisation have a vision for its future role in Windmill Hill?**

Yes

No

**Q2 Please provide a description of services or activity that you could deliver in community space at St Bertaline’s Church, Windmill Hill:**

--

**Q3 Would space being available on Windmill Hill enable your organisation/service/activity to connect with or reach residents that you are currently unable to?**

Yes

No

Please describe why you answered this way:

--

**Q4 Would space being available at Windmill Hill provide an opportunity for your organisation to consider creative & innovative ways to deliver your activity?**

Yes

No

Please describe why you answered this way and if Yes, would you consider possible collaborative approaches with other organisations:

--

**Q5 Would being part of a collaborative environment delivering in the heart of Windmill Hill provide any solutions (to common and/or shared issues) to common and/or shared issues for your organisation, service area or activity?**

Yes

No

Please describe why you answered this way and where possible reference any common or shared issues you address with other stakeholders:

--



**Q6 Do you have any evidence, research or objectives to support the need to deliver your service or activity in this way?**

Yes  No

Please describe why you answered this way:

**Q7 Who would be the beneficiaries of your service /activity?**

**Q8 Please provide an early indication of target numbers for reach? If you are unable to quantify this please explain below why this may not be possible at this stage:**

**Q9 Please comment here on the diversity of the beneficiaries. Will delivering in the neighbourhood support reach to different cohorts of the community?**

Yes  No

**Q10 Is there scope for engaging with volunteers and if so how would they be supported?**

Yes  No

**Q11 What size of accommodation would be required to deliver your service / activity?**

Hall Space  Small Counselling Room  Training Room   
Kitchen Space  Large Hall Space

Other, please specify below:

**Q12 Would you have any particular requirements?**

Clinical Hall Space  Storage  Digital Access   
Catering Equipment

Other, please specify below:

**Q13** Would delivering in this way on Windmill Hill present value for money for your organisation?

Yes

No

Please describe why you answered this way:

**Q14** Can you summarise your anticipated outcomes for delivering in a community setting on Windmill Hill?

**Q15** What resources could you contribute?

Staff Delivery of Sessions

Room Hire Contribution

Equipment

Other, please specify below:

**Q16** What would be your ongoing commitment to this project?

Member of Steering Group

Interested party but not in position to provide commitment

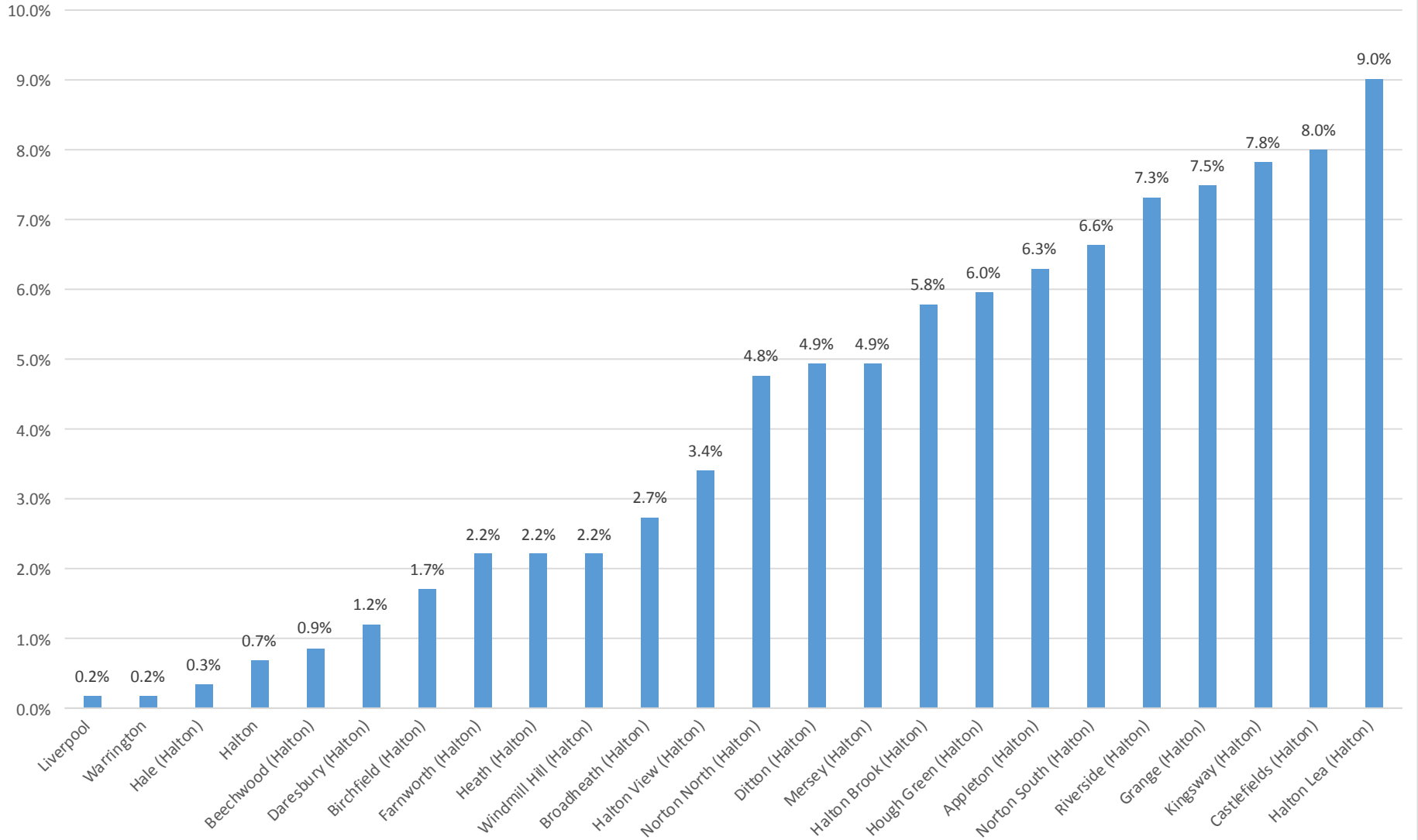
Key partner for service delivery

Key partner for funding

Named partner to support funding bids

Other, please specify below:

## Enrolments per Ward



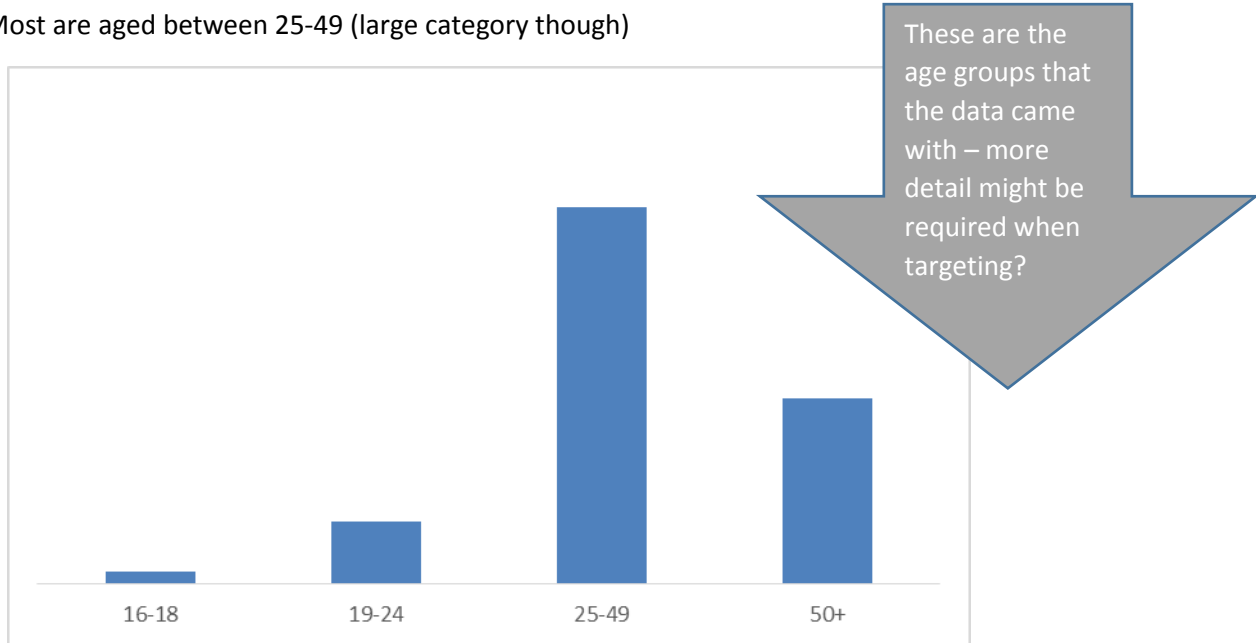
Liverpool	0.2%	1
Warrington	0.2%	1
Hale (Halton)	0.3%	2
Halton	0.7%	6
Beechwood (Halton)	0.9%	8
Daresbury (Halton)	1.2%	12
Birchfield (Halton)	1.7%	13
Farnworth (Halton)	2.2%	18
Heath (Halton)	2.2%	19
Windmill Hill (Halton)	2.2%	28
Broadheath (Halton)	2.7%	21
Halton View (Halton)	3.4%	28
Norton North (Halton)	4.8%	50
Ditton (Halton)	4.9%	52
Mersey (Halton)	4.9%	48
Halton Brook (Halton)	5.8%	52
Hough Green (Halton)	6.0%	53
Appleton (Halton)	6.3%	58
Norton South (Halton)	6.6%	59
Riverside (Halton)	7.3%	72
Grange (Halton)	7.5%	72
Kingsway (Halton)	7.8%	68
Castlefields (Halton)	8.0%	70
Halton Lea (Halton)	9.0%	67

## Adult Learning Customer Profiling 2015-2018

**3,262** actual customers over the last 3 years (2018) – **65%** of which have attended more than one course (repeat customers?).

