

Public Document Pack



Executive Board

Thursday, 19 September 2013 2.00 p.m.
The Boardroom, Municipal Building

A handwritten signature in black ink, appearing to read 'David W R'.

Chief Executive

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

PART 1

Item	Page No
1. MINUTES	
2. DECLARATION OF INTEREST	
Members are reminded of their responsibility to declare any Disclosable Pecuniary Interest or Other Disclosable Interest which they have in any item of business on the agenda, no later than when that item is reached or as soon as the interest becomes apparent and, with Disclosable Pecuniary interests, to leave the meeting during any discussion or voting on the item.	
3. LEADER'S PORTFOLIO	
(A) LIVERPOOL CITY REGION REVIEW OF STRATEGIC GOVERNANCE - KEY DECISION	1 - 67

*Please contact Angela Scott on 0151 511 8670 or
Angela.scott@halton.gov.uk for further information.
The next meeting of the Committee is on Thursday, 3 October 2013*

Item	Page No
(B) REGIONAL AID AND THE ASSISTED AREA MAP - KEY DECISION	68 - 78
4. CHILDREN YOUNG PEOPLE AND FAMILIES PORTFOLIO	
(A) WAIVER OF STANDING ORDERS- HEAR4U EMOTIONAL WELLBEING AND MENTAL HEALTH SERVICES FOR CHILDREN AND YOUNG PEOPLE - KEY DECISION	79 - 84
(B) WAIVER OF STANDING ORDERS - MISSING FROM HOME CARE SERVICE - KEY DECISION	85 - 89
(C) WAIVER – SERVICE LEVEL AGREEMENT LEARNING OUTSIDE THE CLASSROOM	90 - 94
5. COMMUNITY SAFETY PORTFOLIO	
(A) FUTURE DELIVERY OF TRADING STANDARDS SERVICE - KEY DECISION	95 - 101
6. RESOURCES PORTFOLIO	
(A) INCOME MANAGEMENT SYSTEM - KIOSK INTEGRATION	102 - 103
(B) CAPITA - PAYMENT SYSTEMS MAINTENANCE	104 - 105
(C) UPGRADE TO CAPITA INCOME MANAGEMENT SYSTEM	106 - 107
(D) DIRECTORATE PERFORMANCE OVERVIEW REPORTS FOR QUARTER 1 2013/14	108 - 179
(E) TREASURY MANAGEMENT 2013/14 1ST QUARTER: APRIL - JUNE	180 - 191
7. ENVIRONMENTAL SERVICES PORTFOLIO	
(A) VARIATION OF THE NON-STATUTORY FEES OF HALTON REGISTRATION SERVICE FOR 2015/16	192 - 197

**8. SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972
AND THE LOCAL GOVERNMENT (ACCESS TO
INFORMATION) ACT 1985**

PART II

In this case the Board has a discretion to exclude the press and public and, in view of the nature of the business to be transacted, it is **RECOMMENDED** that under Section 100A(4) of the Local Government Act 1972, having been satisfied that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act.

9. ENVIRONMENTAL SERVICES PORTFOLIO

**(A) RESOURCE RECOVERY CONTRACT - KEY
DECISION**

198 - 215

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

REPORT TO:	Executive Board
DATE:	19 September 2013
REPORTING OFFICER:	Chief Executive
PORTFOLIO:	Leader
SUBJECT:	Liverpool City Region Review of Strategic Governance
WARDS:	Borough-wide

1.0 PURPOSE OF THE REPORT

- 1.1 This report informs Executive Board of the current position in relation to the consultation on the Liverpool City Region Strategic Governance Review and the proposals to establish a Liverpool City Region Combined Authority.
- 1.2 The report invites Executive Board to recommend to Council, that Council agree to submit the Liverpool City Region Strategic Governance Review document and Scheme for the establishment of a Combined Authority to the Government by 30 September 2013 following endorsement by the proposed constituent Councils.
- 1.3 The report also recommends that Executive Board should recommend to the Council that Halton Council should become a constituent member of the Liverpool City Region Combined Authority, thereby sharing appropriate economic development and transport powers with other Councils within the Liverpool City Region Combined Authority in accordance with the provisions of the Local Democracy, Economic Development and Construction Act 2009 (the 2009 Act) and the Local Transport Act 2008 (the 2008 Act).

2.0 RECOMMENDATION

Members of Executive Board are recommended to endorse the work undertaken to date and agree to recommend to the next meeting of the Council:

- (1) The submission of the Liverpool City Region Strategic Governance Review and Scheme to the Department for Communities and Local Government for the establishment of a Liverpool City Region Combined Authority on the basis of the drafts attached at Appendix 1 and Appendix 2 to this report;**
- (2) That Halton Council should formally become a constituent member of the Liverpool City Region Combined Authority, thereby sharing appropriate economic development and transport powers with other**

Councils within the Liverpool City Region Combined Authority in accordance with the provisions of the Local Democracy, Economic Development and Construction Act 2009 and the Local Transport Act 2008; and,

- (3) Agree that approval to make any technical amendments to the Liverpool City Region Strategic Governance Review and Scheme before it is submitted to the Secretary of State on 30 September 2013 be delegated to the Chief Executive in consultation with the Leader of the Council.**

3.0 BACKGROUND

- 3.1 Liverpool City Region has a population of 1.5 million covering the local authority areas of Halton, Knowsley, Liverpool, Sefton, St Helens and Wirral and over 36,000 active businesses.
- 3.2 The Liverpool City Region vision is to create a thriving, international City Region; and to achieve this, the Liverpool City Region must accelerate the opportunities for economic growth and utilise all means necessary. There is strong evidence that the Liverpool City Region has latent potential for additional economic output: if the City Region performed at the national average an additional £8.2bn of output would be generated per annum for the national economy.
- 3.3 To achieve this vision, the City Region would need to deal with the economic challenges that are aggravated by the current global economic climate: productivity is 75% that of national rates, there is a gap of 18,500 businesses compared to national rates, a jobs deficit of 90,000, a skills deficit at all levels and one in ten residents are in receipt of either Job Seeker's Allowance or sickness benefits. In combination, these deficits contribute to the average household per-head being £1,700 less wealthy than the average nationally.
- 3.4 The six local authorities in the Liverpool City Region have a long history of collaboration at a scale that reflects the 'functional economic geography' of the area covering Halton, Knowsley, Liverpool, St Helens, Sefton and Wirral. This dates back before the development of the Liverpool City Region Development Plan, which was agreed in 2007. This collaboration was formalised with the creation of the Liverpool City Region Cabinet in 2008 as an advisory body and, most recently, the establishment of the Liverpool City Region Local Enterprise Partnership (LEP) in 2012 and the establishment of the Local Transport Body to serve the City Region in 2012.
- 3.5 The benefit of this collaboration was exemplified in the agreement of the Liverpool City Region Deal in 2012. Other examples include: prioritising investment activity to support the City Region's transformational growth areas of Low Carbon, SuperPort, the Knowledge Economy and Visitor Economy; and, in 2012/13 when the City Region attracted £16m of Empty Homes funding from the Homes and Communities Agency after taking a joint approach, which

contrasts sharply with the £0.700m attracted the previous year when individual local authority level bids were submitted.

- 3.6 At their meeting on 21 June 2013, the Liverpool City Region Cabinet agreed to formally review strategic governance arrangements in relation to a potential Combined Authority model. The intention was to consider potential options to strengthen the existing governance arrangements to enable the Liverpool City Region to optimise its economic growth potential and to create a thriving, international City Region.
- 3.7 The Executive Board at its meeting on 11th July 2013 supported the principal of a strategic review being undertaken to explore the proposals for the establishment of a Combined Authority across the Liverpool City Region.
- 3.8 On the 15th August 2013 the Executive Board endorsed the results of the strategic review and the contents of a draft scheme for the establishment of a Combined Authority and agreed that a period of consultation take place on those documents. Following that consultation period a further report was to be made to the Board.

4.0 LIVERPOOL CITY REGION GOVERNANCE REVIEW

- 4.1 The remit of the Strategic Governance Review, as commissioned by the Liverpool City Region Cabinet was to determine:
 - Whether the area covered by the local authorities of Halton, Knowsley, Liverpool, Sefton, St Helens and Wirral can properly be seen as constituting a functional economic area for the purpose under consideration in the review; and
 - Whether the existing governance arrangements for strategic economic development, regeneration and transport are effective or would benefit from changes.
- 4.2 There is no widely accepted definition of economic development: for the purpose of the governance review, economic development and regeneration was taken to cover strategic activity related to business support, inward investment, trade and export, strategic housing and employment and skills functions that can be better delivered if this is done collaboratively across the Liverpool City Region. This is in addition to the strategic transport functions also being considered. Further, only matters that are of City Region significance have been considered to be within the remit of this review: strategic decisions that are specific to a Council geography relating to economic development, regeneration and housing or operational decisions in these areas would still be made by individual Councils.
- 4.3 The statutory tests for the governance review in relation to a potential Combined Authority are set out in the 2008 Act and the 2009 Act. The process of the review examined the options available to the City Region in relation to each of the following and evaluated the likely improvement going forward:

- The exercise of statutory functions relating to economic development, regeneration and transport;
- The effectiveness and efficiency of transport; and, • The economic conditions in the area.

4.4 An officer-led working group was tasked with undertaking the governance review, comprising senior officers and relevant experts from each of the constituent local authorities, Merseytravel and the LEP. This included the following activities:

- Review of economic evidence to test the rationale for working across the Liverpool City Region geography as a functional economic area. This included a review of previous strategies and identification of key information to assess the economic conditions of the area. The work was aligned to the strategy development process being led by the LEP to prepare the evidence base for the City Region Growth Plan. It also considered the key findings from evidence base work and engagement activity to develop the City Region EU Investment Fund framework for 2014 – 2020.
- Desk research of the current governance arrangements and structures.
- Workshops to collect views and evidence from stakeholders in each constituent authority, Merseytravel and the LEP to consider the functions or activities that could benefit from strengthened collaborative governance arrangements.
- One to one interviews with external stakeholders, including LEP members, Chambers of Commerce and neighbouring local authorities, to collect views on the draft proposals.
- Options assessment based on this evidence.

5.0 THE EXISTING GOVERNANCE ARRANGEMENTS

5.1 The collaboration between the Liverpool City Region authorities was formalised with the creation of the Liverpool City Region Cabinet in 2008 and, most recently, the establishment of the Liverpool City Region Local Enterprise Partnership in March 2012 and the establishment of the Local Transport Body to serve the City Region later in 2012.

5.2 There are currently a number of Boards across the City Region bringing together the democratic leadership and senior business leaders to support our vision to be a thriving, international City Region, with those particularly relevant to the governance review of economic development, regeneration and transport summarised below.

5.3 Liverpool City Region Cabinet: The six Councils in the City Region have a track record of working together on areas of mutual benefit, dating back before the Liverpool City Region Development Plan, which was agreed in 2007. Following

this, the Liverpool City Region Cabinet was established in 2008 as an advisory body to take forward this and other work. The City Region Cabinet is made up of the Mayor of Liverpool and Leaders of the five Councils. The Cabinet demonstrates high level leadership and has been effective at setting the strategy for the City Region and working in partnership with business leaders to develop the conditions for economic growth.

- 5.4 In 2008 the Cabinet agreed that each Leader/nominated member would lead on one of the portfolios identified in the City Region governance structure, and each Portfolio Holder would be supported by a Chief Executive acting as Lead Advisor. This led to a series of thematic City Region Boards, across transport, economic development, employment and skills, housing, health, and child poverty and life chances. Many of these Boards bring together the democratic mandate and the contributions of the private sector and other partners.
- 5.5 Liverpool City Region Local Enterprise Partnership (LEP) was established in March 2012 and formally incorporated: as such, it has a unique structure with over 400 members contributing to the success of the Partnership. This provides the LEP Company with an income stream which adds value to public funding for economic development, including European monies and sees the private sector playing a direct role in setting the economic agenda for the City Region. The Mayor of Liverpool and the other five Leaders also sit on the LEP Board alongside the private sector.
- 5.6 The LEP has established sector committees and panels around the key sectors for economic growth: Low Carbon Economy, SuperPort, Visitor Economy, Advanced Manufacturing and Innovation. This provides the opportunity for businesses and public bodies to work together on identifying the key actions and opportunities that will support the delivery of jobs and growth. The LEP has also been given a set of strategic responsibilities by Government in terms of prioritising investment (such as with Growing Places Funds) as well as setting future economic strategy for the City Region through the requirement for a Growth Plan by Spring 2014 and the determination of European Funding priorities. It is not however an entity that can have 'accountable body status' and therefore receive significant funding from Government.
- 5.7 Merseyside Integrated Transport Authority (MITA) covers Knowsley, Liverpool, Sefton, St Helens and Wirral areas. This Council acts as a local transport authority in its own right. There has been extensive collaboration and joint working on transport issues between City Region Councils, Merseytravel and increasingly the LEP, with the establishment of the Local Transport Body to serve the City Region as a case in point: (this was agreed as part of the City Deal in 2012). The aligned Local Transport Plans and implementation plans are a further example of the close work that is in place.
- 5.8 The Liverpool City Region has a track record of working together on Employment and Skills strategy across the functional economic area. The City Region's Employment and Skills Board leads work on jobs and skills on behalf of the City Region Cabinet and the LEP. This includes providing governance arrangements for a range of different devolved funding streams, securing over

£100m of investment for the City Region in the past few years. The Board focuses on implementing the existing 10-year Employment and Skills Strategy and the City Region Deal for Jobs and Skills. It oversees the City Region's Labour Market Information Service, which communicates economic opportunities to the vast array of colleges, training providers and employment support providers. It also provides governance arrangements for a range of different devolved funding streams.

- 5.9 Liverpool City Region Strategic Housing and Planning Board - There is already considerable collaboration on strategic housing priorities and public sector assets aligned to the City Region's economic growth and regeneration ambitions. We have prepared a joint Local Investment Framework, for the delivery of our housing priorities, since 2009 and we have secured over £80 million pounds of investment as a result. The Board has recently been working on the Local Investment Framework for 2014 – 17, which will include a spatial framework, to support the Local Growth Plan. This Local Investment Framework will continue to identify and promote all housing opportunities which support economic growth and will identify all potential funding resources to support the delivery and to bridge funding gaps.

6.0 OPTIONS ASSESSMENT

- 6.1 The Strategic Governance Review (attached at Appendix One) has considered the four main options available to the Liverpool City Region at the present time assessed against the statutory tests identified in section 4.3 of this report:

- Option 1 - Leaving existing governance unchanged (status quo);
- Option 2 - Establishing a Supervisory Board;
- Option 3 - Establishing an Economic Prosperity Board; and
- Option 4 - Creating a Combined Authority.

- 6.2 The review demonstrated that the six Councils in the Liverpool City Region have a strong track record of working together on areas of mutual benefit. Collaborative working has evolved over the years and a number of City Region Boards bring together democratic leadership and senior business leaders, including the LEP. The City Region made further strides towards improving its governance arrangements, with the establishment of the Local Transport Body in 2012. However, the overarching arrangements remain informal without any independent legal status and could be improved, particularly around providing democratic leadership, transparency and accountability. There is a general consensus that the City Region has outgrown these existing arrangements and the time is now right to take the strategic governance arrangements to the next level, moving from a process of informal collaboration to joint decision making.

- 6.3 The findings of this review are summarised in the following table:

Option Assessment

Status quo

Maintaining the status quo would provide the basis for economic growth (as it has done for some time) but may not make sufficient improvements in the economic conditions of the area in the timescales required.

Establishing a Supervisory Board

A Supervisory Board would address some of the governance and accountability issues around economic development and regeneration but would be a less formal arrangement and would still leave issues around transport outside these arrangements.

Establishing an Economic Prosperity Board

An Economic Prosperity Board would address some of the governance and accountability issues around economic development and regeneration but would still leave the issues around transport outside the formal joint arrangements.

Creating a Combined Authority

Building on existing arrangements and supporting the LEP, the creation of a Liverpool City Region Combined Authority, with the alignment of accountability, governance and geographies for economic development, regeneration and transport would provide the City Region with the best possible chance of securing significant and lasting improvements in economic development, regeneration and transport. This model will further strengthen democratic and financial accountability.

- 6.4 After evaluating the current available evidence, the conclusion from the Strategic Governance Review is to propose a Liverpool City Region Combined Authority model, and to include the transport functions currently separately exercised by MITA and this Council, as the preferred governance option. This would give legal form to the close working relationships that already exist between the six local authorities, the MITA and the LEP by creating a sub-regional body with legal personality and a governance mechanism that can act across the combined area.
- 6.5 A strong Combined Authority would be able to bring together key decision making powers into a single body, exercising appropriate strategic transport and economic development and regeneration functions. It would provide a visible, stable and statutory body which could act as the accountable body to attract further funding to the Liverpool City Region to support economic growth, alongside additional powers which may be devolved from Government.
- 6.6 A Combined Authority is not a merger or a takeover of existing local authority functions nor would it be a 'Super-Council'. Instead it would seek to complement local authority functions in economic development, regeneration and transport and enhance the effectiveness of the way they are discharged. In particular, it is the enhancement of decisions and information to a strategic level that are most frequently cited as the advantages of such a body. On this basis, the proposal to establish a Liverpool City Region Combined Authority

would not have any additional resource implications for constituent Councils and would be expected to be cost neutral.

7.0 CONSULTATION

- 7.1 On 2 August 2013, the Liverpool City Region authorities, Merseytravel and their partners began consultation on the Review of the Strategic Governance arrangements for the City Region and the proposal to create a Liverpool City Region Combined Authority, including the functions currently exercised by MITA and Halton's strategic local transport function. This would give legal form to the close working relationships that already exist between the six authorities, MITA and the Local Enterprise Partnership by creating a City Region body with legal personality and a governance mechanism that can act across the combined area.
- 7.2 Consultation in Halton has been focused around sending out details of the review of strategic governance to businesses via Halton Chamber and partner organisations, as well as making the documentation available on the Council's website and articles in the local press.
- 7.3 A report of the City Region consultation will be available at the meeting. This sets out the interim findings of the consultation as at 3 September 2013, including the detail of how stakeholders have responded to the proposals. A final version of the Report of Consultation will be completed after the conclusion of the consultation period. It is proposed that approval to make any amendments to the Liverpool City Region Strategic Governance Review before it is submitted to the Secretary of State on 30 September 2013 be delegated to the Chief Executive in consultation with the Leader of the Council.

8.0 THE REMIT OF A COMBINED AUTHORITY FOR THE LIVERPOOL CITY REGION

- 8.1 The remit of the Combined Authority for the Liverpool City Region would be strategic economic development, regeneration, transport, strategic housing and employment and skills functions that can be better delivered collaboratively across the Liverpool City Region. The City Region Cabinet has made it clear that the Combined Authority would remain a lean, focused decision making body, with responsibility over those strategic issues where it is mutually beneficial for Local Authorities and the LEP to work together.
- 8.2 It is proposed that the City Region Combined Authority would discharge thematic functions through the following arrangements:

Function Arrangements

Strategic Economic Development - Liverpool City Region Local Enterprise Partnership

Strategic Transport - Liverpool City Region Transport Joint Committee

Strategic Housing and Land Based Assets - Liverpool City Region Strategic Housing and Planning

Strategic Employment and Skills - Liverpool City Region Employment and Skills Board

The Strategic Governance Review at Appendix 1 gives further detail on these functions.

- 8.3 On the Combined Authority each Constituent Authority would be represented by one member of its Cabinet who will be the Leader or Elected Mayor. These six members would form the core membership of the Combined Authority and could co-opt additional members onto the Combined Authority, including the Chair of the LEP.
- 8.4 A model of joint scrutiny would be introduced in order to scrutinise decisions made at the City Region level in respect of those functions under the remit of the Combined Authority. This would be carried out by a panel (or pool) of Councillors nominated by the six Local Authorities in the Liverpool City Region. The role of Scrutiny would be to:
- Provide a critical friend role;
 - Undertake pre-decision scrutiny reviews into areas of strategic importance for the people of the Liverpool City Region; and
 - Monitor the delivery of the Liverpool City Region Combined Authority Strategic Plan.

9.0 POLICY IMPLICATIONS

- 9.1 The recommendations in this report are in line with Halton Council's policy to promote economic growth.

10.0 OTHER IMPLICATIONS

- 10.1 During the consultation process the Liverpool City Region authorities have undertaken financial due diligence on the proposal to create a Liverpool City Region Combined Authority. The review has covered the following key issues:
- (i) Proposed draft Scheme;
 - (ii) Transport expenditure;
 - (iii) Assets and liabilities of a Combined Authority;
 - (iv) Transport Levy options for a Combined Authority;
 - (v) Accountable body role(s);
 - (vi) VAT; and
 - (vii) Borrowing powers.
- 10.2 The financial due diligence is subject to the outcome of the consultation, which will continue as the Scheme is finalised for submission to the Department for Communities and Local Government. Further due diligence will also be required if the Government agrees to take the proposals forward and produces

a draft Order for consultation, including the development of an operating agreement that the Liverpool City Region authorities would require to support the operation of a Combined Authority. This operating agreement will set out how the Combined Authority will operate on a day to day basis and provide for various protocols on how the various functions will be carried out.

- 10.3 The financial due diligence has included on-going consultation with the Directors of Finance of the Liverpool City Region authorities to ensure that they are satisfied that the proposed scheme would not result in any adverse financial consequences and provides the appropriate powers before submission to the Department for Communities and Local Government.
- 10.4 A key principle of the draft scheme is that 'the Levy or any Differential Levy' (i.e. the total contribution from each Constituent Authority for funding transport services for the year) does not exceed the equivalent cost for the year as it would have been calculated under the previous arrangements.' The financial due diligence has included a review of the assets and liabilities of the proposed Liverpool City Region Combined Authority and benchmarked transport services budgets to allow options for a Differential Levy to be developed for a Combined Authority. This will allow over time a Transitional arrangement for Halton and ultimately the full integration of Halton into the Liverpool City Region transport levy currently covering the five Merseyside authorities.
- 10.5 A Liverpool City Region Combined Authority, if established, would be expected to be the Accountable Body for many future funding regimes. The due diligence has identified options that would ensure that no additional costs would be incurred, which would also draw upon expertise already within the Liverpool City Region authorities. The due diligence has identified that the final proposal must ensure the accountability of the funding programmes to the Combined Authority, and that agreements are put in place across the partnership to deal with the financial risks, including grant claw back and ineligible expenditure.
- 10.6 The Greater Manchester Combined Authority has encountered VAT reclaim issues, and is currently in negotiation with the Government regarding its VAT status. The Department for Communities and Local Government are confident that the VAT rules should be amended before a Liverpool City Region Combined Authority would be established. However, it would be prudent that the proposed City Region scheme requests the appropriate powers to ensure the Liverpool City Region Combined Authority does not find itself in dispute with HMRC like Greater Manchester Combined Authority. Furthermore, there are no VAT partial exemption status issues for Constituent Authorities under the proposed draft Scheme.
- 10.7 The Review of Strategic Governance within the Liverpool City Region is being conducted within existing resources. There has been a full due diligence process undertaken as part of the review of strategic governance which is covered elsewhere in this report.
- 10.8 Should the proposal to create a Liverpool City Region Combined Authority be approved, it would not have any additional resource implications for constituent

Councils. In this regard, any additional costs arising from the new arrangements would be offset by efficiencies and savings and the establishment of the Combined Authority would therefore be expected to be at least cost neutral in overall terms.

11.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

11.1 Children and Young People in Halton

The improvement of economic conditions in the Liverpool City Region will support the Borough's Children and Young people.

11.2 Employment, Learning and Skills in Halton

The improvement of economic conditions in the Liverpool City Region will support the development of Employment, Learning and Skills in Halton.

11.3 A Healthy Halton

The improvement of economic conditions in the Liverpool City Region will support the development of a Healthy Halton.

11.4 A Safer Halton

The improvement of economic conditions in the Liverpool City Region will support the development of a Safer Halton.

11.5 Halton's Urban Renewal

The improvement of economic conditions in the Liverpool City will support Halton's urban renewal.

12.0 RISK ANALYSIS

12.1 There is a risk that the Liverpool City Region cannot close the gap in economic performance to England. This will be mitigated by proposing the establishment of a Liverpool City Region Combined Authority to draw together strategic work across economic development, transport, housing and employment and skills and to potentially access additional funding from Government.

12.2 There is a risk that the proposal to create a Liverpool City Region Combined Authority may not have local stakeholder support. This has been mitigated by consulting on the review of strategic governance and potential operation of a Liverpool City Region Combined Authority with stakeholders to collect their views.

12.3 There is a risk that the potential establishment of a Liverpool City Region Combined Authority is seen as a 'Super-Council'. This will be mitigated by establishing a clear approach to the communication strategy between the Councils and MITA explaining precisely what the potential Combined Authority could and could not do.

13.0 EQUALITY AND DIVERSITY ISSUES

13.1 An Equality Impact Assessment has been completed and not identified any specific actions required.

14.0 REASON(S) FOR DECISION

14.1 One of the drivers for reviewing the Liverpool City Region's governance arrangements is to secure greater influence over key levers and resources affecting local growth, including freedoms, flexibilities and funding which would otherwise remain under the control of Government. The Liverpool City Deal, Liverpool City Region Deal and LEP Business Plan and Action Plans seek to capitalise on the City Region's strengths, assets and key sectors to attract investment into and create additional jobs within the City Region. However, they do not go far enough in terms of maximising opportunities to enhance local delivery of national programmes that are also critical to improving local growth, with a risk that other areas with Combined Authorities have a significant advantage over the City Region.

14.2 For a number of years the City Region has successfully aligned central Government funding, ERDF and private sector investment to support strategic priorities within the wider economy. Working with the LEP, a pipeline of projects spanning investment in infrastructure, business growth, housing, transport and regeneration is in place together with an agreed approach to the joint investment of ERDF, Regional Growth Fund and Growing Places funds. With the new Government funding opportunities and policies, including the Growth Deals/Single Local Growth Fund and EU Structural and Investment Funds 2014 - 2020 there is now an added impetus to ensure the City Region has the most appropriate strategic governance arrangements in place to deliver agreed priority investments and in doing so to maximise the use of these funds alongside existing resources.