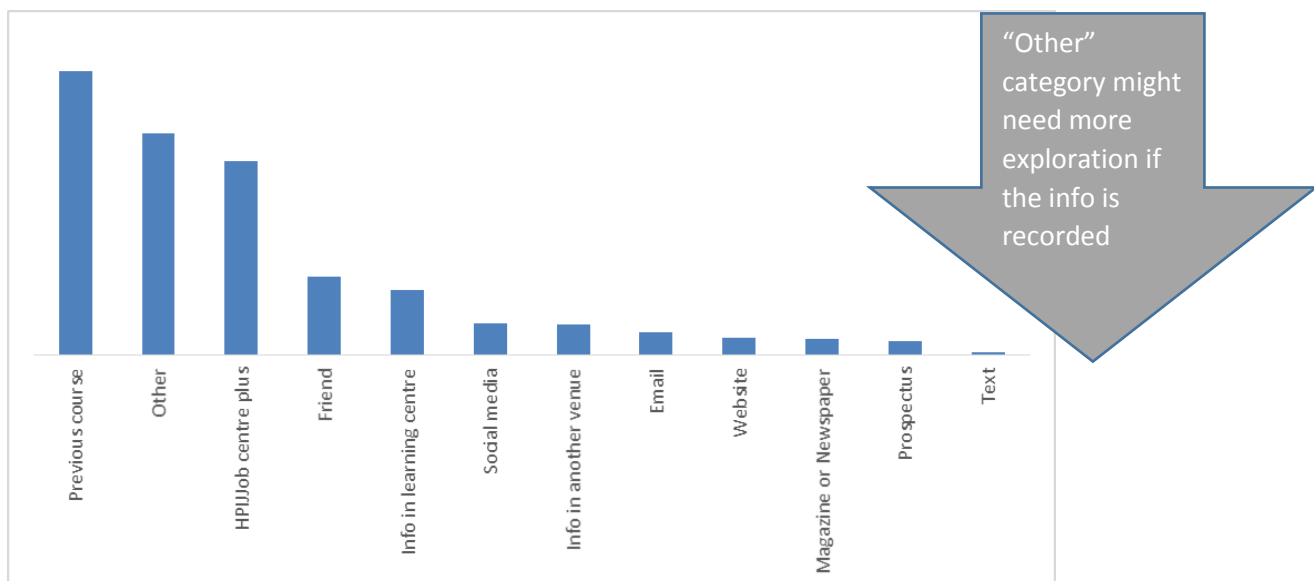
### Age & Gender

- 72% of customers are female and
- Most are aged between 25-49 (large category though)



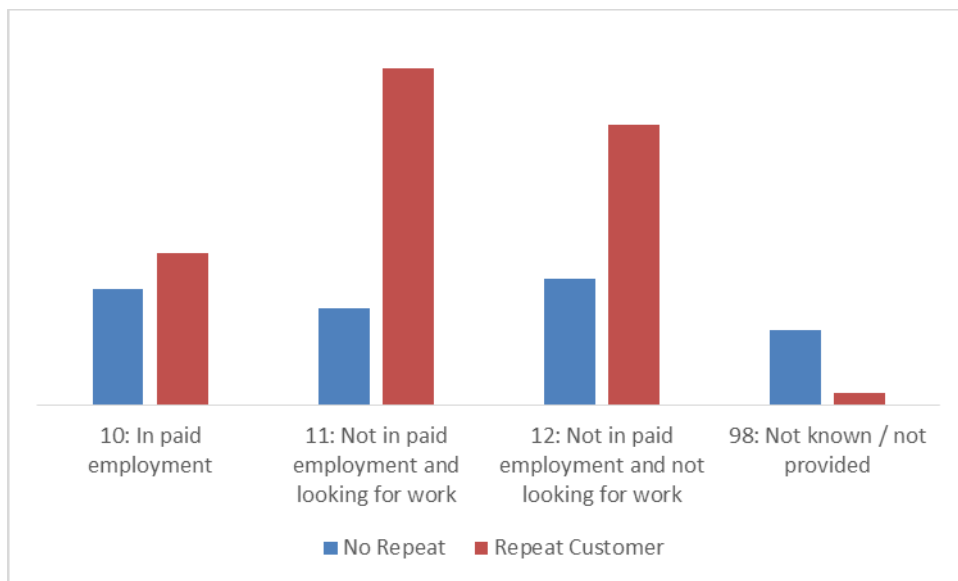
### Source of referrers

- Mainly repeat or referred to. Prospectus is low considering work put in? Also social media performs relatively well? Also no referral form on website – can add?

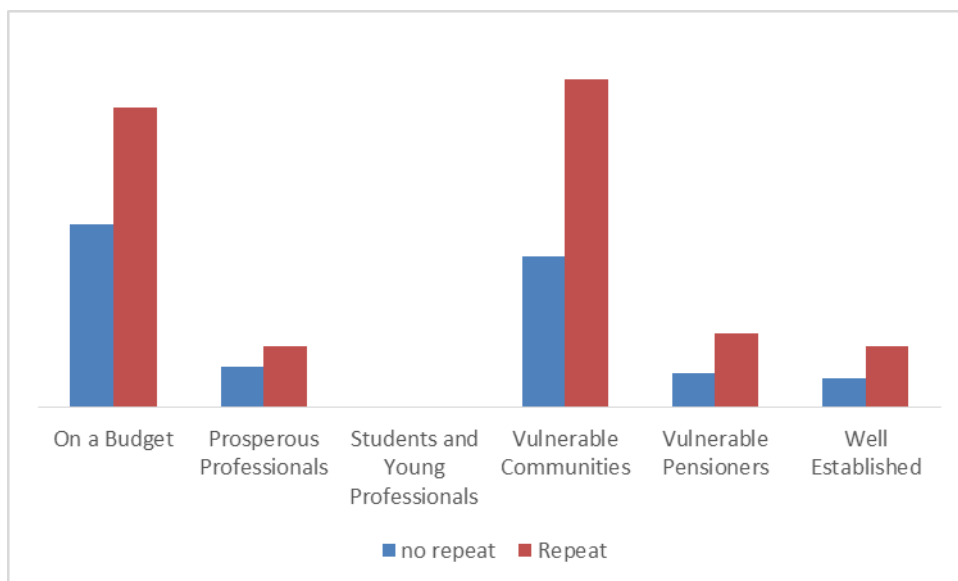


Economic Status V repeat customer

- Customers tend to not be in employment (as they are referred from HPIJ/Job centre). Those who are in employment the gap is closer between no repeat customers/repeat customers

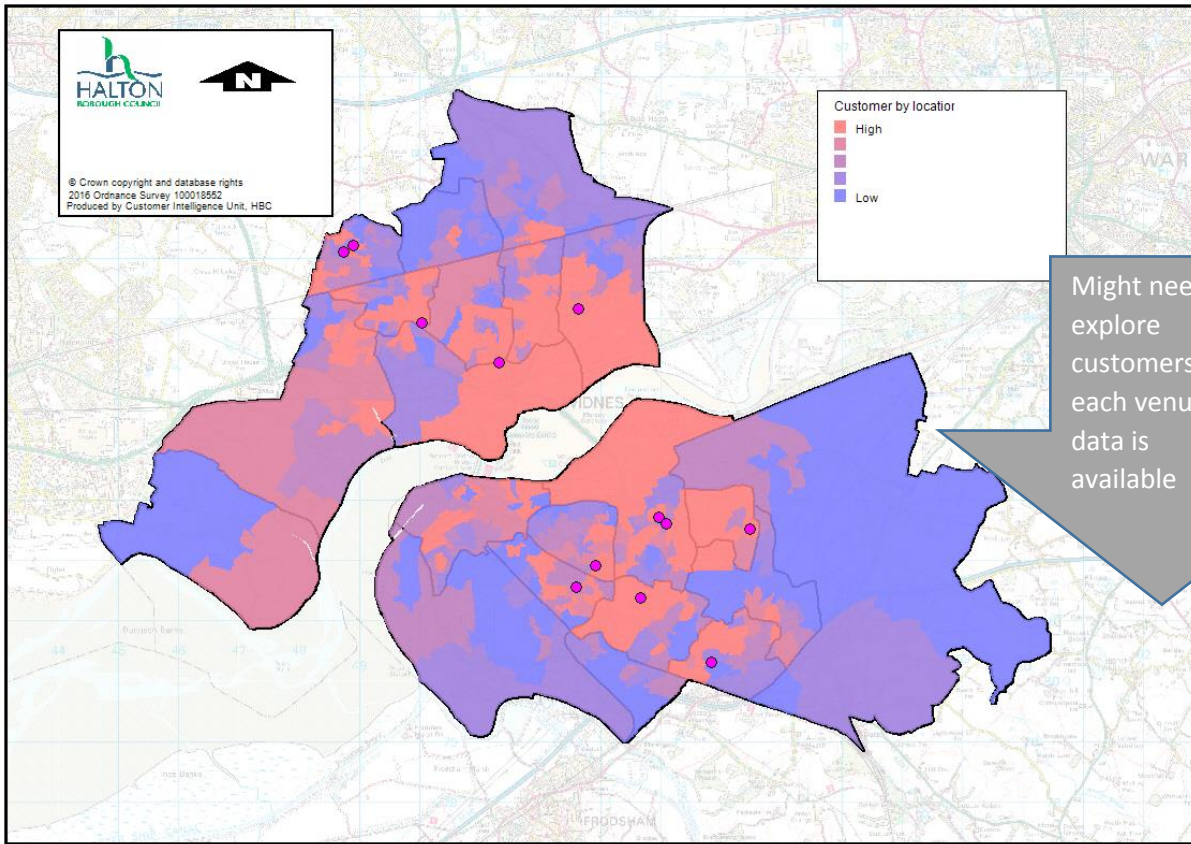


- Perhaps not a surprise given the high number of not in paid employment, customers tend to be from more deprived backgrounds

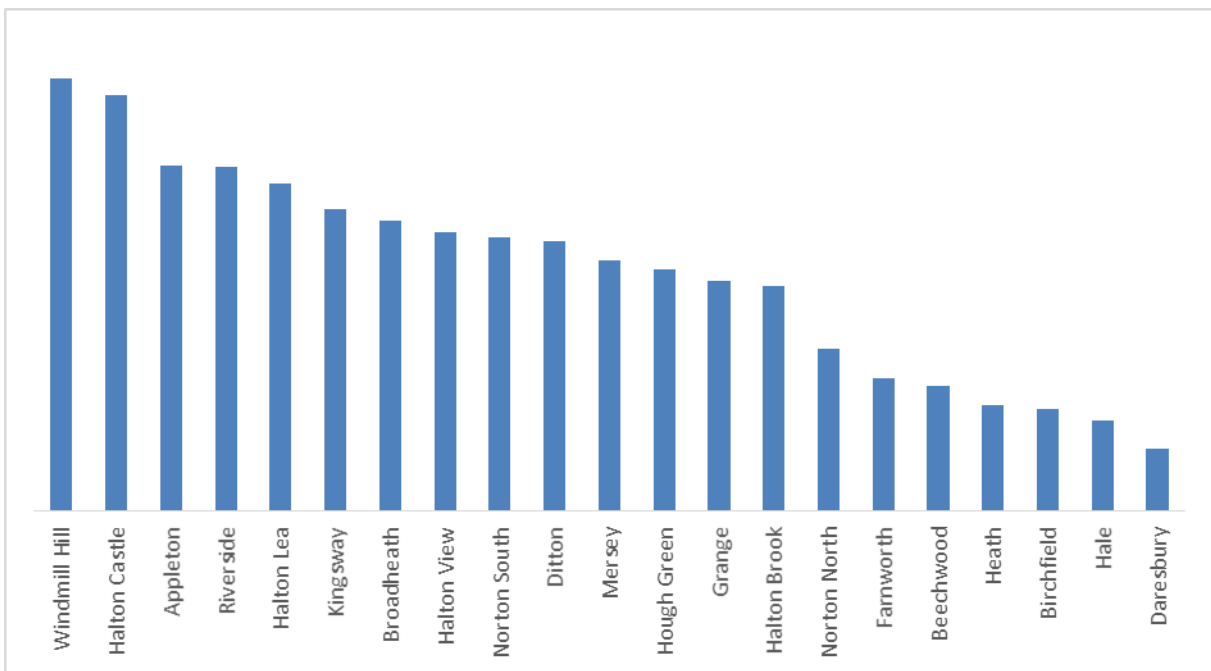


Where are customers from?