14.3 Similarly, whilst the establishment of the Local Transport Body has been seen as a positive step; it is a staging post on the journey, rather than a destination. The Local Transport Body model does not enjoy the legal transport powers or funding regimes that are currently vested with the Integrated Transport Authority, its constituent districts and with Halton Borough Council. The Department for Transport has consistently impressed upon the Liverpool City Region the importance of developing effective governance arrangements that facilitate, for example, links to other policy areas, strong leadership, streamlined structures and the ability to make difficult decisions, linked to clear priorities and a long-term investment programme and is one of the main contributors to the Single Pot to be devolved to City Regions.

14.4 The benefits of the Combined Authority would be to:

- Bring together the strategic decision making powers and processes for statutory functions and investment priorities relating to economic development, regeneration, transport and related initiatives across the natural economic area; strengthening accountability for the delivery of targets and meeting established strategic priorities;

- Remove the need for issues to be considered or ratified by numerous bodies and authorities, which is time consuming and inefficient, requiring multiple reports;
- Increase the effectiveness and efficiency of the related functions by providing integrated decision-making, a clearer read across between the different policy strands of activity and increasing opportunities for co-design and collaboration. For example, vesting multi-modal transport policy functions with the Combined Authority would ensure that policies are integrated, funding is aligned to agreed priorities for economic development, employment and skills, housing; and delivery is efficient;
- Enable all constituent partners to accomplish and achieve a bigger impact for the City Region's residents, businesses and the economy as a whole through a more effective and efficient deployment of tightening public sector resources connecting the City Region's assets to our people and communities;
- Secure long-term effective engagement with business and other sectors, including employment and skills providers and registered housing providers by formalising the existing relationship with the LEP and providing a place for the private sector at the 'top table' of decision making; and
- Provide opportunities to align strategic capacity and support services to deliver economies of scale. For example, combining Accountable Body arrangements and expertise which is currently dispersed across all six local authorities, MITA and the LEP. In the future, this could include the arrangements for devolved major transport funding and the Single Pot for economic investment, including EU funds and assets as appropriate.

14.5 The practical opportunities to achieve this run both horizontally (across thematic strands) and vertically (within thematic strands). Taken together they illustrate a compelling economic case for a move to a Combined Authority structure of governance. Some of our key proposals are summarised below:

14.6 Strategic decision-making would be brought into one City Region-wide body, with responsibility for strategy setting, the long-term strategic vision, outcomes and the alignment of priorities for the City Region. This would be achieved through the development of a long-term City Region Strategy for delivering the City Region's economic priorities, programmes and projects, co-designed with the LEP to link the City Region's strategic physical assets and 'places' to a broader economic prosperity and 'people' focused agenda. Flowing from the development of the Economic Strategy, and in line with our City Region Deal, would be an integrated Growth Plan and Investment Strategy to deliver the strategic economic vision and outcomes.

14.7 The proposed areas of Combined Authority responsibility are all interdependent. For example, activity to promote employment requires demand-side action to support businesses to create jobs as well as effective transportation policy. As these policy strands are led in different ways by different bodies we have developed partnership and consultation arrangements which do work but often result in increased timescales for taking decisions and multiple reporting lines. This approach has also led to overlapping or competing strategy priorities and in some cases an inefficient service delivery landscape that is confusing to both business and other stakeholders. The Combined Authority model provides the opportunity to bring all of this together into one approach to enable a clearer routine policy alignment, including:

- The co-ordination of the international economic strategy for the Liverpool City Region to cover inward investment, trade and export, to particularly capture benefits from the International Festival for Business and operate as a cohesive global entity;
- The co-ordination of inward investment activity across the Liverpool City Region as a whole;
- The co-ordination of strategic place based marketing across the Liverpool City Region as a whole; and
- The delivery of the employment and skills strategy across the Liverpool City Region, embedding the Skills for Growth Agreements within economic strategies.

14.8 The Combined Authority would ensure more effective targeting of strategic interventions to support the City Region's priorities. For example:

- It would also take responsibility for decision making with regard to the Liverpool City Region Investment Framework, to include the Single Local Growth Fund, EU Investment Framework and Growing Places Fund to boost local economic growth. Linked to this it will develop a pipeline of priorities to attract financial and wider support.
- Transport planning is currently vested in two separate Local Transport Plans for the City Region. These would be amalgamated to a single streamlined plan under the new arrangements, providing greater synergy, greater clarity and more effective prioritisation of strategic transport priorities across the City Region.
- The Combined Authority provides the opportunity to improve the consistency of design and implementation of Local Labour Agreements for regeneration and major employer recruitments to maximise the benefit to the City Region labour market as a whole. The clear expectation set from a Combined Authority level would better reflect the distribution of available employment and skills across the City Region as a whole, and allow businesses to better understand consistent expectations.

14.9 An important function is to ensure a single economic intelligence evidence base is in place to support and inform strategic decision making for economic development, employment and skills, transport and strategic housing is a priority. Given the significant interdependency between these policy themes this would have significant advantages and deliver potential savings – particularly in a reduced requirement to commission external consultants.

15.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

15.1 Alternative models of governance were considered as part of the Review of Strategic Governance and were judged not to be as effective as improving the economic conditions of the Liverpool City Region as the preferred option.

16.0 IMPLEMENTATION DATE

16.1 The Review of Strategic Governance and Scheme for the establishment of Liverpool City Region Combined Authority will be submitted to the Secretary of State for Communities and Local Government by 30 September 2013.

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

Appendix 1: Governance review.

Appendix 2: Scheme

**LIVERPOOL CITY REGION
STRATEGIC GOVERNANCE REVIEW
SEPTEMBER 2013**

**Draft for Approval by Constituent Councils and the
Merseyside Integrated Transport Authority**

1. INTRODUCTION

- 1.1 This report has been prepared on behalf of the Liverpool City Region Cabinet, which brings together the Mayor of Liverpool and Leaders of the other five Local Authorities of the Liverpool City Region: Halton, Knowsley, Sefton, St Helens and Wirral. It sets out the findings from a review of Liverpool City Region strategic governance arrangements relating to 'transport, economic development and regeneration' pursuant to Section 108 of the Local Democracy, Economic Development and Construction Act 2009 and Section 82 of the Local Transport Act 2008, together with the results of a stakeholder consultation exercise.
- 1.2 One of the drivers for this review is to secure greater influence over key levers and resources affecting local growth, including freedoms, flexibilities and funding from Government. The Liverpool City Deal, Liverpool City Region Deal and Local Enterprise Partnership Business Plan and Action Plans seek to capitalise on the City Region's strengths, assets and key sectors to attract investment into and create additional jobs within the City Region. However, they do not go far enough in terms of maximising opportunities to enhance local delivery of national programmes that are also critical to improving local growth, with a risk that other areas with more formal governance arrangements have a significant advantage over the Liverpool City Region.
- 1.3 The purpose of the review is to determine:
- Whether the area covered by the local authorities of Halton, Knowsley, Liverpool, Sefton, St Helens and Wirral can properly be seen as constituting a functional economic area for the purpose under consideration in the review; and
 - Whether the existing governance arrangements for economic development, regeneration and transport are effective or would benefit from changes, including establishing a Combined Authority.
- 1.4 The governance review has considered the options available and in relation to each option, evaluated the likely improvement in:
- The exercise of statutory functions relating to economic development, regeneration and transport in the area;
 - The effectiveness and efficiency of transport in the area; and
 - The economic conditions in the area.
- 1.5 Having examined these issues the report draws conclusions about the nature of the Scheme being recommended for the Liverpool City Region, what this would mean in practice for future political decision-making for strategic economic development, regeneration and transport and how such arrangements would harness the City Region's latent economic potential and boost local economic growth.

2. EXECUTIVE SUMMARY

- 2.1 The Liverpool City Region has been transformed over the last twenty years with the rejuvenation of Liverpool City Centre, greater utilisation of our indigenous assets and the growth of our key sectors. The City Region's economy is now one of the fastest growing in the UK and has closed the gap on national performance, but there remains a significant challenge to continue this. The economy is still not as large as it needs to be.
- 2.2 Working together with our businesses we have identified the potential to create up to 100,000 jobs in our growth sectors over future years, an opportunity unparalleled in the country; these forecasts will inform the City Region's Growth Plan. The role of Government and the public sector is to support and facilitate this growth where it is needed. This is not just for the benefit of the Liverpool City Region and our communities but also the UK as a whole.
- 2.3 In partnership with the private sector, we are striving to create a thriving, international City Region capitalising on our competitive strengths while ensuring we deliver an environment in which growth can occur. To achieve this, the Liverpool City Region must accelerate the market facing opportunities that exist and ensure that we better coordinate everything we do to increase investment, create jobs, and achieve growth. There is strong evidence that the Liverpool City Region has a latent potential for additional economic output: if the City Region performed at the national average an additional £8.2bn of output would be generated per annum for the national economy.
- 2.4 To do this would involve building on the existing commitments articulated in both the Liverpool City Deal and Liverpool City Region Deal, and by maximising opportunities to enhance the local delivery of national programmes that are critical to improving local growth. Ensuring that clear and effective arrangements are in place to enable long-term strategic decision making at the City Region level is an essential component to drive economic growth. The governance review undertaken is therefore essential in considering what is best for our City Region in particular the appropriate options to achieve this and make recommendations.
- 2.5 Whilst the Liverpool City Region was more robust than many other City Regions at the outset of the recession it continues to face a number of economic challenges that are aggravated by the current global economic climate: productivity is 75% of the national rates, there is a gap of 18,500 businesses compared to national rates, a deficit of 90,000 jobs, a skills deficit at all levels and one in ten residents are in receipt of either jobseekers' allowance or sickness benefits. In combination, these deficits contribute to the average household per-head income being £1,700 less each year than the average nationally.
- 2.6 The six Councils in the Liverpool City Region have a strong track record of working together on areas of mutual benefit, dating back before the Liverpool City Region Development Plan, which was agreed in 2007. Collaborative working has evolved over the years and a number of City Region Boards bring together democratic

leadership and senior business leaders, including the Local Enterprise Partnership (LEP). In 2012 the City Region made further strides towards improving its governance arrangements, with the establishment of the Local Transport Body. However, these overarching arrangements remain informal without any independent legal status and could be improved, particularly around providing democratic leadership, transparency and accountability. There is a general consensus that the City Region has outgrown these existing arrangements and the time is now right to take the strategic governance arrangements to the next level, moving from informal collaboration to joint strategic decision making.

- 2.7 It was agreed at the Liverpool City Region Cabinet meeting on 21 June 2013 that a review of strategic governance arrangements should be undertaken. One of the drivers for this review was to make sure that the City Region is well placed to secure greater influence over key levers affecting local growth, including freedoms, flexibilities and funding from Government. This approach builds on the commitments identified in the Liverpool City Region Deal which was agreed with Government in Summer 2012.
- 2.8 The approach undertaken for this governance review was in accordance with Section 108 of the Local Democracy, Economic Development and Construction Act 2009. The methodology included a review of evidence, desktop research of current arrangements, a series of workshops and discussions with stakeholders, including constituent Local Authorities, Merseytravel, the LEP, strategic partners and neighbouring authorities and an options assessment based upon this evidence.
- 2.9 The review considered the following options:
- Option 1 – status quo;
 - Option 2 – establishing a Supervisory Board;
 - Option 3 – establishing an Economic Prosperity Board; and
 - Option 4 – establishing a Combined Authority.
- 2.10 After evaluating the current available evidence and the options available to the City Region, the conclusion is that a Liverpool City Region Combined Authority model, including the functions currently exercised by the Merseyside Integrated Transport Authority (MITA) and Halton's Local Transport Authority functions, is the preferred governance option. The Combined Authority would most likely lead to improvements in economic conditions of the area and in the efficiency and effectiveness of service delivery, building on and where necessary simplifying the existing City Region governance arrangements.
- 2.11 The Combined Authority would give legal form to the close working relationships that already exist between the six local authorities, the Integrated Transport Authority and the LEP by creating a sub-regional body with legal personality and a governance mechanism that can act across the combined area. This would allow the City Region to achieve its latent potential for economic growth, thus narrowing the gap in economic output, productivity and income levels with national levels.

- 2.12 A strong Combined Authority, based on the functional economic area, would enable decisions to be made jointly by the democratically elected Leaders and/or the Elected Mayor in each of the six local authorities, together with the Chair of the LEP. It would provide a visible, stable and statutory City Region-wide body which could act as the Accountable Body to attract further funding to the Liverpool City Region to support economic growth, alongside any additional powers which may be devolved from Government.
- 2.13 There is a further need to signal to business and Government that the City Region has a clear, consistent and shared view, and that the City Region will act as a single, aligned strategic voice to maximise use of available resources to the benefit of the whole of the City Region, particularly with the challenges being faced around jobs and growth. Consequently there is a need to consider another approach.
- 2.14 In summary, the benefits of operating as a Liverpool City Region Combined Authority present a landmark opportunity for the City Region, building on the proposals in the Liverpool City Region Deal to boost economic growth, and would:
- Bring together the strategic decision making powers and processes for statutory functions and investment priorities relating to economic development, regeneration, transport and related initiatives across the natural economic area; strengthening accountability for the delivery of targets and meeting established strategic priorities;
 - Remove the need for issues to be considered or ratified by numerous bodies and authorities, which is time consuming and inefficient, requiring multiple reports;
 - Increase the effectiveness and efficiency of the related functions by providing integrated decision-making, the integration of the different policy strands of activity and increased opportunities for co-design and collaboration. For example, vesting multi-modal transport policy functions with the Combined Authority would ensure that policies are integrated with economic development, employment and skills and housing, funding is aligned to agreed priorities, and delivery is efficient;
 - Enable all constituent partners to accomplish and achieve a bigger impact for the City Region's residents, businesses and the economy as a whole through a more effective and efficient deployment of tightening public sector resources connecting the City Region's assets to our people and communities;
 - Secure long-term effective engagement with business and other sectors, including employment and skills providers and registered housing providers by formalising the existing relationship with the LEP and providing a place for the private sector at the 'top table' of decision making; and
 - Provide opportunities to align strategic capacity and support services to deliver economies of scale. For example, combining Accountable Body arrangements

and expertise which is currently dispersed across all six local authorities, MITA and the LEP. In the future, this could include the arrangements for devolved major transport funding and the Single Pot for economic investment, including EU funds and assets as appropriate.

- 2.15 The practical opportunities to achieve this run both horizontally (across thematic strands) and vertically (within thematic strands). Taken together they illustrate a compelling economic case for a move to a Combined Authority structure of governance.
- 2.16 Operating as a Combined Authority, strategic decision-making would be brought into one City Region-wide body, with responsibility for strategy setting, the long-term strategic vision, outcomes and the alignment of priorities for the City Region. This would be realised through the development of a long-term Strategy for delivering the City Region's economic priorities, programmes and projects, co-designed with the LEP to link the City Region's strategic physical assets and 'places' to a broader economic prosperity and 'people' focused agenda. Flowing from the development of the Economic Strategy, and in line with our City Region Deal, would be a Single Growth Plan and Investment Strategy to deliver the strategic economic vision and outcomes led by the LEP.
- 2.17 The proposed areas of Combined Authority responsibility are all interdependent. For example, activity to promote employment requires demand-side action on behalf of employers as well as effective transportation policy. As these policy strands are led in different ways by different bodies we have developed partnership and consultation arrangements which do work but often result in increased timescales for taking decisions and multiple reporting lines. This approach has also led to overlapping or competing strategy priorities and in some cases an inefficient service delivery landscape that is confusing to both businesses and other stakeholders. The Combined Authority model provides the opportunity to bring all of this together into one approach to enable a clearer routine policy alignment, including:
- The co-ordination of the international economic strategy for the Liverpool City Region to cover inward investment, trade and export, to particularly capture benefits from the International Festival for Business and operate as a cohesive global entity;
 - The co-ordination of inward investment activity across the Liverpool City Region as a whole;
 - The co-ordination of strategic place based marketing across the Liverpool City Region as a whole; and
 - The delivery of the employment and skills strategy across the Liverpool City Region, embedding the Skills for Growth Agreements within economic strategies.
- 2.18 The Combined Authority would ensure more effective targeting of strategic interventions to support the City Region's priorities. For example:

- It would take responsibility for decision making with regard to the Liverpool City Region Investment Framework, to include the Single Local Growth Fund, EU Investment Framework and Growing Places Fund to boost local economic growth. Linked to this it will develop a pipeline of priorities to attract financial and wider support.
- Transport planning is currently vested in two separate Local Transport Plans for the City Region. These would be amalgamated to a single streamlined plan under the new arrangements, providing greater synergy, greater clarity and more effective prioritisation of strategic transport priorities across the City Region.

2.19 An important function is to ensure a single economic intelligence evidence base is in place to support and inform strategic decision making for economic development, employment and skills, transport and strategic housing is a priority. Given the significant interdependency between these policy themes this would have significant advantages and deliver potential savings – particularly in a reduced requirement to commission external consultants.

2.20 A model of joint scrutiny would be introduced in order to scrutinise decisions made at the City Region level in respect of those functions under the remit of the Combined Authority. This would be carried out by a panel (or pool) of Councillors nominated by the six Local Authorities in the Liverpool City Region. The role of Scrutiny would be to:

- Provide a critical friend role;
- Undertake pre-decision scrutiny reviews into areas of strategic importance for the people of the Liverpool City Region; and
- Monitor the delivery of the Liverpool City Region Combined Authority Strategic Plan.

2.21 The benefits of a Combined Authority as the strategic decision making body to drive economic growth and job creation, with effective engagement of business through the LEP, together with other sectors such as employment and skills providers and registered housing providers is clear. This would allow the City Region to achieve its latent potential for economic growth, narrowing the £8.2bn economic output gap with the UK, creating an additional 18,500 businesses, a further 90,000 jobs and closing the annual £1,700 per-head wealth gap between the average household in the City Region and the average household in the UK.

2.22 Operating as a Combined Authority would ensure the work of everyone that impacts on the economy is integrated to add value and better achieve our vision and economic goals. This model would help maximise growth in output and jobs, increase the City Region's productivity and competitiveness, raise skill levels, support a rebalancing of the economy away from relative public sector dependency and stimulate greater employment and growth in the private sector. These measures would make our economy more sustainable in the long-term.

- 2.23 The introduction of a Combined Authority would provide the framework and opportunity to bring together services in new ways that would better benefit businesses and residents in support of economic growth and jobs. The integration of transport as a key driver of economic growth, along with more streamlined approaches to supporting businesses, greater clarity and consistency on investment priorities and improvements to the integration of activities across economic development, transport, strategic housing and employment and skills will contribute to achieving the Liverpool City Region's economic ambition and specifically the improved outcomes for economic growth and jobs.
- 2.24 A strong and effective Liverpool City Region Combined Authority would counter misperceptions about public sector collaboration in the City Region and help in engagement with national agencies. It would also create the opportunity for various types of collaborative effort with adjoining and other northern Combined Authorities to put in place a much needed counter-balance to London and to Wales e.g. for devolving the power to let rail franchises for Northern Rail.
- 2.25 In conclusion, these proposals for a Combined Authority approach to decision making for City Region issues of strategic importance will provide a stable model for the long-term. The introduction of a Combined Authority would put the Liverpool City Region at the forefront of national policy making and ensuring that the City Region is in the best position to access new powers and resources devolved from central Government. It would also provide a transparent and robust decision making process to improve the economic wellbeing of the constituent Local Authorities as part of a stronger Liverpool City Region economy. This model would not have any additional resource implications for constituent Councils and is expected to be at least cost neutral.

3. RECOMMENDATIONS

- 3.1 The conclusion from the work undertaken on the strategic governance review recommends that:
- a) In order to deliver the identified economic improvements, the Liverpool City Region should establish a Combined Authority model of governance relating to economic development, regeneration and transport pursuant to Section 103 of the Local Democracy, Economic Development and Construction Act 2009;
 - b) The six Local Authorities of the Liverpool City Region (Halton, Knowsley, Liverpool, Sefton, St Helens and Wirral) agree to be constituent members of the Combined Authority;
 - c) The Chair of the Local Enterprise Partnership is co-opted onto the Combined Authority as a voting member;
 - d) Merseyside Integrated Transport Authority shall be dissolved pursuant to Section 91 of the Local Transport Act 2008 and its functions transferred to the new Combined Authority, along with the provision of such other powers

necessary for the Combine Authority to deliver the transport objectives (defined in Section 10.15 - 10.23);

- e) Local Transport Authority powers should be transferred from Halton Borough Council to the Liverpool City Region Combined Authority; and
- f) Transitional operating agreements are required in respect of d) and e) above and will be subject to further detailed discussion at the implementation stage.

4. THE LEGAL CONTEXT

- 4.1 Part 6 of the Local Democracy, Economic Development and Construction Act, 2009 (the 2009 Act) enables the creation of Economic Prosperity Boards or Combined Authorities. These are sub-national structures that have separate legal personality to the Local Authorities who come together to create them. These bodies are available to support the effective delivery of economic development and regeneration, and in the case of Combined Authorities, transport.
- 4.2 The 2009 Act sets out the process for the creation of Economic Prosperity Boards or Combined Authorities relating to their constitution and organisation. The legislation is not prescriptive and the detail of how these bodies are established, how they will operate and what their functions will be is left to be determined locally, subject to final approval by the Secretary of State.
- 4.3 The Localism Act 2011 contains powers for the Secretary of State to transfer the powers between authorities (including Combined Authorities) and also to transfer ministerial functions to such authorities. Property, assets and liabilities relating to those functions can also be transferred. Notably, transfers and delegations of additional functions under this legislation can be made at any time and independent from the procedure to create Economic Prosperity Boards or Combined Authorities.

5. METHODOLOGY FOR THE GOVERNANCE REVIEW

- 5.1 At their meeting on 21 June 2013, Liverpool City Region Cabinet agreed to formally review the strategic governance arrangements across the area in the context of the March 2013 Budget and the Government's response to Lord Heseltine's review 'No Stone Unturned in Pursuit of Growth'. The intention was to consider potential options for strengthening governance arrangements to enable the City Region to optimise its economic growth potential.
- 5.2 The statutory process to establish a Combined Authority or Economic Prosperity Board has three main steps:
- First, a review of existing governance arrangements for the delivery of economic development, regeneration and in the case of Combined Authorities transport. This must lead to the conclusion that there is a case for changing these arrangements based upon real improvements;
 - Second, drawing up and consulting on a scheme for the new body upon which the authorities are required to engage to secure support amongst stakeholders. All constituent Councils are required to approve the scheme for submission to the Secretary of State for Communities and Local Government; and
 - Finally, the Secretary of State will consider the scheme and undertake a formal consultation. If satisfied with the proposals, a draft order will be laid before both Houses of Parliament for adoption by affirmative resolution.

5.3 An Officer-led working group was tasked with undertaking the review, comprising Chief Executives and relevant experts from each of the constituent local authorities, Merseytravel and the LEP. This included the following activities:

- **Review of economic evidence** to test the rationale for working across the Liverpool City Region geography as a functional economic area. This included a review of previous strategies and identification of key information to assess the economic conditions of the area;
- **Desk research** of the current governance arrangements and structures;
- **Consultation workshops** to collect views and evidence from stakeholders in each constituent authority, Merseytravel and the LEP to consider the functions or activities that could benefit from strengthened collaborative governance arrangements;
- **One-to-one interviews** with stakeholders including MPs, LEP members, Chambers of Commerce and neighbouring local authorities, to collect views on the draft proposals; and
- **Options assessment** based on this evidence.

Economic Evidence

5.4 Liverpool City Region has developed, over a period of time, a strong evidence base which supports both the need for economic growth and the opportunities to achieve this. The Merseyside Economic Review, produced by the LEP, provides an important reference point in assessing the economic performance of the City Region. In parallel to this governance review, work being led by the LEP to prepare the evidence base for the 'Growth Plan' and to identify the strategic actions and activity to inform the City Region EU Investment Funds framework for 2014 – 2020 has informed and shaped the governance review findings. Crucially, all have been developed in close consultation with each other to ensure that an integrated approach is adopted.

5.5 Our starting point when deciding strategic actions and activity has been to identify what the City Region needs. This approach has informed the consultation exercise for the EU Programme development, led by the LEP, which has included engagement with representatives from business, the public sector and academic institutions from across the City Region: some 150 people attended a stakeholder event on 23 April 2013, followed by a number of thematic engagement sessions to capture further evidence and concluding with a final stakeholder event on 3 September 2013.

Stakeholder Consultation

5.6 More specifically, stakeholders have provided an important source of evidence for this governance review. On 2 August 2013, the Liverpool City Region authorities, Merseytravel and the LEP began consultation on the review of strategic governance

arrangements and on the option for a Liverpool City Region Combined Authority model, including the functions currently exercised by MITA and Halton's Local Transport Authority function. A detailed Report of Consultation summarises how the authorities and their partners have engaged with stakeholders (including businesses), partners and the public regarding the proposals, through communications, workshops, events and meetings. The report also contains a summary of the findings of this consultation, including the detail of how stakeholders have responded to the proposals.

- 5.7 This consultation exercise was undertaken from 2 August – 6 September 2013 and involved a range of activities aimed at engaging a wide range of stakeholders, partners and members of the public. It has included making materials available on Local Authority and partner websites, and publicising this through media releases, news stories, social networking tools and internal and external briefings. In addition, each Local Authority has targeted consultation materials to a wide range of partners, stakeholders and other interested parties within their area. Specific communications were sent to contacts inviting them to interviews, meetings, events, public drop in sessions and workshops associated with the consultation. A detailed list of all of these activities is included in a final Report of Consultation.
- 5.8 The findings from all this research has been analysed by the Officer-led working group and the information collected used to inform the conclusions set out in this governance review report.