- Customers perhaps clustered around venues. But also from our more deprived areas. Attracting a wider offer might be challenging?

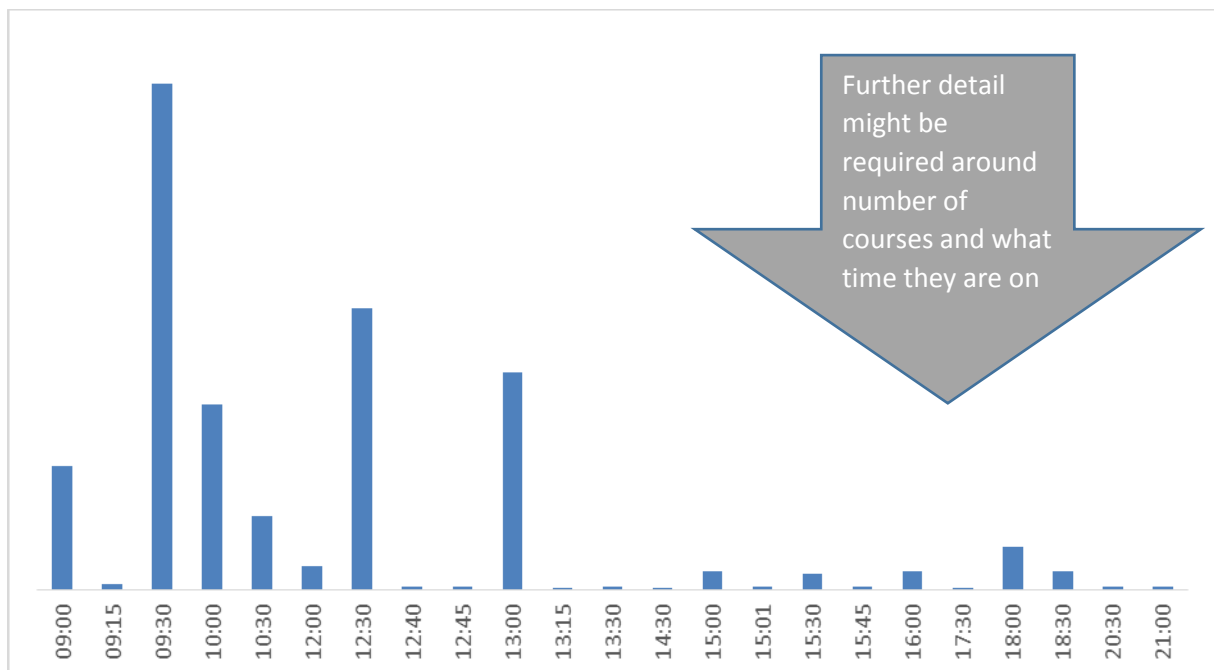


- Customers as % of 16+ ward population:



### Course start times by customers attending

- Early morning popular but this may be due to more courses on at that time. Similar with the 18:00 spike



### Evening Customer (courses starting after 17:00)

Around **185** customers who have attended evening classes. There are some differences in those customers attending evening classes:

- Age group/Gender the same
- More likely to be in paid employment
- 97% repeat customers



## Detailed Course Analysis: Total qualifications (> 20 qualifications) by age and referrer

Qualification	Prospectus	Friend	Info in learning centre	Text	Previous course	Magazine or Newspaper	Email	HPI/Job centre plus	Website	Social media	Info in another venue	Other	16-18	19-24	25-49	50+	Total Qualifications
Non regulated Community Learning provision, Foundations for Learning and Life	3	56	36		146	11	9	205	13	13	11	78	72	397	2029	1134	3632
Non regulated Community Learning provision, Crafts, Creative Arts and Design	3	16	18		115	2	16	11	9	17		39	17	45	606	543	1211
Non regulated Community Learning provision, Child Development and Well Being	2	22	15	4	97		15	8	2	9	16	149	6	49	772	44	871
Non regulated Community Learning provision, ICT for Beginners / Basic Online Skills	2	2	16	1	26		5	21		1		7	8	1	7	167	357
Non regulated Community Learning provision, Health and Social Care	3	15	12		66	2	5	17	2	2		8	22	1	34	243	139
Functional Skills qualification in Information and Communication Technology (ICT) at Entry 2		4	3		35		3	14	1	1		3	4	0	4	107	150
Functional Skills qualification in Information and Communication Technology (ICT) at Entry 3	1	1	2		50		1	38		2		1	5	0	6	110	124
Non regulated provision, Level 1, Maths		3	8		33		2	7	2	1		1	28	1	15	185	34
Functional Skills qualification in English		3	1		60		1	6					8	3	17	154	34
Non regulated provision, Level 1, English		6	6		24	1	3	11	1	2		2	22	0	14	158	30
Functional Skills qualification in Mathematics	1	3	3		39	2	1	5		3		1	9	1	14	137	24
Non regulated provision, Entry Level, English		3	4		21			19	2			1	6	1	27	93	39
Certificate in Employability Skills (QCF)		3	1		1			29				1	2	1	24	78	32
Non regulated Community Learning provision, Preparation for Work		1	1		22			4				3	4	4	76	36	120
Award in Employability Skills (Entry 3) (QCF)								6					4	17	48	23	92
Certificate in Supporting Teaching and Learning in Schools (QCF)		6	2		8	1		2		3			0	10	69	2	81
Award in Employability Skills (QCF)		2						6				1	2	19	42	17	80
Certificate in Employability Skills (Entry 3) (QCF)					3			11				2	1	21	34	22	78
Non regulated provision, Entry Level, Maths	1	5	3		15	2	1	3	1	3		2	0	12	49	15	76
Functional Skills qualification in English at Entry 3			1		13							2	2	7	45	13	67
Non regulated provision, Level 2, Maths		2			9	2	1		2			3	0	7	51	8	66
Extended Award in Employability Skills (QCF)								4				1	1	3	14	31	16
Functional Skills qualification in Information and Communication Technology (ICT) at Entry 1		5	2		20	4		15				2	1	0	0	18	45
Functional Skills qualification in Mathematics at Entry 3					9								0	7	29	8	44
Non regulated Community Learning provision, Sociology and Social Policy													0	7	25	8	40
Non regulated provision, Level 2, English		1			14							1	2	0	1	27	9
Certificate in Caring for Children (QCF)		1			1		1	2		2		2	0	4	28	1	33
Functional Skills qualification in English at Entry 2					5			1					0	1	17	14	32
Award in Employability Skills (Entry 2)					1			1				1	0	5	16	9	30
Functional Skills qualification in Information and Communication Technology (ICT)			1		18		1	4				1	0	0	15	10	25
Extended Award in Employability Skills (Entry 3) (QCF)								5					1	4	12	4	21

<b>REPORT TO:</b>	Employment, Learning & Skills and Community PPB
<b>DATE:</b>	24 <sup>th</sup> June 2019
<b>REPORTING OFFICER:</b>	Strategic Director, Enterprise, Community & Resources
<b>PORTFOLIO:</b>	Employment Learning & Skills and Community
<b>SUBJECT:</b>	One Front Door – Liverpool City Region’s Inward Investment Service
<b>WARDS:</b>	Borough Wide

## **1.0 PURPOSE OF THE REPORT**

- 1.1 Update Members with One Front Door for the Liverpool City Region - a new delivery model for engaging with new prospective investors.

## **2.0 RECOMMENDATION: That the Policy and Performance Board receive the update.**

## **3.0 SUPPORTING INFORMATION**

### **What is the Inward Investment Service?**

- 3.1 The inward Investment Service is the approach taken within the Liverpool City Region to attracting investment into the area. With intense demand for investment among city regions it is crucial that the approach taken is as effective and efficient as possible.

Recently published information from Ernst and Young highlighted the fact that that the Liverpool City Region was performing below par(compared to other city regions) with attracting businesses (particularly large investments) to the area but was “punching above its weight” with attracting tourists and overseas students to the city region, compared to other areas.

### **What is the Liverpool City Region Approach?**

- 3.2 The approach taken is one of “honest broker” when an investor shows interest in the Liverpool City Region. For example, when a business looks to invest in the area all appropriate sites are presented to them (without prejudice) in order to ensure that the client is at the centre of the enquiry. This approach ensures the best possible service for potential investors whilst negating any potential external interference.

Over the years Halton has benefited from a collaborative approach and joint working with city region colleagues which has helped to raise the profile of the Borough.

**Was it viewed as successful?**

- 3.4 The general view is that Halton and Halton's businesses "punch above their weight" and lead the export drive for the Liverpool City Region (businesses in Halton are more likely to serve markets outside the City Region than the other constituent authorities, including Liverpool CC).

Halton benefits as a slipstream of the "attack brand" of Liverpool as with international an investment a high profile and recognisable branding gains optimum attention to the Borough.

We demonstrate a level of success with attracting investment and more so with the retention and expansion of indigenous businesses.

**What has happened recently?**

- 3.3 At the end of 2017, Liverpool City Region Combined Authority members agreed to review the function and interplay amongst the CA, Liverpool Vision, the LCR Local Enterprise Partnership and Merseytravel, with the object of eliminating duplication.
- 3.4 As part of this review feedback from the private sector suggested that LCR's investment landscape was confusing and fragmented, the Combined Authority agreed to undertake a review of its investment services offer. Its objective was both to identify areas of duplication and opportunities for improvement, under the label "One Front Door".
- 3.5 The review provided an opportunity for LCR to improve investor experience and work in partnership with key stakeholders to develop a collaborative service, potentially enhancing what is already provided.