6. THE LIVERPOOL CITY REGION ECONOMY AND VISION

- 6.1 Liverpool City Region has a population of 1.5 million covering the local authority areas of Halton, Knowsley, Liverpool, Sefton, St Helens and Wirral with over 37,000 active businesses. The City Region has one of the fastest growing economies in the UK, with growth being driven across four key sectors: (the Low Carbon Economy, the Knowledge Economy, Visitor Economy and the SuperPort). The area is considered to be a functional economic area, with 84% of employed residents working within the City Region (Annual Population Survey 2012): 75% of residents living and working in an area is sufficient to justify a functional (or natural) economic area.
- 6.2 The vision for the Liverpool City Region is to create a thriving, international City Region. Partners are committed to establishing the Liverpool City Region as a top international and national investment location, with global trade, knowledge, manufacturing and tourism relationships. Our status as a thriving international City Region will be enhanced by developing the long-term sustainability of the economy through:
- Accelerating the creation of new business;
 - Supporting growth and improving productivity in local small and medium sized businesses;

- Making best use of public sector funds to induce private sector business investment and to maximise private sector leverage;
- Delivering a step change in our economic performance by prioritising our investment activity in transformational areas, such as the Visitor Economy; Knowledge Economy; Liverpool SuperPort and the Low Carbon Economy;
- Increasing the number of residents who are in work;
- Increasing the scale of economic activity and developing global markets;
- Working with business to produce a demand-led programme of investment in skills and learning;
- Promoting economic growth and meeting the demands of the low carbon agenda;
- Supporting all potential investors with planning, access and infrastructure, sites availability and finance;
- Supporting Atlantic Gateway development including Wirral and Liverpool Waters and the Daresbury Enterprise Zone, incorporating Sci-Tech Daresbury;
- Reducing dependency on benefit systems; and
- Reducing the number of families bringing children up in poverty.

6.3 The Liverpool City Region is a globally connected economic centre with real competitive advantage. Through its Port, airport accessibility, and its international companies and cultural assets it has reach far beyond the UK and will host an International Festival for Business in 2014. World leading companies including Unilever, Jaguar Land Rover, Maersk, NSG (Pilkington), Novartis, Iberdrola and Sony, are major investors in our business friendly and cost competitive environment.

6.4 The City Region has been transformed over the last twenty years with the rejuvenation of Liverpool City Centre, greater utilisation of indigenous assets and the ongoing growth of our key sectors. For example, the area now hosts some of the largest offshore wind farms in the UK, placing the Liverpool City Region at the forefront of the UK's offshore wind industry and a significant global location for offshore wind investment, with CORE (Centre for Offshore Renewable Energy) status. Collectively, our growth sectors represent outstanding opportunities for further growth - both in terms of output and jobs.

6.5 There is a latent potential within the City Region for additional economic activity. If performing at the national average an additional £8.2bn of output would be generated per annum for the national economy. To achieve this we would need to create an additional 18,500 businesses and see a further 90,000 jobs created. From doing this, we can close the annual £1,700 per-head 'wealth-gap' between the average household in the City Region and the average household in the UK - giving

our communities the resources they need to be sustainable in the long-term. This will mitigate the cost of child poverty to the City Region, which is current estimated to be £970m per year.

- 6.6 In the next twelve months alone the City Region will see £1.3bn of construction and development work begin as the Mersey Gateway Bridge in Halton (£600m), the post-Panamax, 'Liverpool 2' deep water berth at the Port (£340m), and the redevelopment of the Liverpool Royal Hospital (£330m) all get under-way. With ambitious £10bn plans to develop our Enterprise Zones at Wirral Waters and Liverpool Waters, the ongoing development of Daresbury as a national science asset, and plans to bring forward logistics and development sites across the City Region there is a real opportunity that collectively the City Region can take a huge leap forward.
- 6.7 In achieving our economic vision and objectives, it is imperative that success reaches all parts of the Liverpool City Region. This includes addressing some of the long term structural issues that if not dealt with will hinder the City Region's economic growth, including low business density, significant skills gaps, relatively high levels of unemployment and relatively low productivity.
- 6.8 Whilst the growth secured between 1997 and 2007 has narrowed the gap with the UK on a number of economic indicators, the rebalancing from a public sector dominated economy to a private sector based economy is not happening as quickly as in other areas. An example is that nationally since 2010 the private sector has created 3 jobs for every public sector job lost, whereas in the City Region, 1¼ jobs have been created for every public sector job lost.
- 6.9 The LEP is playing an important role in developing the conditions for economic growth and is working with key partners in business, the local authorities and universities to produce the Liverpool City Region Growth Plan which will underpin the delivery of the City Region's shared vision and ambition. What sets the Liverpool City Region apart from other areas is our unique set of economic assets and the willingness of our partners, especially the private sector, to contribute to achieving an improved economic performance. With over 400 members, no other City Region or LEP area in the country has the same level of private sector buy-in and support as the Liverpool City Region LEP.

7. OUR CURRENT STRATEGIC GOVERNANCE ARRANGEMENTS

- 7.1 Liverpool City Region has long advocated devolution and decentralisation to real economic geographies, the places that drive local economic growth. We are committed to working with Government to do this and to ensure we deliver economic prosperity and opportunity. Our existing governance arrangements and models of partnership working for economic development, regeneration and transport have evolved over a number of years, and the extent of this is evidenced throughout this document. There are currently a number of Boards across the City Region bringing together the democratic leadership and senior business leaders on an informal basis to support our ambition to be a thriving, international City Region, with those particularly relevant to this governance review summarised below.

- 7.2 The 2009 Act does not provide a definition of economic development as this can vary in different areas depending on local circumstances. For the purpose of this review, economic development and regeneration is taken to cover strategic activity related to business support, inward investment, trade and export, strategic housing, and employment and skills, in addition to the transport roles and functions.

Liverpool City Region Cabinet

- 7.3 The six Councils in the City Region have a track record of working together on areas of mutual benefit, dating back before the Liverpool City Region Development Plan, which was agreed in 2007. Following this, the Liverpool City Region Cabinet was established in 2008 as an advisory body to take forward this and other work. The City Region Cabinet is made up of the Mayor of Liverpool and Leaders of the five Councils. The Cabinet demonstrates high level leadership and has been effective at setting the strategy for the City Region and working in partnership with business leaders to develop the conditions for economic growth.
- 7.4 In 2008 the Cabinet agreed that each Leader/nominated Member would lead on one of the portfolios identified in the City Region governance structure, and each Portfolio Holder would be supported by a Chief Executive acting as Lead Advisor. This led to a series of thematic City Region Boards, across transport, economic development, employment and skills, housing, health, and child poverty and life chances. Many of these Boards bring together the democratic mandate and the contributions of the private sector and other partners.
- 7.5 The City Region Cabinet has been effective as an informal mechanism to foster and develop joint working and responses to City Region level issues; a recent example being the development and agreement of the Liverpool City Region Deal with Government in 2012. It does, however, lack formal underpinning arrangements and as such is unable to take formal decisions.

Liverpool City Region Local Enterprise Partnership

- 7.6 Liverpool City Region Local Enterprise Partnership was established in March 2012: it has a unique structure with over 400 paying members contributing to the success of the Partnership which has 20 years of economic development experience operating previously as The Mersey Partnership. This provides the LEP Company with an income stream which adds value to public funding for economic development, including European monies and sees the private sector playing a direct role in setting the economic agenda for the City Region. The Mayor of Liverpool and the other five Leaders also sit on the LEP Board alongside the private sector.
- 7.7 The LEP also has long-established sector committees and panels around the key sectors for economic growth: Low Carbon Economy, SuperPort, Visitor Economy, as well a Forum for Advanced Manufacturing and an Innovation Board. This provides the opportunity for businesses and public bodies to work together on identifying the key actions and opportunities that will support the delivery of jobs and growth. These structures have proved highly successful at setting joint

public/private strategies and action plans helping to secure investment such as the deep water berth at the Port of Liverpool.

- 7.8 The LEP has also been given a set of strategic responsibilities by Government in terms of prioritising investment (such as with Growing Places Funds) as well as setting future economic strategy for the City Region through the requirement for a Growth Plan by Spring 2014 and the determination of European Funding priorities. It is not however an entity that can have Accountable Body status and therefore it cannot receive significant resources from Government.

Strategic Transport

- 7.9 The current transport arrangements in the Liverpool City Region are fragmented in a formal sense. Merseyside Integrated Transport Authority, supported by its Passenger Transport Executive, is the local transport authority for Merseyside and is responsible for developing a Local Transport Plan and managing associated funding streams. The Executive is responsible for delivering passenger transport services across Merseyside. The districts of Knowsley, Liverpool, Sefton, St Helens and Wirral are highway and traffic authorities in their own right with wide ranging powers over the highway network, which includes delivery and enforcement. Halton Borough Council is a local transport authority in its own right and has a separate Local Transport Plan.
- 7.10 As a result of this fragmented structure, there has been long standing and extensive collaboration and joint working on transport issues between City Region Councils, MITA and increasingly the LEP. The establishment of the Local Transport Body to serve the City Region was an approach agreed as part of the Liverpool City Region Deal in 2012. The aligned Local Transport Plans and implementation plans are a further example of this collaboration.

Liverpool City Region Employment and Skills Board

- 7.11 The Liverpool City Region has a track record of working together on Employment and Skills strategy to support the current and future requirements of business. The City Region's Employment and Skills Board, formed in 2010, leads this work on behalf of the City Region Cabinet and the LEP. The strategic framework provided by the existing 10-year Employment and Skills Strategy, the City Region Deal for Jobs and Skills and the clear priorities that these underpin are widely supported by business, public sector partners, colleges and training providers. For example, the Board oversees the City Region's Labour Market Information Service, which communicates economic opportunities to the vast array of colleges, training providers and employment support providers. It also provides governance arrangements for a range of different devolved funding streams, securing over £100m of investment for the City Region in the past few years.

Liverpool City Region Strategic Housing and Planning Board

- 7.12 There is already considerable collaboration on strategic housing priorities and public sector assets aligned to the City Region's economic growth and regeneration ambitions. We have prepared a joint Local Investment Framework, for the delivery

of our housing priorities since 2009, and we have secured over £80 million of investment as a result. The Board has recently been working on the Local Investment Framework for 2014–17, which will include a spatial framework, to support the Local Growth Plan. This Local Investment Framework will continue to identify and promote all housing opportunities which support economic growth and will identify all potential funding resources to support the delivery and to bridge funding gaps.

- 7.13 Both the Liverpool City Region Cabinet and LEP Board regularly review the strategic management of the City Region's public sector assets held by the Homes and Communities Agency. This asset base is an important resource for the City Region particularly in providing match funding for the JESSICA regeneration fund.

8. OPTIONS FOR CHANGE

- 8.1 To ensure compliance with the relevant legislation, the governance review has been undertaken to establish if a Combined Authority would be likely to bring about an improvement in the City Region in the following:

- The exercise of statutory functions relating to 'economic development, regeneration and transport' in the area;
- The effectiveness and efficiency of transport; and
- The economic conditions in the area.

- 8.2 The Department for Transport have also confirmed they are looking for partners to address the following headline issues in formulating governance arrangements:

- Political Leadership for Transport at the most senior level;
- Ability to take difficult decisions;
- A long term (ten year) investment programme, focussing on the top priorities for the functional economic area as a whole;
- A local investment budget combining local resource in addition to Departmental resource;
- Evident links to strategies and decision making processes on economic growth, housing and planning; and
- Efficient use of transport resource across the City Region (e.g. joint procurement, maintenance contracts, rationalisation of highway functions etc).

- 8.3 The review has considered the statutory tests outline in paragraph 8.1 and those in paragraph 8.2 against the following options:

- Option 1 - Leaving existing governance unchanged (status quo);

- Option 2 - Establishing a Supervisory Board;
- Option 3 - Establishing an Economic Prosperity Board; and
- Option 4 - Creating a Combined Authority.

- 8.4 This review respects there are limits to comparisons between the options, in particular between potential options and the status quo. The existing governance arrangements are context specific and a known quantity, and the alternative potential options are considered at a high level and would inevitably require further development in due course, through an agreed City Region Operating Agreement, in order to quantify, for example, their potential impact on efficiency savings, hence the transparency and scrutiny powers.
- 8.5 It is recognised that creating appropriate governance structures alone is unlikely to achieve in full the ambitious vision and growth potential for the Liverpool City Region. The importance of issues of policy design, culture and values is also considered significant. The optimal governance model needs also to confront the need for evidence and vision and ensure that the City Region fully implements its ambitious and challenging plans.

Creating the right governance arrangements for growth

- 8.6 One of the drivers for reviewing the Liverpool City Region's governance arrangements is to secure greater influence over key levers and resources affecting local growth, including freedoms, flexibilities and funding which would otherwise remain under the control of Whitehall. The Liverpool City Deal, Liverpool City Region Deal and LEP Business Plan and Action Plans seek to capitalise on the City Region's strengths, assets and key sectors to attract investment into and create additional jobs within the City Region. However, they do not go far enough in terms of maximising opportunities to enhance local delivery of national programmes that are also critical to improving local growth, with a risk that other areas, with Combined Authorities having a significant advantage over the Liverpool City Region.
- 8.7 For a number of years the City Region has successfully aligned central Government funding, ERDF and private sector investment to support strategic priorities within the wider economy. The development of the Liverpool Arena and Convention Centre generating in excess of £300m to the visitor economy is a prime example of this approach. Working with the LEP, a pipeline of projects spanning investment in infrastructure, business growth, housing, transport and regeneration is in place together with an agreed approach to the joint investment of ERDF, Regional Growth Fund and Growing Places funds. With the new Government funding opportunities and policies, including the Single Local Growth Fund and EU Structural and Investment Funds 2014 - 2020 there is now an added impetus to ensure the Liverpool City Region has the most appropriate strategic governance arrangements in place to deliver agreed priority investments and in doing so to maximise the use of these funds alongside existing resources.

- 8.8 Similarly, whilst the establishment of the Local Transport Body has been seen as a positive step; it is a staging post on the journey, rather than a destination. The Local Transport Body model does not enjoy the legal transport powers or funding regimes that are currently vested with the Integrated Transport Authority, its constituent districts and with Halton Borough Council. The Department for Transport has consistently impressed upon the Liverpool City Region the importance of developing effective governance arrangements that facilitate, for example; links to other policy areas, strong leadership, streamlined structures and the ability to make difficult decisions, linked to clear priorities and a long-term investment programme and is one of the main contributors to the Single Pot to be devolved to the City Region.

Option 1 - Status quo

- 8.9 The Government is clear that City Region structures will require greater collaboration, commitment and strengthened governance arrangements to seize any devolution opportunities that may become apparent in the future including a substantial 'Single Pot'. This is clearly evidenced in Government guidance for LEPs on Growth Deals (July 2013). Demonstrating commitment to the growth agenda and the clear expectation that Local Authorities will put economic development at the heart of all that they do and work collaboratively across the functional economic area is part of the Government's response to Lord Heseltine's review. Maintaining the status quo would set Liverpool City Region behind the other parts of the country that are in the process of strengthening their alignment between decision making on areas such as transport, economic development and regeneration in exchange for greater devolution.
- 8.10 The Liverpool City Region's current non-statutory arrangements leave the space for ambiguity and overlap between the roles and functions of various sub-regional bodies and are dependent on agreements by constituent authorities. There is no formal link between decision making in relation to economic development (including inward investment, skills and housing and regeneration), regeneration and transport. It is, therefore, more challenging for decisions to be aligned in a way that secures maximum economic and social benefit. Strengthening and clarifying these relationships would also increase transparency, accountability and the certainty of local decision making.
- 8.11 Whilst the current arrangements have served the City Region well in the past, changes in national policy coupled with the current economic conditions suggests strongly the City Region is outgrowing its existing governance structures. The voluntary partnership between local authorities is no longer sufficient to underpin the City Region's ambitions and does not meet the expectations of Government.
- 8.12 The City Region, therefore, requires a single democratic and financially accountable model, a legal entity in its own right, to provide the necessary certainty, stability and democratic accountability to allow for long-term strategic economic decisions to be made at the City Region level. In short, no change would mean the Liverpool City Region is disadvantaged both economically and politically.

Option 2- Establishing a Supervisory Board

- 8.13 Following Lord Heseltine's review of government policy, Greater Birmingham working with Lord Heseltine (The Greater Birmingham Project: The Path to Local Growth) have outlined a new form of democratic arrangement to specifically manage the Single Pot of funding; a Supervisory Board model. The Supervisory Board as set out is a Joint Committee operating across the Councils which make up the Greater Birmingham and Solihull LEP Area. This Board comprises all City Region elected authority leaders or mayors and provides the necessary political accountability for managing the distribution of financial resources.
- 8.14 The Supervisory Board is designed to work alongside the private sector led LEP and empower it. The Greater Birmingham LEP Board continues to be responsible for development and implementation of the Local Growth Strategy and strategic economic functions but with no accountability or legal responsibility.
- 8.15 This model provides Government with the necessary financial accountability for a 'Single Pot' approach, with Birmingham CC identified to act as accountable body for funding. However, it appears to be focused on economic development funding associated with the Greater Birmingham and Solihull LEP and does not include funding associated with transport and regeneration.
- 8.16 The Supervisory Board model allows an area to demonstrate effective decision making and political oversight for the management of funding that is allocated to the LEP. However, it would not address the different geographies in place for transport in the Liverpool City Region.

Option 3 - Establishing an Economic Prosperity Board

- 8.17 A third option is to put in place an Economic Prosperity Board for the City Region. As a statutory body it would share many of the features of a Combined Authority in that it would have legal personality and would provide a strong basis for taking on devolved powers and funding relating to economic development and regeneration, e.g. accountable body status for an economic development Single Pot or EU funding. The Integrated Transport Authority would however remain as a separate body responsible for transport across the Merseyside Councils, with Halton retaining its Transport Authority status. This would run counter to the recent good work being undertaken through the establishment of a Liverpool City Region Local Transport Body, which includes the Mayor of Liverpool, the five other Leaders and the Chair of the LEP.
- 8.18 The Economic Prosperity Board could not raise a levy, nor have borrowing powers to fund investment. Further, fragmented strategic transport and economic development governance at a City Region level would not provide a convincing proposition to Government for taking on with others, including Sheffield and Manchester, the devolved Northern Rail franchises.
- 8.19 An Economic Prosperity Board for the Liverpool City Region would address a number of questions and issues around the governance of economic development, but then would not address the issues around strategic transport governance at the City Region level.

Option 4 - Creating a Combined Authority

- 8.20 The Local Democracy, Economic Development and Construction Act 2009 allows the Secretary of State to create Combined Authorities. They are corporate bodies with their own legal identity which are able to take on the functions and responsibilities of sustainable economic development and regeneration and in addition transport functions available to Integrated Transport Authorities. They are controlled by their members, who are the elected politicians of the constituent local authorities.
- 8.21 A Combined Authority can be set up when two or more contiguous local authorities, covering an area's natural economic footprint, who want to collaborate more closely together, on a voluntary basis to improve economic outcomes. However, one local authority may only be part of one Combined Authority. The LEP's relationship with the Combined Authority is essential and must be designed to co-ordinate their efforts to work towards a common shared vision and Local Growth Plan.
- 8.22 Government policy confers certain responsibilities to LEPs and requires LEP representation on Local Transport Bodies while economic growth cannot be achieved without the full involvement of the private sector. The Combined Authority could act as an Accountable Body for the funds being invested by LEPs on behalf of local areas further integrating economic growth activity. The LEP can be a co-opted representative on the Combined Authority to enable this integration and co-ordination, which is the intention of the Liverpool City Region Combined Authority.
- 8.23 The benefits of operating as a Combined Authority would ensure streamlined governance arrangements. The Combined Authority would be able to bring together strategic decision making powers into a single body and improve alignment, coordination and delivery of economic development and transport related initiatives. It would provide a visible, stable and streamlined body corporate which Government could be confident in devolving powers and funding to which would again be otherwise controlled by Whitehall. It would have a separate legal entity from its own constituent authorities, be able to undertake its own administrative processes including employing staff and entering into contracts and may have statutory powers and duties conferred on it which it can exercise in its own right.
- 8.24 The maximum benefit would be gained by integrating and bringing together at a strategic level functions across the City Region in relation to economic development, transport, housing and employment and skills. This means that the Local Transport Authority functions that are currently within the Merseyside Integrated Transport Authority and Halton would be transferred to the newly created Combined Authority, along with future consideration of the provision of transport powers and functions for the defined Strategic Highway Network across all Constituent Authorities. This would ensure that the maximum improvements in efficiency and effectiveness are gained.
- 8.25 A Combined Authority is not a merger or a takeover of existing Local Authority functions. Instead it seeks to complement Local Authority functions and enhance the effectiveness of the way they are discharged. In particular, it is the

enhancement of decisions and information at a strategic level that are most frequently cited as the advantages of such a body.

Summary

8.26 A full evaluation against these tests is presented at Appendix Two and summarised in the following table.

Option	Commentary
Status quo	Maintaining the status quo would provide the basis for economic growth (as it has done for some time) but may not make sufficient improvements in the economic conditions of the area in the timescales required.
Establishing a Supervisory Board	A Supervisory Board would address some of the governance and accountability issues around economic development and regeneration but would still leave the issues around transport.
Establishing an Economic Prosperity Board	An Economic Prosperity Board would address some of the governance and accountability issues around economic development and regeneration but would still leave the issues around transport outside the formal joint arrangements.
Creating a Combined Authority	Building on existing arrangements and supporting the LEP, the creation of a Liverpool City Region Combined Authority, with the alignment of accountability, governance and geographies for economic development, regeneration and transport would provide the City Region with the best possible chance of securing significant and lasting improvements in economic development, regeneration and transport. This model will further strengthen democratic and financial accountability.

8.27 On the basis of this options analysis, it is recommended that the Liverpool City Region pursues the creation of a Liverpool City Region Combined Authority to draw together accountability and leadership for strategic economic development, regeneration and transport.

9. CONSULTATION FEEDBACK

9.1 The draft conclusions and recommendations of the review of strategic governance were open to public consultation between 2 August and 6 September 2013. Details of the proposals were sent to strategic partners and over 10,000 businesses in the City Region. The draft conclusions and recommendations were considered by the

Cabinets of constituent Councils, MITA and the LEP Board. Targeted briefing sessions were held for businesses, partners and stakeholders, with the draft conclusions and recommendations being placed upon the website of all constituent Councils, Merseytravel and the LEP.

9.2 At the time of writing this report, 76 responses had been received, with feedback being mostly positive. It is expected that this response rate will increase significantly as the consultation period progresses and particularly once the feedback from various consultation events planned for the week commencing 2 September 2013 are processed, including the Local Enterprise Partnership business event.

9.3 A summary of the interim findings is provided in the following table:

Question	Yes	No	Other	No response
Would a Combined Authority for the Liverpool City Region improve the exercise of statutory functions relating to economic development, regeneration and transport in the area?	68%	8%		24%
Would a Combined Authority for the Liverpool City Region improve the effectiveness and efficiency of transport?	63%	8%	1%	28%
Would a Combined Authority for the Liverpool City Region improve the economic conditions in the area?	66%	8%		26%
Do you think the draft Scheme proposed supports the economic rationale for Halton, Knowsley, Liverpool, Sefton, St Helens and Wirral to come together to drive jobs and growth in the Liverpool City Region?	66%	6%	3%	25%
Can you support the establishment of a Combined Authority which will provide strategic leadership on economic development, transport, housing and employment and skills?	72%	16%	3%	9%
Based on the proposed membership of the Combined Authority, will it be able to provide strong strategic leadership to drive jobs and growth in the City Region?	53%	10%	12%	25%
Do you feel the proposed links between the Combined Authority and the Local	38%	3%	6%	53%

Question	Yes	No	Other	No response
Enterprise Partnership would be strong enough?				

- 9.4 In addition to the quantitative analysis undertaken, the detailed comments made in association with responses have been recorded and summarised. This includes analysis of the general feedback submitted by email or letter, but also analysis of the additional commentary added to the consultation feedback form. Examples of some of the comments received include the following:

The exercise of statutory functions relating to ‘economic development, regeneration and transport’ in the area

“Support for the proposed structure as allowing funding opportunities to be exploited and enable efficient service delivery for residents, businesses and investors”

“Many decisions and policies have cross-boundary impacts, and communities straddle electoral boundaries, so there should be a joined up approach”

“Existing informal arrangements with limited accountability have been outgrown. The creation of the Combined Authority will build on what has already been achieved, progress regeneration, and supported by the relevant statutory framework will enhance opportunities to provide strategic direction”

The effectiveness and efficiency of transport

“The Combined Authority will help place transport considerations at the heart of economic development, regeneration and visitor economy considerations. This will maximise efforts to align proposals and funding sources and support delivery of shared outcomes”

“Support for the creation of a Combined Authority with multi-modal transport responsibilities. Welcome bringing strategic traffic and highway management / coordination functions together, as will deliver integrated transport strategy”

The economic conditions in the area

“Support for the proposals on the basis that the authorities together will have a stronger voice than individually, and will provide a basis for the area to be heard by Government”

“To achieve the vision authorities must work collaboratively to promote economic growth. No one authority can act in isolation and the region possesses a latent potential to improve its economic output”

“Liverpool or Merseyside has a greater brand recognition as a larger strategic vehicle, which should help with national or international strategic issues and marketing”

10. PROPOSED ROLE AND FUNCTIONS OF THE LIVERPOOL CITY REGION COMBINED AUTHORITY

- 10.1 The Combined Authority would bring together key strategic decision making powers into a single body, exercising appropriate strategic transport and economic development functions to maximise the impact of what we do. It would provide a visible, stable and statutory body, which could act as the Accountable Body for the City Region to support the functions it is discharging and could attract devolved powers and resources from Government to facilitate local economic growth. This model of governance would not have any additional resource implications for constituent Councils and its operation would be expected to be at least cost neutral.
- 10.2 The remit of the Combined Authority for the Liverpool City Region would be strategic economic development, regeneration, transport, strategic housing and employment and skills functions that can be better delivered collaboratively across the Liverpool City Region and the Combined Authority would do this through setting an Economic Strategy for the City Region. The Combined Authority would remain a lean, focused decision making body, with responsibility over those strategic issues where it is mutually beneficial for Local Authorities, MITA and the LEP to work together.
- 10.3 Each Constituent Authority would be represented by one member of its Cabinet who would be the Leader or Elected Mayor, and the intention is that the Chair of the LEP would be co-opted as a member of the Combined Authority. Further members could be op-opted in due course as appropriate with unanimous agreement.
- 10.4 The City Region Combined Authority would discharge thematic functions through the following arrangements:

Function	Arrangements
Strategic Economic Development	Liverpool City Region Local Enterprise Partnership
Strategic Transport	Liverpool City Region Transport Committee
Strategic Housing and Land Based Assets	Liverpool City Region Strategic Housing and Planning
Strategic Employment and Skills	Liverpool City Region Employment and Skills Board

- 10.5 A Combined Authority would improve the effectiveness of the existing strategic economic development, regeneration, transport, strategic housing and employment and skills functions through clear, transparent and consistent leadership across the City Region as a whole. These areas have shared priorities which could be more effectively delivered through consideration of interrelated influences, implications and dependencies at a City Region level. Taking a strategic overview would

facilitate the alignment of thematic priorities and reduce the need for duplicative processes and reporting arrangements that currently require multiple documents to be approved by different organisations.