**Scope**

- 3.6 The Investment services deliver activities to ensure successful inward investments with the aim of generating economic growth and wellbeing.

**The review included:**

- 3.7 Place marketing, i.e. the way a place presents itself to businesses and investors outside its own boundary; place marketing typically comprises attendance at conferences (like MIPIM), pro-active outreach (like engaging with business leaders in London) and presenting the place in a coherent way to stakeholders (like the Department for International Trade).

- 3.8 Inward investment services, i.e. the services a place offers to businesses and investors interested in committing to that place; this is an account management function, helping would-be investors understand the place, its networks and leaders, and the opportunities available.

Key requirements for an investor:

1. Good account management
  2. Provision of high-quality, relevant data
  3. Timely access to peers and senior decision makers
- 3.9 One conclusion of the One Front Door review was to introduce a one front door team and separate Board with 4 private sector and 4 non-private sector representatives. Terms of reference included as **Appendix 1**

### **Core Functions of one front door team**

The Team is responsible for:

### **3.10 Place Marketing Management**

- Develop LCR place based marketing strategy; ensure clear, consistent messaging, linking in with other strategies and policies, and commissioning activities to deliver on agreed objectives
- Administer a commissioning function that allows third parties to request financial and resource support for place marketing activities (whether marketing, events or evangelising)
- Report activity and performance, including for monitoring and evaluation

### **3.11 Inward investment services**

- Operate as the natural starting point for inward investment inquiries
- Solicit and collate contributions from stakeholders to generate investment proposals
- Provide a platform for operational collaboration amongst local authorities and other stakeholders
- Manage the investor journey and/or hand over the relationship to local partners under agreed protocols
- Maintain a central database of activity and relationships
- Report activity and performance, including for monitoring and evaluation
- The One Front Door Board will have a delegated element of SIF (£10million) and the power to make decisions to support and

influence investments. Please see Appentix1 for terms of reference.

### **Halton Council Support**

- 3.12 Each local authority (either directly or contracted out) will deliver a local complementary investment service to support the core function but this is not duplication, rather a more bespoke service should a site be preferred following the initial sift.
- 3.13 The business Improvement and Growth Team is supporting the development of the service and monitor and feedback any improvements.

### **4.0 POLICY IMPLICATIONS**

There are no policy implications associated with this report.

### **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**

This work is providing intelligence to support the development of skill in Halton.

#### **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 work will lead to improvement particularly with business premises and infrastructure.

### **7.0 RISK ANALYSIS**

There are no implications associated with this report

**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**

None under the meaning of the Act.

## Appendix 1

### **A. Draft Terms of Reference for One Front Door Investment Panel** RBA revised

#### **1. Purpose**

The One Front Door Investment Panel has a guiding role in attracting and supporting inward investment across the LCR and consists of representatives from the public and private sector. This group will help support the strategic direction, oversee the performance of the One Front Door team and ensure alignment with other LCR priorities and strategies.

Its work will ensure:

- Transparency, added value and offer an excellent investor journey
- Active feedback from the investment community to improve continuously our capabilities and service offer
- Selection of the best talent and develop the resource to offer a gold standard service

#### **2. Role**

The role of the One Front Door Investment Panel is to:

- Support and align the strategic priorities and objectives for the One Front Door team to be approved by the CA
- Support the OFD lead in ensuring consistency of delivery of working practices and adherence to protocols and collaboration agreements across all partners
- Provide strategic and commercial insights to inform good practice
- Approve the place marketing commissioning framework; support the OFD lead with identified opportunities and activity for delivery
- Review and monitor performance of the OFD Team and provide scrutiny and challenge

#### **3. Working Principles**

- There is a shared commitment to the One Front Door delivery model and agreed working arrangement with key partner and stakeholders
- There is a shared commitment to developing a common model of integrated working for inward investment activities
- There is respect for others and relationships based on trust
- There is a shared commitment to ensuring that organisational boundaries are not a hindrance
- Due regard will be given to existing local structures/activities that are effective, and appropriate challenge given to those which do not provide best use of resources
- All decisions based on best available evidence

#### 4. Membership

##### **Panel members**

1. TBC (CA Portfolio Holder)
2. Mark Bousfield - CA Director for Commercial Development & Investment
3. LA CEX on rotation
4. DIT – Martin Phelan – Northern Powerhouse Investment Team (it has been suggested that this is removed)
5. Private sector representatives up to 4

##### **Reporting officers**

6. Mark Basnett, LEP CEX (Service deliverer)
7. OFD Lead

#### 5. Meeting Arrangements

- Bi Monthly for the mobilisation period of 6 months, reducing to quarterly thereafter
- Dates will be agreed at the beginning of the financial year

##### **Chairperson**

- To be nominated on formation

##### **Papers**

- The One Front Door Investment Panel agenda will be drafted by the One Front Door Lead in association with the Chair
- The Chairperson shall be responsible for agreeing meeting agendas
- The reporting officers to the One Front Door Investment Panel is the LEP CEX and One Front Door Lead

##### **Attendance**

- Members will make every reasonable effort to attend meetings

##### **Secretariat Support**

- LCRCA shall provide support to the Chairperson in setting dates for the meeting, preparing the agenda, and note taking

#### 6. Private Sector Criteria for appointment

- Have global investment knowledge paired with some local understanding
- To have a position in the private sector that is nationally significant
- To have good understanding of the investor decision making process nationally and internationally
- To be able to manage any conflict of interest that may hamper or unduly give favourable treatment to decision making around investment
- To be able to provide energy, insight, direction and guidance to the OFD lead
- To be able to work in partnership across the private and public sectors



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

**DATE:** 24<sup>th</sup> June 2019

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

**PORTFOLIO:** Economic Development

**SUBJECT:** **Liverpool City Region Apprenticeship Hub:**  
Apprenticeship Growth Plan 2018-2020 and  
ESF Employees Support in Skills Contract

**WARDS:** Borough wide

## **1.0 PURPOSE OF THE REPORT**

- 1.1 Liverpool City Region (LCR) Apprenticeship Hub Skills Strategy Manager, will be in attendance at this meeting and will make a presentation to members of the Board to provide an overview on progress to date against the City Region's Apprenticeship Growth Plan 2018 - 2020 and a review of the ESF Employees' Support in Skills contract awarded by the Education & Skills Funding Agency (ESFA).

## **2.0 RECOMMENDATION: That**

- 2.1 Members acknowledge the positive work being undertaken by the Apprenticeship Hub.**

## **3.0 SUPPORTING INFORMATION**

- 3.1 The Liverpool City Region Apprenticeship Hub has operated since 2011 and is a good example of close collaborative and partnership work that exists within the City Region. The team is employed by Halton Borough Council on behalf of the Combined Authority and is located in Kingsway Learning Centre, although operates across the City Region.

### **3.2 ESF Employees' Support in Skills Contract**

The contract commenced on the 1<sup>st</sup> February 2017 with an end date of 31<sup>st</sup> July 2018. Following the success of the contract, a business case was submitted to the ESFA and subsequently approved for an extension, with further funding to 31<sup>st</sup> October 2019.

Total funding was used to deliver on a series of Apprenticeship Hub related activities to the value of £1,313,420 and included:

- Apprenticeship promotion capacity funding, with a focus on preparing employers and training providers for Apprenticeship Reform;
- Skills Show related activity to inspire and engage young people and residents in understanding their future careers opportunities; and

- Labour market intelligence including research and policy work to understand Liverpool City Region's skills supply and demand and improve economic growth by creating a more productive workforce.

As an indication of the value that the service offered, it is useful to share some impactful statistics for the City Region:

- 33 skills shows & events delivered to 14,933 residents aged 15+, of which 1756 individuals (12%) were from Halton.
- 1131 targeted outreach meetings delivered to residents, schools, employers, JCPs, adult learning services and key stakeholders to raise awareness of apprenticeships to 25,290 individuals, of which 3215 individuals (13%) and 214 outreach meetings were from Halton.
- 97 Apprenticeship Awareness theatre productions delivered in schools to 15,194 students, of which 2285 (15%) were from Halton. Questionnaires were issued after each performance to all students, resulting in students' knowledge of Apprenticeships increasing by 80%.
- Launch of the LCR Apprenticeship Growth Plan (March 2018)
- 14 Skills for Growth Action Plan launches and associated Careers Materials produced in all LEP priority sectors

### **3.3 Apprenticeship Growth Plan 2018-2019**

In March 2018, the Combined Authority launched an ambitious Apprenticeship Growth Plan for the City Region, to both maximise the local contribution to national apprenticeship targets and mitigate against the unintended consequence of apprenticeship reform. The Apprenticeship Hub is a key mechanism in achieving the apprenticeship ambitions outlined in the Growth Plan.

Key progress to-date:

- Raised awareness of Apprenticeships through high profile events and media campaigns, including a LCR wide Skills Show at the Exhibition Centre Liverpool, a series of Local Authority Skills Shows, one of which was at the Heath Technical and Business Park, Runcorn and an Apprenticeship Graduation Ceremony held at St Georges Hall in March 2019
- Discounted apprentice bus travel for 19-24 year olds
- Established a City Region Ambassador Network with 22 local employers and their apprentices who champion the apprenticeship agenda
- Launched UK's first UCAS-style Apprenticeship Application Portal '*Be more, be an apprentice*' to simplify how individuals explore, search and apply for apprenticeship opportunities. <https://be-more.info/>
- Further Skills Brokerage support for employers providing a single gateway for free and impartial brokerage services.

## **4.0 POLICY IMPLICATIONS**

- 4.1 The Apprenticeship Growth Plan was developed following comprehensive consultation and research into apprenticeship delivery and take up in Liverpool City Region. The Apprenticeship Reforms came into play in May 2017 and data available to date demonstrates a reduction in the number of apprenticeship starts nationally. This reinforces the need to continue to

implement the actions described above. Interestingly, Halton's local college, Riverside College is bucking this trend with an increase in the number of apprenticeships introduced. Therefore, the continuation of the Apprenticeship Hub and the production of the Growth Plan signals the continued importance of apprenticeships to the City region to our residents and the employers who drive our local economy. It is acknowledged that its growth aspirations are set within a time of challenging apprenticeship reforms. For this reason, the Growth Plan will be reviewed every 6 months during its 3 year life span.

## **5.0 FINANCIAL IMPLICATIONS**

- 5.1 The activities undertaken since February 2017 have been delivered using external Education & Skills Funding Agency grant for the Apprenticeship Hub until the 31<sup>st</sup> October 2019; as such there are no financial implications for the Council.
- 5.2 The Combined Authority are working with the Apprenticeship Hub to secure alternative funding to sustain and enhance skills and apprenticeship advice and support across the City Region. The proposed new service will build on the innovative and successful practice of this programme and provide added value through a centralised approach. The service will focus on three elements of activity: Employer Brokerage, Apprenticeship Promotion and Sector Development, and Careers Support. This proposal would see a move for the Apprenticeship Hub Team from Halton Borough Council to the Combined Authority.

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

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

The demographics of the 16-18 year old cohort in the City Region is declining year on year; this will have an impact on the working age population, the labour market and the numbers of young people engaging in apprenticeships and study programme starts in the local FE sector. The volume of 16-18 residents in Liverpool City Region is not expected to return to 2014 levels until 2028. Apprenticeship starts as a proportion of the 16-19 cohort has also seen a reduction from 8.1% in 2015/16 to 7.4% in 2016/17 – i.e. a lower proportion of the cohort are choosing the apprenticeship route.

6.1.2 To maintain the volume of 16-18 apprenticeships delivered, the City Region will need to increase the proportion of local residents aged 16-18 entering apprenticeships by informing and advising more of them of the benefits of apprenticeships and ensuring high quality progression pathways are available.

6.1.3 The Combined Authority will build on the excellent work already undertaken by the Apprenticeship Hub and others in engaging with schools, young people and their parents including extending the Apprentice Ambassador Network, delivering interactive Skills Shows and providing school students with information and publicity on apprenticeships.

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

The Apprenticeship Hub has 3 key priority stakeholder groups, namely Employers, Providers and Learners, which aim to promote the growth and type of apprenticeships in the City Region and therefore support employment, learning and skills. The role of Higher and Degree level apprenticeships needs to be more clearly defined as a progression route from technical education as part of preparations for changes resulting from the Government's Post-16 Skills Plan and Industrial Strategy.

6.2.4 Apprenticeships are all age and the Growth Plan sets out the ambition for the City Region to grow the volumes, types of high quality apprenticeships to ensure appropriate skills pathways are in place that will lead to sustainable employment for its residents.

**6.3 A Healthy Halton**

The psychological benefits of apprenticeships improve the participants' mental health and wellbeing.

**6.4 A Safer Halton**

None.

**6.5 Halton's Urban Renewal**

None.

**7.0 RISK ANALYSIS**

None at present.

**8.0 EQUALITY AND DIVERSITY ISSUES**

The service is open and accessible to all Halton residents

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

None under the meaning of the Act.

<b>REPORT TO:</b>	Employment, Learning & Skills and Community PPB
<b>DATE:</b>	24 <sup>th</sup> June 2019
<b>REPORTING OFFICER:</b>	Strategic Director, Enterprise, Community & Resources
<b>PORTFOLIO:</b>	Employment Learning & Skills and Community
<b>SUBJECT.</b>	Liverpool City Region Growth Company
<b>WARDS:</b>	Borough Wide

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

- 1.1 Update Members with the development of the Liverpool City Region Growth Company

### **2.0 RECOMMENDATION: That the Policy and Performance Board receive the update.**

### **3.0 SUPPORTING INFORMATION**

- 3.1 In the spring 2019, Liverpool City Region Combined Authority announced its intention to establish a special purpose delivery vehicle for economic growth. It will be known as the Growth Company.
- 3.2 The primary focus of the Growth Company is to develop a 'step change' to how the Liverpool City Region maximises its growth potential in future years. To achieve this, there is a need to develop a clearer and simpler model to support inward investment and business support in the City Region. It is also acknowledged that the success of the Growth Company will require greater partnership working with a number of key institutions, notably Local Authorities; Universities; Colleges and the Third Sector. The proposals seek to further strengthen links between the Combined Authority and Local Enterprise Partnership.
- 3.3. The establishment of the Growth Company also takes into account the national review of Local Enterprise Partnerships (LEPs) and the fact that a 'LEP Membership' approach is no longer allowable under new Government rules, and, therefore, changes to the LEP's operating structures are also required. A City Region Partnership Fund is being established to resource the new approach.
- 3.4 There are a number of areas that could be delivered through this vehicle including:

Growth Sectors	- Sector Leads
	- New Initiatives
	- Supply Chain
	- Networks
	- Tourism Board
Global Promotion	- Liverpool Brand
	- Online Information
	- Internatinalisation
	- Global Network
Inward Investment	- One Front Door
	- Account Management
	- Intelligence
	- Proposals
Business Growth	- Support Mapping
	- Growth Hub Expansion
	- Mentoring and Peer Networks
	- University Collaboration
Talent Development	- Skills Needs
	- Employer Led Initiatives
	- Talent Retention
	- Talent Mentoring
	-
School Partners	- Careers Hub
	- Skills and Opportunities

3.5 Specific areas which may be of interest to Members of this PPB are:

The Growth Company will include:

- the “One Front Door” for investment into the City Region to promote the City Region’s assets and capabilities, and manage and deliver international trade and investment campaigns in partnership with business and the public sector;
- a raft of sector initiatives to support, strengthen and promote our key sector specialisms and expertise and further grow our outstanding visitor economy;
- an enhanced “Local Growth Hub” service for local businesses to get the support they need to survive and scale up;
- programmes with schools, colleges and universities to help improve the transition between education and employment in the City Region to retain and enhance our talent base; and
- innovation and digitisation support for business (e.g. LCR4.0) to increase productivity and growth through effective adoption of digital technology and innovation.

3.6 The business being established is a company limited by guarantee and as such profits will not be collected by an individual, rather surpluses will be re-invested into service provision. The company has been established as a non-trading holding company and will have 5 directors

- 3.7 The Company registered with Companies House on 9<sup>th</sup> May 2019 formally as LIVERPOOL CITY REGION GROWTH COMPANY (HOLDCO) LIMITED
- 3.8 The Council's Business Improvement and Growth Team is working with the Combined Authority to ensure that there is a joined up approach to the delivery of business support and inward investment

#### **4.0 POLICY IMPLICATIONS**

There are no policy implications associated with this report.

#### **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**

A new structure for delivery can support skills development and economic growth in Halton

##### **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**

There are no implications associated with this report.

#### **7.0 RISK ANALYSIS**

There are no implications associated with this report

#### **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**

None under the meaning of the Act.



<b>REPORT TO:</b>	Employment, Learning & Skills and Community Policy and Performance Board
<b>DATE:</b>	Monday 24 June 2019
<b>REPORTING OFFICER:</b>	Strategic Director, Enterprise, Community & Resources
<b>PORTFOLIO:</b>	Economic Development
<b>SUBJECT:</b>	'Delivering the Hydrogen Economy NW' event
<b>WARD(S)</b>	Borough-wide

## 1.0 **PURPOSE OF THE REPORT**

- 1.1 A presentation will be made to the Board describing the 'Delivering the Hydrogen Economy NW' event held at The Heath Business and Technical Park on Wednesday 05 June.

The presentation will also describe the many and various major schemes and funding applications currently being advanced across the Liverpool City Region and the Cheshire & Warrington LEP area and the likely impact upon the economy of Halton of the development of a hydrogen economy locally.

## 2.0 **RECOMMENDATION: That:**

- i) Members note the significance of the development of a hydrogen economy locally and the contribution likely to be made to the decarbonisation of industry, the creation and sustainability of local employment and a range of significant positive public health outcomes.

## 3.0 **SUPPORTING INFORMATION**

### 3.1 **Background**

The Liverpool City Region and Cheshire & Warrington functional economy is taking a proactive approach to the deployment of hydrogen as a green fuel with numerous projects, both ongoing and emerging, related to hydrogen production, storage, distribution and application.

However, the scale, significance, interconnectivity and, critically, opportunities presented by the numerous hydrogen related projects currently in development isn't necessarily recognised by a wider audience of both decision makers and influencer and potential

beneficiaries.

It was, therefore, proposed that an event be held in the Borough of Halton that would :-

- Position the Liverpool City Region\Cheshire & Warrington area (and potentially the North West of England) as the preeminent region in the UK for the deployment of a viable and interconnected hydrogen economy
- Reflect the actual, as well as the hypothetical, deployment of hydrogen as the future fuel for transport, industry and domestic use by showcasing the range of hydrogen related projects in advanced development across the region.
- Deliver a positive narrative regarding the numerous hydrogen related demand and supply projects currently planned or being delivered across the region
- Deliver a positive message regarding the region's collaborative approach to developing interconnected low carbon solutions and delivering a green, low- carbon, future.
- Provide a platform for the announcement of a range of new projects, strategies or funding streams
- Provide a platform for senior national and regional political figures to endorse the development of the hydrogen economy in the region

The event took place at The Heath Business and Technical Park, Runcorn on Wednesday 05 June

#### 4.0 **POLICY IMPLICATIONS**

- 4.1 UK government has placed the adoption of hydrogen firmly at the centre of both industrial policy ('Building a Britain Fit for the Future') and environmental policy ('Leading the Way to a Low Carbon Future').

The adoption of hydrogen as a low carbon fuel for industry, transport and domestic usage will also contribute positively to a raft of national, regional and local health initiatives, policies and strategies.

#### 5.0 **FINANCIAL IMPLICATIONS**

- 5.1 The cost associated with the delivery of the event were met wholly from sponsorship.

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

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

A viable hydrogen economy will contribute to the energy security,

environmental performance and, therefore, sustainability of a number of Halton's major, energy hungry, manufacturing concerns.

The hydrogen economy will also potentially provide future, high value, employment for the young people of Halton.

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

Industrial de-carbonisation targets will impact significantly on a number of the Borough's major employers. It is, therefore, critical that the region puts in place a fully integrated and viable green energy system. The production and distribution of hydrogen will be one critical element of that emerging system.

The roll-out of an integrated green energy system has the potential to create a large number of skilled, high value and sustainable jobs and secure the future of local workers currently employment in manufacturing occupations.

## 6.3 **A Healthy Halton**

It is increasingly evident that air quality has an important effect on public health, the economy, and the environment. According to Public Health England, poor air quality is the largest environmental risk to public health in the UK. Evidence from the World Health Organization (WHO) shows that older people, children, people with pre-existing lung and heart conditions, and people on lower incomes may be most at risk.

The development of an integrated green energy system with hydrogen at its heart will, through the deployment of hydrogen fuelled vehicles and other measures, reduce nitrogen dioxide (NO<sub>2</sub>), a major contributor to air quality issues, and CO<sub>2</sub> the most significant green house gas.