- 10.6 It is expected that the Combined Authority would deliver a number of efficiencies and economies of scale to its constituent members. The City Region has some strategic capacity to support the functions around employment and skills, economic development and transport that is dispersed across a range of different organisations. The advent of a Combined Authority for the City Region provides an opportunity to review these arrangements and provide the strategic capacity not just to continue delivery at a time of increased pressure on budgets, but to seek greater effectiveness and outcomes through increased co-ordination and/or integration of activities, embedding a wider perspective on all delivery.
- 10.7 For example, transport planning is currently vested in two separate Local Transport Plans for the Liverpool City Region. These would be amalgamated to a single, streamlined plan under the new arrangements, providing greater synergy, greater clarity and more effective prioritisation of strategic transport priorities across the City Region. The creation of a single Local Transport Plan (or successor) allows significant efficiencies to be made by removing duplication of effort in developing separate plans for Merseyside and Halton.
- 10.8 Another example would be Economic Intelligence and Labour Market Analysis: The City Region currently has a range of contracted and in house solutions to understand our economy and provide the evidence base to inform strategy, including employment and skills. Significant work has been undertaken to bring consistency in data-sets together – ensuring for instance we can invest in a single source of econometric projections. A Combined Authority could go much further and potentially bring together the economic analysis of the LEP with the Labour Market Information Service of the ESB and other intelligence functions. Similarly, there is scope to align and/or amalgamate the Strategic Housing Market Assessments and Housing Need analysis currently undertaken on an individual Local Authority footprint.
- 10.9 One of the benefits of the Combined Authority would be to deliver improvements to the economic condition of the area as a result of the integrated approach being proposed. A specific example would be through supporting delivery of more localised priorities such as transport improvements to assist cross boundary needs of economic development in neighbouring districts. An example is the delivery of improvements to the junction of the Knowsley Expressway (A5300) and Speke Road (A562) in Knowsley, which would facilitate and support opportunities for economic growth at 3MG (Halton), the mayoral development zone at Speke/Garston (Liverpool) and the expansion of Liverpool Airport (also Liverpool). In turn, the delivery of this infrastructure also improves the accessibility of the employment opportunities to Knowsley residents. Other examples are provided in the following sections.

Strategic Economic Development

10.10 The Combined Authority would add value to what we do already in terms of economic development in three important respects:

- Responsibility and accountability for setting the strategic vision, outcomes and agreeing priorities for the Liverpool City Region (single Evidence Base, Single Local Growth Plan, Single Investment Framework, developing a strategic pipeline of projects);
- Improved ability to target resources – (acting as Accountable Body for Single Investment Fund for devolved funding, responsibility for making decisions on the allocation of those resources, aligning funding streams); and
- Improved co-ordination of City Region wide activities (place based marketing, inward investment and international strategy etc).

10.11 This would result in the Liverpool City Region having for the first time a single, aligned strategic voice to maximise use of available resources to the benefit of the whole of the City Region and this would deliver tangible benefits, particularly in addressing the challenges being faced around jobs and growth. This approach is explored in more detail in the following sections.

10.12 The Liverpool City Region Deal contained a commitment from the City Region to develop a single investment framework. This is designed to attract investment and businesses to the City Region, exploit infrastructure and major projects and take opportunities to deliver a step-change in the economy. The Investment Framework will prioritise activities across a range of funds, including the Single Local Growth Fund and Growing Places Fund, to ensure that the funded activities will make the biggest impact on the wider City Region economy. Through the work already undertaken in the City Region to develop the EU Investment Funds framework for 2014 – 2020 we are setting strong foundations to demonstrate how we link EU thematic priorities, through the Strategic Growth Plan to local investment and action.

10.13 The more challenging economic conditions and competition from other European cities both underline the need for enhanced and strategic City Region level working on economic development matters and a need to enhance strategic commissioning and local delivery of national programmes that are critical to improving local growth. These opportunities encompass the following:

- Setting the strategic economic vision, outcomes and aligning strategic priorities for the Liverpool City Region;
- Ensuring there is a single evidence base in place to support and inform strategic decision making;
- Agreeing an integrated growth plan and investment strategy to deliver the strategic economic vision and outcomes;
- Co-ordinating the international economic strategy for the Liverpool City Region to cover inward investment, trade and export, to particularly capture the benefits of the International Festival for Business;

- Co-ordinating inward investment activity across the Liverpool City Region as a whole;
- Co-ordinating strategy and activity for place based marketing across the Liverpool City Region as a whole;
- Developing a strategic pipeline of priorities to attract financial and wider support and be ready for new funding calls;
- Making decisions with regard to the Liverpool City Region Investment Framework, to include the Single Local Growth Fund, European funding and Growing Places Fund; and
- Acting as the accountable body, e.g. for devolved major transport scheme funding and the single pot for economic investment, including EU funds and assets as appropriate.

10.14 Additional areas of work that could be included are:

- Co-operation in delivery of key strategic infrastructure projects which will facilitate economic development across the Liverpool City Region including Port of Liverpool, Liverpool Airport and Mersey Gateway;
- Agreement to safeguarding of strategic transport routes (both highways, rail and waterways) across the Liverpool City Region, particularly where these have been proven to have strategic economic advantages for businesses, employees and visitors;
- Agreement of complementary economic investment priorities across the Liverpool City Region, including Enterprise Zones, and facilitate improvements to transport networks accessing these areas.
- Potential to improve transport and land use integration through sub regional consideration and alignment of future priorities, together with identification of targeted investments and cost effective solutions with maximum benefit; and
- Opportunities for a greater City Regional influence in accessing and allocating available funding from Government, together with investment from other sources.

Strategic Transport

10.15 There is a key role for transport to play within a wider integrated approach to economic development, regeneration, employment and skills and strategic housing and ensuring that these decisions are taken in full accordance with their transport implications, and equally, ensuring that transport fully supports wider policy objectives. A new model for transport would be established through the Combined Authority that takes in policy, co-ordination and funding functions, fully integrating transport strategy and operations across the six local authorities. This would

include setting the long term strategic transport vision and outcomes for the City Region, and agreeing the development and approval of a single City Region Local Transport Plan. There would be the opportunity to align transport investment with wider economic development activity within the City Region, as part of a long term transport investment strategy as part of the Single Local Growth Plan.

- 10.16 The Combined Authority would fulfil the role of a Transport Authority for each of the six local authorities, replacing the existing Merseyside Integrated Transport Authority and Halton Borough Council's role as a Local Transport Authority. Individual Local Authorities would continue to exercise delivery functions, for example in respect of highways management, but would operate within an agreed framework and plan established through the Combined Authority. The Combined Authority will also contribute to strategic traffic and highway management co-ordination across the City Region.
- 10.17 The Combined Authority would also exercise any function of the Secretary of State delegated to the Combined Authority by the order of the Secretary of State pursuant to section 86 of the Local Transport Act 2008 (LTA) and section 104(1)(b) LDEDCA. Such functions will be exercised subject to any condition imposed by the order.
- 10.18 The Combined Authority as a levying body under section 74 of the Local Government Finance Act 1988 would have the power to issue a levy to its constituent authorities in respect of the expenses and liabilities of the Combined Authority which are reasonably attributable to the exercise of its functions relating to transport. However, during the transitional stage the complexities in addressing the transport responsibilities and the cost of transport services between Halton Borough Council and five Merseyside authorities are such that a single transport levy would not be appropriate.
- 10.19 The Combined Authority would, during this transitional phase, issue a levy on a basis that would accommodate the differentials in the cost of delivering transport services in the formerly separate local transport areas of Merseyside and Halton. The core principle throughout being in respect of the levy that the total contribution from each authority of funding transport services for the year does not exceed the equivalent cost for the year as it would have been calculated under previous arrangements.
- 10.20 The Combined Authority would have responsibility for a single, defined and agreed, strategic highway network, and would wish to discuss with Highways Agency the transfer of routes and funding from its network responsibilities. This would be an improved offer to highway users to be provided.
- 10.21 There are efficiencies in transport that could be delivered, which are primarily linked to a more consistent approach to service delivery which would be considered by the Combined Authority once it was fully operational. This could include transport enforcement, highway development control and multi modal delivery.
- 10.22 Similarly, a Combined Authority would enable delivery to be more effectively targeted at supporting the Liverpool City Region freight agenda, logistics is one of the transformational economic activities under the LEP. Under the new model, the

Combined Authority would be responsible for co-coordinating freight activity across the City Region and deploying funds, aided by its strategic responsibilities for the strategic road and rail network. This would enable funds to be targeted as required for:

- The development of technical or feasibility studies, leading to a pipeline of 'shovel-ready' schemes;
- Rail-based improvements to facilitate freight transfer; and
- Road based improvements on the strategic freight network (e.g. traffic management, highway and road safety improvements and the maintenance of the network).

10.23 The Passenger Transport Executive would become a Transport Executive Body of the Combined Authority. It is proposed that initially the following passenger transport delivery arrangements would remain unchanged with Halton Borough taking responsibility for delivery of these arrangements in Halton, for a transitional period and that the levy be adjusted accordingly to reflect this:

- Information Provision;
- Infrastructure Delivery;
- Commissioning/procurement of subsidised bus services; and
- Concessionary Travel.

Strategic Housing and Land Based Assets

10.24 There is a role for strategic housing to play within this integrated approach to economic development, regeneration, skills and transport and to make a genuine difference to achieving economic growth in the City Region. Liverpool City Region has an established track record of working together on housing and regeneration since 2007. The City Region is currently drafting a Strategic Local Investment Plan which is designed to identify both commercial and housing development opportunities which could be realised within a 3-year timescale. By working together across all these themes, Liverpool City Region aims to deliver new models of investment for housing and regeneration and implement priorities across Liverpool City Region.

10.25 A Liverpool City Region Local Investment Plan is being prepared which explores new and innovative ways of attracting both public and private investment for housing and regeneration and outlines the challenges and opportunities within the City Region. Working together, the Local Authorities and the LEP, have prepared an evidence base which assesses housing need, within the context of local housing markets both private and social which aims to promote community stability. We have also prepared a schedule of key strategic sites available for regeneration. This work will underpin the Local Growth Plan.

10.26 The specific activities the Combined Authority to discharge on strategic housing and land based assets are:

- Setting the long-term strategic vision for housing and regeneration investment to support economic growth;

- Working with the private sector to prepare a prospectus for housing investment in the City Region, based around shared risk;
- Agreeing a housing spatial plan and long-term investment strategy as part of the Single Local Growth Plan;
- Identifying relevant housing interventions that will facilitate and support potential economic growth and which will support vulnerable neighbourhoods;
- Increasing affordable housing supply across the City Region;
- Prioritising opportunities for supported accommodation to support the most vulnerable people in the City Region; and
- Identifying public assets that can be used to increase access to a supply of development land to support housing growth

10.27 There are additional areas for improved delivery in housing and land based assets which the Combined Authority would be able to pursue, which have informed the governance review findings and are summarised below.

10.28 Clear and Unified priorities: to succeed in an objective of promoting new housing and business development, the City Region will need to be both innovative and flexible and prioritise resources against key opportunities. This means attracting investment in the commercial sites and property schemes in the city region. In the case of business investment, this plan recognises that a wide range of factors influence the location choices of investors. These include labour market profiles and catchment, cost, connectivity to customers and markets and links to educational or research institutes. The extent to which one particular factor plays a dominant role is dependent upon individual business requirements. However, without a range of deliverable and high quality sites and properties, the opportunity to pitch and build relations with investors will be lost.

10.29 The purpose of a Strategic Investment Plan is to review the trends, and consider how this should influence the bringing forward of a series of prioritised sites for both housing and commercial development. This is not a 10 year strategic planning exercise, it is a plan targeted at identifying how the City Region should spatially prioritise to capture available investment opportunities over the next three years.

10.30 A number of commercial sites, capable of hosting economic activity in the next 3 years, together with major sites delivering economic growth over a longer period, have now been identified. This includes office space, small business space, light industrial space, distribution scale sites, industrial land and multi phase investment sites.

10.31 Strengthened accountability and monitoring: The Homes and Communities Agency (HCA) are working with Liverpool City Region on all emerging and new investment streams. A single monitoring arrangement has been established across the Liverpool City Region. The Combined Authority would take responsibility for the

delivery of targets and meeting the established strategic priorities to the communities they serve. It also affords an opportunity to make a much greater case for the devolution of powers and national resources linked to economic development and housing based on a robust analysis of trends in global and national economics, business, housing and commercial development.

- 10.32 More effective targeting of resources: Liverpool City Region working together with HCA has identified a series of emerging and new investment streams which will be matched against priorities at a City Region level. This will ensure better value for money in delivery and improved levels of effectiveness.