## 6.4 **A Safer Halton**

No implications

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

The development of an integrated green energy system will make a positive contribution to the urban renewal of Halton particularly in the West Runcorn Impact Area

## 7.0 **RISK ANALYSIS**

There are no immediate risk issues.

8.0 **EQUALITY AND DIVERSITY ISSUES**

There are no equality and diversity issues

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

None under the meaning of the Act.

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

**DATE:** 24<sup>th</sup> June 2019

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

**SUBJECT:** Performance Management Reports for  
Quarter 4 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 fourth quarter period to 31<sup>st</sup> March 2019.
- 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 fourth 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 At the time at which annual business plans are developed, Directorate Risk Registers are also refreshed and updated. Progress concerning the implementation of any high risk mitigation measures, relevant to this board, are included as Appendix 1 of the performance management report for the second quarter period.

### **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 4 – 1<sup>st</sup> January 2019 – 31<sup>st</sup> March 2019**

### 1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the fourth quarter of 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
  - Community Services (Library and other 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 within the Directorate during the period which include:-

#### **Employment, Learning & Skills**

- 2.2 During the quarter 4 period the Liverpool City Region Apprenticeship Hub, which is managed by the Council on behalf of the LCR, delivered 4 skills shows across the region with a further 2 being sponsored in the Wirral and in Liverpool. The Apprenticeship Ambassador Network was also relaunched during the period and 4 Halton companies have now joined the Network to promote awareness of apprenticeships to other businesses and individuals.
- 2.3 During the course of the year the Employee Support in Skills Project which ended on 31<sup>st</sup> March delivered 33 Skills Shows across the Liverpool City Region engaging with over 17, 000 residents as well as holding almost 1200 outreach support meetings with over 25,000 residents of which almost 5000 were living in Halton.
- 2.4 Launch events also took place in quarter 4 for an additional 7 LCR Skills For Growth Sectoral Action Plans including Finance and Professional Services, Innovation, Maths and English and Digital Skills. In addition quarter 4 saw the launch of the Liverpool Enterprise Partnership's School Careers Hub, which is currently tasked with working with 34 schools across the City Region, some of which are in Halton (St Peter and Paul's Catholic College; The Heath; Sandymoor School). A further 3 Halton Schools have expressed an interest in being part of the second Hub, should the funding bid be successful.

## Library Service

- 2.5 Popularity of libraries in Halton continues to grow with continued increases in use – both through digital channels and in person. Following the removal of fines for overdue books in January 2019 the number of repeat users has increased and this situation will be kept under review.

## Leisure Centres

- 2.6 A number of events and initiatives have taken place and been introduced during the quarter 4 period and these are summarised below.
- 2.7 A multi-ethnic community group football session now takes place at Kingsway Leisure Centre on Saturday evenings and the Walking Football Group is seeking to add a third weekly session to its programme and initial interest has been strong.
- 2.8 Widnes and Runcorn Halton School Galas took place in January and March with the Schools Netball event and Highland Games also taking place in the same month.
- 2.9 Lifeguarding tuition is being provided to students from Ormiston Bolingbroke Academy to provide them with industry skills and enhance their future employment opportunities within the leisure sector. In addition reduced priced swimming has been introduced at Runcorn pool and Aqua Aerobics is growing in popularity with a current provision of 4 classes per week. Use of the Teen Gym which caters for 11 – 15 year old customers has also seen the number of users increasing during quarter 4.
- 2.10 Recruitment is presently underway to appoint to a new Aquatics Manager post with the purpose of providing a corporate focus for School Swimming, Learning to Swim Pathways and training and development and the recruitment of Swimming Instructors is ongoing.

## Leisure Centres Income

- 2.11 The table below shows the income targets for the Community Centres Service and the income position towards the end of quarter four. The final end of year position may be slightly higher than indicated as income received towards the end of quarter four is yet to be credited to the respective accounts:

Centre	Income Target	Income (to date)
Castlefields	£73,640	£89,562
Ditton	£101,820	£92,438
Grangeway	£99,130	£91,630
Murdishaw	£45,160	£58,823
Upton	£117,310	£94,760
	<b>£437,060</b>	<b>£427,213</b>

## Centre Usage and Activities

- 2.12 Across the service, usage remains consistent to that previously reported and in line with usage for the same period/s recorded for previous financial years. A summary of any activities across the community centres in this quarter are detailed below:



- 2.13 Castlefields continues to see an increase in trends reported earlier in the year; with bookings, attendance figures and income increasing year on year. As predicted, Castlefields has surpassed previous best reported figures for both attendances and income achieved in 2018/19. Both figures are largely attributable to the success of the community centre café and the demand for the centre to open 6 days per week rather than 5 as was previously the case.
- 2.14 It is anticipated that 2018/19 will see Murdishaw record the highest final income position in a number of years. The increase is largely attributable to the arrangement that sees the Bridge School occupy part of the Community Centre. The arrangement has been a huge success for both parties and will continue into the new financial year.
- 2.15 Disappointingly, earlier in the year, Upton lost a lucrative booking from an alternative education provider which significantly impacted upon the Centre's end of year financial position. However, during quarter four the centre has taken a booking for a similar provision run by a different provider which should help to balance the loss in the next financial year.
- 2.16 Quarter four also saw the centre partnership with the Sure Start to Later Life team to deliver a schedule of monthly themed events for older people across the Borough; replicating the setup that has been operating from Grangeway Community Centre for the last 18 months. The first two events were a success with over sixty people in attendance at each event. The café offer also continues to grow at Upton, with user figures increasing compared to the same period of last year and income rising by almost £2,000 compared to the previous financial year.
- 2.17 Both Ditton and Grangeway have benefited from further investment late in quarter four, resulting in adaptations in underused areas in both centres. Once the scheduled works have been completed, both centres will boast modernised, hireable spaces suitable for multiple purpose use; this will provide the respective centres with the opportunity to generate additional income in the coming years.

### **Brindley Theatre**

- 2.18 Financially the Brindley Theatre had its most successful quarter period since it opened in 2004. The result of this, alongside the success of the previous three quarters, was that the Brindley has attained a cost-neutral position and it is a significant and unusual achievement for a small theatre like the Brindley to cover its operating costs from ticket, hire and refreshment income alone.
- 2.19 As a result of a reconfiguration additional seating space has been created within the café area without the need for an extension as was originally envisaged and this will increase the opportunity to create additional revenue

## **3.0 Emerging Issues**

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

### **Employment, Learning & Skills**

- 3.1 The Employee Support in Skills Project which funds the Liverpool City Region Apprenticeship Hub ended on 31st March 2019. The existing Hub Team will remain in post with the Council until the end July 2019. Plans are currently being drawn up to transfer the team to the Combined Authority, with extended funding coming from other sources.

- 3.2 The outcome of the Education and Skills Funding 1.1 bid application will be known in Quarter 1 and it is expected that funding will be secured and Ways to Work 1.1 can be extended to June 2021. Unfortunately given the level of match funding available Halton was unable to bid for the full allocation.
- 3.3 Final discussions will take place in coming months with the Combined Authority (CA) around the devolved Adult Education Budget which will come into play on 1st August 2019 and this will include the expectation of the CA with regards to reporting. N.B. The Combined Authority has now informed grant funded providers (colleges and council adult learning services) of their 2019/20 AEB allocations. The CA has also announced the 19 successful organisations that took part in the procurement exercise for the remaining AEB (see list below). A number of 'on boarding' meetings will be held for colleges and adult learning services, prior to any joint meetings with the other 19 organisations.
- 3.4 The priority for Halton is that any other AEB provision that will be delivered in Halton by organisations other than Riverside College and Halton Borough Council should not duplicate anything currently being delivered. The recommendation is that all AEB providers operating in Halton should attend future HEP meetings.
- 3.5 The launch of the LCR Skills Capital Prospectus Launch Event is scheduled for June 2019.
- 3.6 The Liverpool City Region Combined Authority wishes to invite eligible Colleges and Post 16 apprenticeship and skills providers to a briefing session regarding the third Liverpool City Region Single Investment Fund – Skills Capital Prospectus on 5 June 2019 at No1. Mann Island.
- 3.7 The areas to be considered are:
- Overview of Liverpool City Region skills priorities
  - Skills Capital Investment Strands
  - Eligibility for Investment Strands
  - SIF Skills Capital Application process and timeline
  - Question and Answer Session

Further update is to be provided.

- 3.8 A number of European Social Fund calls will be made. One scheme, Graduate Supported Placements, will be used to provide purchase student placements (paid) in SMEs and the funding will also be used to broker relationships with learners/employers.
- 3.9 Also a call for apprenticeship and skills support is being developed, this funding will support improvements in the quality of apprenticeship provision in the City Region and also support diversification of apprenticeships in the City Region. ESF will also be used to sustain the Apprenticeship Hub and Skills for Growth teams and their associated activities in the Combined Authority.
- 3.10 Finally, in June 2019 bids for the Youth Employment Initiative (YEI) will be invited. The Call is for the More Developed Region only, as this is the only Category of Region where YEI funding remains. Halton can bid for this fund, but the level of grant being requested will be dependent upon the availability of matching funding. This is a national 'pot' of approximately £80m

- 3.11 The essential upgrading of the digital infrastructure over the next 12 months highlights a number of challenges, both financial and technical, and these are being incorporated into future initiatives. Work has now commenced to introduce much-needed new self-service technology, and the replacement of the outdated public use PCs, essential to continue to meet community needs and to deliver digital skills support across the Borough, and the way this can be funded, will then begin.
- 3.12 The increasing popularity of Halton's libraries will continue to put pressure on available resources and the service are actively exploring ways to ensure provision remains sustainable, as well as innovative and attractive. Investing in staff development is vital to ensure the team evolve alongside the library offer with advocacy at the core of this. In addition additional income generation opportunities are presently being explored for example through ticket sales, donations, external funding opportunities and bequests.
- 3.13 In recognising that there will be demand for digital literacy to support our economic future and tackle the lack of STEM (science, technology, engineering, and maths) skills in our future workforce and the library service currently offers an introduction to informal science learning, including coding and robotics, and the further evolution of this offer is currently being explored.

#### **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.
- 4.2 Progress concerning the implementation of any all high-risk mitigation measures relevant to the remit of individual Policy and Performance Boards were reported at quarter 2.

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

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

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





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

## 6.0 Performance Overview

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

### Employment, Learning & Skills

#### Key Objectives / milestones

Ref	Milestones	Q4 Progress
EEP 02a	To prepare a Self-Assessment Review (SAR) by <b>January 2019</b>	
EEP 02b	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	

#### EEP 02a

The annual Self-Assessment report has been completed and uploaded to Ofsted in January 2019.

#### EEP 02b

Marketing calendar continues to be updated and work is being undertaken to update and map out the marketing approach for 2019, with the inclusion of Twitter as a further tool to reach a wider audience and keep adult learning at the fore across the borough.












#### EEP 02c

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.

#### EPE 02d

Joint AEB meetings with Riverside College have continued. The council has submitted its Development Plan to the Combined Authority and it has been accepted. Allocations have now been agreed.

**Key Performance Indicators**

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q4 Actual	Q4 Progress	Direction of travel
EEP LI 08	Number of Enrolments (Adult Learning).	1,960	2,950	1618		N / A
EEP LI 09	Number of People supported into work.	319	400	133		N / A
EEP LI 10	Percentage of learners achieving accreditation.	56%	42%	25%		
EEP LI 11	Total number of job starts on DWP programme (People Plus).	22	9	4 (2017/18)		N / A
EEP LI 12	Total number of job starts on DWP programme (Ingeus).	43	70	25		N / A
EEP LI 13	Number of new starts into permitted/paid work for local people with disabilities (over 12 month period).	36	40	25		
EEP LI 14	Number of Businesses Supported.	658	700	220		
EEP LI 15	Number of individuals supported into paid work placements (ILMs)	New Indicator for 2018/19	58	10		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%	N / A	N / A
EEP LI 17	Number of adult learners who have progressed onto another course	New Indicator for 2018/19	50%	47%	N / A	N / A

**Supporting Commentary**EEP LI 08

The academic year runs Aug – Jul, these figures are from the 18/19 academic year. The way in the enrolments are recorded has changed and this has reflected in the data, hence the reduction in the overall target. (If enrolments were being measured in the same way, in a comparison to how enrolments were recorded last year, the figures are higher this year). Learners will continue to enrol for the 2018/19 academic year and will complete learning programmes in July 2019. The final outturn will be available in 2019 Q2.

EEP LI 09

More than 133 people were supported into work in Q4 but the required ESF evidence hasn't been received from employers so the additional job starts have not yet been claimed. Cumulative job starts claimed to date for 17/18 is 351

EEP LI 10

247 learners have achieved accreditation in since the beginning of the academic year, this figure will increase throughout the year as exam results have not been published. Some courses have been extended and are longer than the one term, this will be reflected in the lower figures from last year. Learners will continue to achieve qualifications up to July 2019 and the final outturn will be available in Q2 of 2019.

EEP LI 11

0 job starts in total for People Plus in Q4 as the Work Programme contract finished. Cumulative total to date for 17/18 is 4

EEP LI 12

25 job starts on Ingeus contracts in total for Q4 on Work and Health Programme in Q4). Cumulative total to date for 17/18 is 51.

EEP LI 13

25 customers with health conditions/disabilities were supported into paid employment in Q4. Cumulative total to date for 17/18 is 55.

EEP LI 14

Growth Hub in Halton is delivered by the Halton Growth Hub Partnership led by Halton Chamber of Commerce and Enterprise supported by Halton Borough Council. The Partnership is increasingly focused upon delivering more intensive support rather than simply brokerage to other agencies which has, in part, contributed to the number of interventions in 2018/19.

EEP LI 15

10 individuals were supported into paid placements (ILMs) in Q4. Cumulative total to date for 17/18 is 23.



EEP LI 16

Slightly below target, although data are collected on an academic year basis.

EEP LI 17

Of the learners who have completed a course since autumn term of the 18/19 academic year 47% have enrolled on to another course. Learners will continue to progress at the end of the learning programme up to July 2019 and the final outturn will be available in 2019 Q2.

**Community Services****Key Objectives / milestones**





Ref	Milestones	Q4 Progress
CE 01a	Deliver a programme of extended informal learning opportunities meeting identified local targets (use of libraries) - <b>March 2018</b>	
CE 02b	Develop a programme of cultural activity meeting identified local targets – (use of libraries) <b>March 2018</b>	

**Supporting Commentary**

An Awareness campaign operates twice yearly with staff attending Parents Evenings with samples and being prepared to answer questions.

Full programme of activity has been delivered in Q4 including author visits, school events, local history talks, archive exhibitions.

**Key Performance Indicators**

Ref	Measure	17 / 18 Actual	18 / 19 Target	Q4 Actual	Q4 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	614, 391		
CE LI 08	Number of physical and virtual visits to libraries (annual total)	614,045	600,000	636, 827		
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)	-	-	Not yet available	Not yet available	-
CE LI 10	Percentage of people physically inactive (KPI 2 from Active Lives survey)	-	-	27.9%	Not yet available	-
CE LI 11	Percentage of adults utilising outdoor space for exercise/ health reasons (MENE survey)	-	-	Not yet available	Not yet available	-

**Supporting Commentary****CE LI 07**

Increase in users against last year – continued rise despite national trends around library use.

CE LI 08

Increase in visits against last year due to increased cultural and learning activities, expanded use of external funding to deliver projects, and improved partnerships.

CE LI 09

No update (next data update expected June 2019).

CE LI 10

The November 2017/18 release enables you to look at changes over the last two years with comparisons to November 15/16 and November 16/17, though it is important to remember that still only have three years of data so it is too early to use this data to meaningfully talk about trends over time. Active Lives Adult report released 11.04.19. (Previous data for this indicator were as follows 28.2% Nov 2016; 27.6% Nov 2017).



## 7.0 Financial Statements

### ECONOMY ENTERPRISE & PROPERTY

#### Revenue Budget as at 31 March 2019

	Annual Budget £'000	Actual £'000	Variance (Overspend) £'000
<b><u>Expenditure</u></b>			
Employees	4,870	4,882	(12)
Repairs & Maintenance	2,123	2,123	0
Premises	69	70	(1)
Energy & Water Costs	667	643	24
NNDR	543	541	2
Rents	377	378	(1)
Economic Regeneration Activities	20	18	2
Supplies & Services	2,132	2,112	20
Grants to Voluntary Organisations	56	56	0
Transfer to Reserves	402	402	0
<b>Total Expenditure</b>	<b>11,259</b>	<b>11,225</b>	<b>34</b>
<b><u>Income</u></b>			
Fees & Charges	-316	-318	2
Rent – Markets	-773	-763	(10)
Rent – Investment Properties	-53	-53	0
Rent – Commercial Properties	-1,166	-1,171	5
Government Grant Income	-2,449	-2,449	0
Recharges to Capital	-82	-101	19
Schools SLA Income	-502	-468	(34)
Transfer from Reserves	-1,064	-1,064	0
Rent & Other Grant Income	-302	-309	7
<b>Total Income</b>	<b>-6,707</b>	<b>-6,696</b>	<b>(11)</b>
<b>Net Operational Expenditure</b>	<b>4,552</b>	<b>4,529</b>	<b>23</b>
<b><u>Recharges</u></b>			
Premises Support Costs	1,965	1,965	0
Transport Support Costs	25	23	2
Central Support Service Costs	2,122	2,122	0
Accommodation Income	-2,396	-2,396	0
Repairs & Maintenance Income	-2,402	-2,402	0
Central Support Service Income	-2,042	-2,042	0
Asset Rental Support Costs	1,530	1,530	0
<b>Net Total Recharges</b>	<b>-1,198</b>	<b>-1,200</b>	<b>2</b>
<b>Net Department Expenditure</b>	<b>3,354</b>	<b>3,329</b>	<b>25</b>

**Comments on the above figures**

The outturn position shows the department marginally underspent by £0.025m against an annual budget of £3.354m.

Finance worked closely with the Department in year to ensure a balanced budget was achieved which is reflected in the above figures. Detailed work was undertaken to identify the financial resources available to support the delivery of the service and allocate resources where needed most, ensuring budget pressures were met.

Whilst effective control can be maintained over expenditure, income still remains a budget pressure as the majority of the income is externally funded and difficult to factor in with certainty.

Though the saving measures put forward by the Department for 18-19 have been met, future savings are becoming increasingly hard to find.

The significant budget variances are listed below.

The turnover of staff in the latter part of the year helped reduce the anticipated negative variance on employee costs. However, the staff turnover saving target was not achieved this year.

Employee budgets are based on full time equivalent staffing numbers of 122.

Following reconciliations by energy providers, the Council has received a number of one off refunds relating to previous years utility charges.

Every effort has been made to ensure expenditure on controllable budgets was kept to a minimum within the Department and this is reflected in the Supplies and Services budget.

The School SLA income target for the year was not achieved. Due to the increase in staffing costs, SLA charges have increased, which in turn resulted in schools choosing to use alternative providers.

Market rental actual income fell short of the budgeted target due to the open market not meeting its full capacity. Following a restructure within the Department and with focus being to promote the markets it is envisaged there will be an increase to income levels for 2019/20.

**Capital Projects as at 31 March 2019**

Capital Expenditure	2018/19 Capital Allocation £'000	Actual Spend £'000	Total Allocation Remaining £'000
3MG	399	399	0
Former Crossville Depot	440	109	331
Advertising Screen at The Hive	100	0	100
Stadium – Karalius Suite	260	246	14
Sci Tech Daresbury	382	286	96
Murdishaw Development	38	0	38
Broseley House	1,190	729	461
Equality Act Improvement Works	150	146	4
Venture Fields	41	0	41
Widnes Market Refurbishment	1,191	1,080	111
Linnets Club House	287	88	199
Solar Farm – Golf Course	100	68	32
The Croft	30	0	30
Decontamination of Land	50	51	-1
<b>Net Expenditure</b>	<b>4,658</b>	<b>3,202</b>	<b>1,456</b>

**Comments on the above figures.**

**3MG** - It's been a successful year for 3MG. Alstom have continued to secure further contracts. Stobart's opened a new Energy and Rail HQ and Liberty commenced a new speculative unit at Liberty Park.

**Former Crossville Depot** – The redevelopment of this site has been completed. Awaiting receipt of final account.

**Broseley House** – The acquisition of Broseley House was completed and will be developed along with adjoining site of the former magistrate's court and police station.

**The Croft** – The former Croft Public House had been closed and the site subject of anti-social behaviour and was visually unattractive. The sale has been agreed and to develop the site for residential use as assisted living units of accommodation.

**Venture Fields** - The initial phase of the LPW development at Venture Fields is complete. Retention monies are being withheld as there is still some excavated material on the adjacent land associated with the project to remove, as soon as this is dealt with all retention monies will be released.

**Karalius Suite** - The refurbishment of the Karalius Suite, which is now complete, has seen the room be significantly enlarged and provided with new associated facilities such as a new bar area and refurbished toilets.

**Equality Act Improvement Works** - Access improvement works have been undertaken to a number of premises including Picow Farm Depot, Ditton Library, Municipal Building and Oakmeadow. The Council have also commenced on a project to update access audits to public buildings with a view to implementing a programme of upgrade works later in the year.

**Sci-Tech Daresbury** - EZ Capital Grant is almost fully drawn down as the JV develops the Project Violet scheme. The project is currently out to tender and work is ongoing to secure the funding from Chrysalis for the delivery of the buildings.

**Widnes Market** - Final account now agreed for the roofing works; the remaining Widnes Market projects are to be prioritised within the remaining available budget for completion in the next financial year 2019/2020

**Linnets** - The final snagging items to the new build Pavilion are currently being completed; the ventilation system works are all complete; the new power supply and new water supply to the existing junior changing block are almost complete and final snagging items are being carried out

**COMMUNITY & ENVIRONMENT****Revenue Budget as at 31 March 2019**

	Annual Budget £'000	Actual £'000	Variance (Overspend) £'000
<b>Expenditure</b>			
Employees	14,021	14,179	(158)
Other Premises	2,095	2,205	(110)
Supplies & Services	1,115	1,051	64
Book Fund	158	129	29
Hired & Contracted Services	1,174	1,157	17
Food Provisions	506	504	2
School Meals Food	1,980	2,105	(125)
Transport	51	134	(83)
Other Agency Costs	327	342	(15)
Waste Disposal Contracts	5,900	5,874	26
Grants to Voluntary Organisations	67	19	48
Grant to Norton Priory	172	174	(2)
Rolling Projects	20	20	0
Capital Financing	407	429	(22)
<b>Total Expenditure</b>	<b>27,993</b>	<b>28,322</b>	<b>(329)</b>
<b>Income</b>			
Sales Income	(1,829)	(1,325)	(504)
School Meals Sales	(2,368)	(2,315)	(53)
Fees & Charges Income	(6,137)	(5,460)	(677)
Rents Income	(231)	(221)	(10)
Government Grant Income	(1,198)	(1,072)	(126)
Reimbursements & Other Grant Income	(681)	(671)	(10)
Schools SLA Income	(1,347)	(1,357)	10
Internal Fees Income	(171)	(220)	49
School Meals Other Income	(254)	(240)	(14)
Catering Fees	(114)	(102)	(12)
Capital Salaries	(172)	(173)	1
Rolling Projects Income	0	(45)	45
Transfers From Reserves	(341)	(394)	53
<b>Total Income</b>	<b>(14,843)</b>	<b>(13,595)</b>	<b>(1,248)</b>
<b>Net Operational Expenditure</b>	<b>13,150</b>	<b>14,727</b>	<b>(1,577)</b>
<b>Recharges</b>			
Asset Charges	5,213	5,213	0
Central Support Services	3,665	3,665	0
HBC Support Costs Income	(421)	(421)	0
Transport Recharges	3,069	2,894	175
Premises Support	1,558	1,558	0
<b>Net Total Recharges</b>	<b>13,084</b>	<b>12,909</b>	<b>175</b>
<b>Net Department Expenditure</b>	<b>26,234</b>	<b>27,636</b>	<b>(1,402)</b>

**Comments on the above figures**

The net Department spend is £1.402 million over budget at the end of the 2018/19 financial year.

Employee spend is over budget for the year, partly due to staff saving targets for the department which are not being met in the majority of areas due to the need to maintain frontline services. Casual spend for the year was £879,000, in contrast to £635,000 at the same point last year. The largest increases in casual spend are for Leisure Centres and School Catering, where there has been considerable difficulty in recruiting permanent staff. Casual spend has also been adversely impacted by the rise in the living wage which has caused casual pay rates to increase. Agency staffing spend is also significantly higher than last year at £163,000 compared to £95,000 in 2017/18, with School Meals the main cause of this increase.

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

Premises spend was £110,000 over budget in 2018/19. Utilities costs have risen throughout the Department, with Kingsway Leisure Centre, Halton Lea Library and the Stadium all significantly over budget. Repair and maintenance costs for the Leisure Centres are significantly over budget due to the high costs of maintaining the ageing buildings. There have been some significant one-off premises costs in the Department this year, including £15,000 for concrete grave plinths at Runcorn Cemetery and £43,000 for a new plant control panel at Brookvale Leisure Centre.

Transport costs for the year are overspent by £83,000. This is due to additional Mersey Gateway toll charges being incurred across the Department. Budgets have been provided in 2019/20 to cover these additional costs.

There was an underspend of £26,000 on the new waste contract in 2018/19. Funding set aside in 2017/18 to cover estimated costs was over provided thereby creating the in-year saving.

Sales income was £504,000 short of budget in 2018/19. There was a significant underachievement on food and drink sales in Commercial Catering and the Stadium. Sales at the Stadium were negatively influenced by low attendances at Widnes Vikings games during the year. There was also no sponsorship income received for the Stadium in 2018/19. Registrar's income decreased by £37,000 from 2017/18 and was significantly short of target. Food and drink sales at The Brindley performed well and were £49,000 over the target for 2018/19.

Fees and charges income underachieved by £677,000 in 2018/19. Stadium executive box hire was £57,000 short of its target as sales decreased markedly due to Widnes Vikings' relegation from Super League. Gym membership at the Stadium underachieved by £64,000 this year due to the closure of the main gym from April 2019 and the associated reduction in membership renewals. Pitch booking fees at the Stadium also decreased this year as the pitch was replaced and therefore not in use for three months. There was no major concert at the Stadium in 2018/19 and therefore the events income target of £103,000 was not met. Fee income at the Leisure Centres underachieved by £488,000. A major reason for this was due to severe difficulties in the recruitment of swimming and fitness instructors, leading to cancelled swimming lessons and a lack of fitness classes, and should therefore be considered alongside a staffing understand of over £250,000 across the three centres.

Although many areas of the Department struggled to meet income targets, there were areas that generated increased income during 2018/19. Crematorium fees exceeded their income target by £59,000, with the introduction of the new Resident's Funeral Package proving popular. The Brindley increased their lettings and promotions income from last year, and exceeded their target by £7,000. Green waste collection fees again performed well, exceeding the forecast income by £52,000.

Government Grant income fell £126,000 short of target due to a £215,000 shortfall in income due for Universal Infants Free School Meals. Free children numbers have fallen dramatically in the last few years and this source of funding has been exacerbated by more schools converting to academies where this funding cannot be charged. This shortfall had a significant impact on the overall Schools Catering budget.

Transport recharges were lower than expected in Open Spaces and Waste Management during 2018/19 which contributed a £175,000 underspend to the Departmental outturn figure.

Income budgets have been reduced where possible as part of setting 2019/20 budgets, although based on current estimates income will continue to fall short of targets in 2019/20.

### Capital Projects as at 31 March 2019

Capital Expenditure	2018/19 Capital Allocation £'000	Actual Spend £'000	Total Allocation Remaining £'000
Stadium Minor Works	50	42	8
Stadium Pitch	300	279	21
Children's Playground Equipment	57	67	(10)
Landfill Tax Credits Scheme	340	0	340
Crow Wood Park	478	218	260
Peelhouse Lane Cemetery	500	135	365
Peelhouse Lane Cemetery – Enabling Works	33	21	12
Phoenix Park	104	98	6
Runcorn Hill Park	5	-22	27
Sandymoor Playing Fields	1,032	839	193
Town Park	280	6	274
Bowling Greens	0	2	(2)
Brindley Café Extension	80	0	80
Victoria Park Glasshouses	170	0	170
Open Spaces Projects	511	468	43
Widnes & Runcorn Cemeteries – Garage & Storage	190	11	179
Litter Bins	20	20	0
<b>Net Expenditure</b>	<b>4,150</b>	<b>2,184</b>	<b>1,964</b>

### Comments on the above figures.

**Stadium Minor Works** – New equipment has been purchased for the Stadium this year, including chairs and tables which should lead to revenue savings as these are currently being hired when needed. Equipment has also been purchased for the newly refurbished Karalius Suite in order to increase its appeal to potential hirers.

**Stadium Pitch** – It was necessary to replace the iPitch this year as the previous pitch did not meet FIFA standards for football matches. The work is mostly complete and the pitch is now in use by Widnes Vikings and Widnes FC. The contractor needs to come back on site to complete the works in the next couple of months.

**Children's Playground Equipment** – This is an ongoing project which includes spend on maintenance and improvements within the borough's playgrounds.

**Crow Wood Park** – On site building work is now 50% complete.

**Peelhouse Lane Cemetery** – The enabling works are almost complete, with only a small number of charges left to come in. Phase 3 of the main works have recently commenced and should take approximately 16 weeks depending on weather conditions.

**Phoenix Park** – The works at Phoenix Park have now been completed, and there is a retention payment of £2,500 due to pay in 2019/20.

**Runcorn Hill Park** - The main building works are now complete and the scheme has been closed. The remaining works to be completed on the area boundaries will be included under Open Spaces Projects.

**Sandymoor Playing Fields** – The main works have now been completed and the site is under a 12 month establishment / maintenance project. There are still some invoices from the contractors which have not yet been received.

**Town Park** – Work on the Southern Pathways at the Town Park is in an early phase and it is hoped that this will go out to tender in early summer.

**Bowling Greens** – Plans are currently being drawn up for the improvement works at Runcorn Hill. The removal of the King George V Bowling Green is currently on hold awaiting the demolition of the pavilion by Property Services.

**Open Spaces Projects** – Projects completed this year include works at Wood Lane, Prescott Road and the Sankey Canal sluice. Works at the Bridgewater (Crosville) site have been completed and the area is now under a 12 month establishment / maintenance contract which will need to be funded in 2019/20. Works on the boundary at Runcorn Town Hall are almost complete, as are works at Barrows Green, with some snagging items outstanding. Works are continuing at the Runcorn Ski Slope car park and Sunnybank Park. Work is due to start on the Town Park / Phoenix Park BMX Pump Track in May 2019 as grant funding has now been secured. Design work has been completed for the Runcorn Station Piazza and the scheme is currently awaiting confirmation of funding in order to progress further. Consultant engineers are currently working on the Runcorn Locks scheme, with their report due in May.




**Widnes & Runcorn Cemeteries – Garage & Storage** - Works have commenced on site and should take approximately 10 weeks.







## 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.