Employment and Skills

- 10.33 The Liverpool City Region has a track record of working collaboratively on Employment and Skills activity across the functional economic area. It is envisaged that this would continue, with the Combined Authority agreeing the long term Employment and Skills Strategy for the City Region. There are number of areas where a Combined Authority could bring more consistency and integration to existing informal arrangements for employment and skills and in doing so demonstrate more effective deployment of resources and economies of scale. In particular, through the co-ordination and oversight of employment support services in the Liverpool City Region which is currently fragmented and the priorities nationally determined.
- 10.34 Jobcentre Plus and Employment Support: The City Region benefits from having a co-terminus set of boundaries with Jobcentre Plus which presents a significant opportunity to explore how this partnership could develop further under proposed Combined Authority arrangements. With the support of Government we propose the development of a new model of delivery to benefit our residents and businesses, and improving the economic conditions of the area through a radical redefinition of Local and National approaches to the commissioning and delivery of employment support services. This would be built around the following areas of joint venture.
- 10.35 A Single Commissioning Geography: In line with local commitments we propose making the commissioning geography of services to help promote employment as being the Liverpool City Region. The Combined Authority then becomes the default commissioner – or at the very least a statutory co-commissioner of services with Central Government – enabling the pooling of investment and the delivery of additional economies of scale across the natural economic area.
- 10.36 Clear and Unified Strategic Priorities: A Combined Authority brings together a variety of policy strands which on its own reaps significant dividends. This increased and cross-cutting strategic coherence is a positive step forward, yet nationally-driven priorities may not always provide the best response to the needs of our natural economic area. We would like to propose to Government a model of devolving strategy-setting responsibility for Jobcentre Plus to the Combined Authority. This will hold together local and national public-sector investments in a single agreed strategy and eliminate the current overlap and potential for duplication in delivery. Jobcentre Plus would remain a full part of the national network but its

priorities and ability to target its resources would be agreed locally between Jobcentre Plus and the Combined Authority.

- 10.37 **Strengthened Accountability:** DWP delivered and Commissioned Services are currently accountable to Whitehall and ultimately national Ministers. A Combined Authority would present the opportunity to increase the accountability for the delivery of targets and meeting established strategic priorities to the communities they serve. There are a variety of ways that this could be enacted but key to them all would be a requirement for key Leadership figures to report into the Combined Authority to report progress against the delivery of Local Strategic Priorities. This wouldn't necessitate a change in contracts or organisational structures but would give a strong role for local areas to determine whether their strategic priorities are being met.
- 10.38 **Apprenticeships:** The Liverpool City Region is one of the leading areas of England in the promotion and delivery of Apprenticeships. Councils play an active role in encouraging their take up by businesses and even co-invest with Central Government to create financial incentive packages for businesses. Pricing of these is currently set by various national and local bodies, with different claim processes and access points. This inadvertently creates a confusing picture for employers and instances of paying different amounts for the same outcomes. A Combined Authority would improve the efficiency and effectiveness of this process by formally controlling and co-ordinating the pricing structure of Apprenticeships and other employment and skills incentives thereby streamlining the system and making it more accessible and understandable for employers, providers and residents alike.
- 10.39 **Tackling very specific shared Skills Challenge:** Our local jobs and skills challenges are quite specific and differ from the national picture considerably. An example of this is how our Level 2 Skills Gaps are now close to the national average whereas Level 3 and above diverge considerably. As individual partners we are less well equipped to deliver activity at the scale required to make headway in tackling an issue that is not as much a universal country-wide issue. Individual partners can undertake some activity but given the fact that our businesses and residents rarely reside in the same borough as each other, as demonstrated by some 4 million transport trips which start and finish across the City Region on a daily basis, we could do much more if strategies such as this were conducting to address this cross-over and fit with our natural economic area. This is particularly important given the potential business and jobs growth predicted over the next 10 years.
- 10.40 **More effective targeting of resources to meet shared priorities:** An integrated offer to individuals and employers will only be effective if it is doing the right thing for the right people in a targeted way that maximised the use of limited resources. A Combined Authority model would facilitate this, including
- **Developing work focused approaches for vulnerable people and communities:** this would build on and accelerate the current employment support for individuals and ensure that there are linkages with other activities, such as the Government's Troubled Families programme;

- Ensuring transport accessibility improvements are targeted effectively to assist in increasing the number of City Region residents taking advantage of the employment and skills opportunities available to them across the City Region;
- Building on the Local Sustainable Travel Fund programme, co-design with individuals, tailored and personalised support to overcome barriers to accessing employment and skills services. For example considering how the accessibility, affordability and availability of public transport, combined with low travel horizons can impact on individual travel choices. This would give individuals more influence over the support they receive;
- Continuing to be clear on the skills needs of businesses now and in the future for schools, colleges, learning providers and universities to inform curriculum design and careers education, and for providers of information, advice and guidance to inform discussions with individuals through the established Skills for Growth approach;
- Including jobs outcomes within wider economic developments, as part of a more integrated approach to securing growth; and
- Sharing data across partners can facilitate the targeting of activity that works as well as enable the evaluation of different interventions. Targeting at the right spatial level across the City Region is also critical to making a real difference in the areas where support is most needed. It has the advantage of increasing the amount of resource per capita in target areas and potentially increasing the effectiveness of delivery.

10.41 Joint Tracking: In accordance with duty under Section 12 of the Education and Skills Act 2008 Local Authorities have a statutory responsibility to record and report the education, training and employment status of their 16-18 year old residents to the Department for Education on a monthly basis. There is a significant amount of cross borough movement of young people in the City Region, which requires any tracking service to work across borough boundaries. This service is currently contracted out to Connexions and there is an option to bring a joint service in-house under the remit of the Combined Authority. This would bring efficiencies in infrastructure costs and in collecting data from schools and education and training providers. It would also provide greater synergy with other local authority data collection processes, and authorities will be able to better assess the impact of services to young people, including developing a better understanding of how public transport access is impacting on post 16 learning choice, which is often cited as the biggest barrier to continuing education post 16 for many young people across the City Region. In addition there could be opportunities to extend the tracking system to aid the 19-24 youth employment agenda and realise further efficiencies.

10.42 The Combined Authority provides the opportunity to improve the consistency of design and implementation of Local Labour Agreements for regeneration and major employer recruitments to maximise the benefit to the City Region labour market as a whole. The clear expectation set from a Combined Authority level would better reflect the distribution of available employment and skills across the City Region as a whole, and allow businesses to better understand consistent expectations.

- 10.43 Similarly, there would be scope to simplify and rationalise our approach to employer engagement. In return for a strengthened and more locally embedded Jobcentre Plus, all constituent members of the Combined Authority would operate a principle of increased collaboration and vacancy sharing between Councils and Jobcentre Plus, particularly on large-scale recruitments. This would enable us to stretch resources and opportunity further and eliminate instances of the public sector competing with itself to work with businesses for vacancies. This collaborative approach could also stretch further to ensure the inclusion of Work Programme contractors where this is of mutual benefit.
- 10.44 The City Region has high levels of children and young people living in poverty, with around 1 in 3 living in relative poverty according to the measure used by Government. The view of the City Region is that the best way out of poverty for families is to create more and better jobs, and to ensure that residents are prepared for these opportunities. This is addressed through the work in the City Region on Employment and Skills, which is held to account by the City Region's Child Poverty and Life Chances Commission.

Enabling activities

- 10.45 A model of joint scrutiny would be introduced in order to scrutinise decisions made at the City Region level in respect of those functions under the remit of the Combined Authority. This would be carried out by a panel (or pool) of Councillors nominated by the six Local Authorities in the Liverpool City Region.
- 10.46 The role of Scrutiny would be to:
- Provide a critical friend role;
 - Undertake pre-decision scrutiny reviews into areas of strategic importance for the people of the Liverpool City Region; and
 - Monitor the delivery of the Liverpool City Region Combined Authority Strategic Plan.
- 10.47 The scrutiny function would be supported by the six Local Authority scrutiny leads, providing guidance to the scrutiny panel on its work programme, advice on scoping reviews and ensuring appropriate information and advice was made available during the reviews, where appropriate through expert witnesses.
- 10.48 There is an expectation that the move towards a Combined Authority will enable the City Region to attract additional income to support economic growth and jobs. This funding will be granted to the City Region as a whole for use on a range of different activities and as such an organisation will need to act as Accountable Body for that funding. This funding will be both reactive to funding announcements and proactive, based upon implementing the City Region's agreed Economic Strategy and Growth Plan.

- 10.49 It is proposed that the Combined Authority would become the default Accountable Body for City Region level schemes once in operation. It could also become the Accountable Body for geographically focused schemes should an individual organisation not wish to do so. Existing Accountable Body arrangements would continue until their end point, as there is no rationale to novate current agreements.
- 10.50 It is ultimately the responsibility of the Accountable Body to assure itself that decisions are made in a robust and coherent fashion, relevant outcomes are achieved and grant is spent in line with the relevant funding rules and regulations. The Combined Authority therefore needs to have in place relevant staffing resources, systems and procedures to deliver this function. It is recommended that these resources, systems and procedures should be developed by building on the existing expertise within the City Region through secondments, transfer of learning etc. The expertise contained within the Combined Authority team could then be called on to support the Accountable Body needs of individual partners and may lead to some efficiency across the partnership. It is proposed that this team would be based in Merseytravel given their existing role in administering transport funding across the City Region.
- 10.51 The Combined Authority would need to have a consistent, professional and responsive secretariat function if it is to achieve its objectives and deliver improvements in economic conditions within the City Region. This would be led by Knowsley Council, who also provide a degree of secretariat support to the LEP as well as the Employment and Skills Board.
- 10.52 Should the proposal to create a Liverpool City Region Combined Authority be approved by Government, it would not have any additional resource implications for constituent Councils. The approach being proposed would build on and focus the capacity already in place in different organisations across the City Region. In this regard, any additional costs arising from the new arrangements would be offset by efficiencies and savings and the establishment of the Combined Authority would therefore be expected to be at least cost neutral in overall terms.

11. CONCLUSIONS

- 11.1 It is evident that the existing governance arrangements in the Liverpool City Region can be improved. There is a further need to signal to businesses and Government that the City Region has a clear, consistent and shared view, and that the City Region will act as a single, aligned strategic voice to maximise use of available resources to the benefit of the whole of the City Region, particularly with the challenges being faced around jobs and growth. Consequently there is a need to consider another approach.
- 11.2 The City Region has worked well to date through a series of ad-hoc and informal governance arrangements, but these current governance arrangements, not being optimal, may be one of the reasons why the Liverpool City Region economy is not achieving its full potential. As an example, there is no single strategic transport and economic development decision making body at the Liverpool City Region level.

- 11.3 The options that are currently available to the City Region have been considered, and the option that would most likely lead to improvements in economic conditions and in the efficiency and effectiveness of service delivery is the establishment of a Liverpool City Region Combined Authority. This would build on and where necessary simplify City Region governance arrangements.
- 11.4 Based on the evidence presented, a strong Combined Authority would be able to bring together key decision making powers into a single body, exercising appropriate strategic transport and economic development functions to maximise the impact of what we do. It would provide a visible, stable and statutory body, and could act as the Accountable Body for City Region funding to support long-term economic planning and could attract devolved powers from Government to facilitate local economic growth. It would co-ordinate locally the different processes of Government so that they are more efficient.
- 11.5 A Combined Authority would be a strategic decision making body, facilitate closer partnership working to drive economic growth and job creation and ensure long-term effective engagement with business, through the LEP, and other sectors including employment and skills providers and registered housing providers. This would allow the City Region to achieve its latent potential for economic growth, thus narrowing the £8.2bn economic output gap with the UK, creating an additional 18,500 businesses, a further 90,000 jobs and closing the annual £1,700 per-head wealth gap between the average household in the City Region and the average household in the UK.
- 11.6 The introduction of a Combined Authority would provide the framework and opportunity to bring together services in new ways that would better benefit businesses and residents in support of economic growth and jobs. The integration of transport as a key driver of economic growth, will contribute to achieving the Liverpool City Region's economic ambition and specifically the improved outcomes for economic growth and jobs identified in paragraph 11.5. It would also result in more streamlined approaches to supporting businesses, greater clarity and consistency on investment priorities and improvements to the integration of activities across economic development, transport, strategic housing and employment and skills.
- 11.7 Operating as a Combined Authority would ensure the work of everyone that impacts on the economy is integrated to add value and better achieve our vision and economic goals. Put simply, this model would help maximise growth in output and jobs, increase the City Region's productivity and competitiveness, raise skill levels, support a rebalancing of the economy away from relative public sector dependency and stimulate greater employment and growth in the private sector. These measures would make our local and national economy more sustainable in the long-term.
- 11.8 In addition, a strong and effective Liverpool City Region Combined Authority would counter misperceptions about public sector collaboration in the City Region and help in engagement with national agencies. It would also create the opportunity for various types of collaborative effort with adjoining and other northern Combined

Authorities to put in place a much needed counter-balance to London and to Wales e.g. for devolving the power to let rail franchises for Northern Rail.

- 11.9 It can therefore be concluded that, for the functional economic area of Liverpool City Region, a Combined Authority model of governance if created and incorporating Integrated Transport Authority functions, would be the best option for securing sustainable economic growth.

Appendices

Appendix One: Legislative Requirements of Governance Review

Appendix Two: Evaluation of Options against Tests

APPENDIX ONE

LEGISLATIVE REQUIREMENTS OF GOVERNANCE REVIEW

Local Democracy, Economic Development and Construction Act 2009

Schedule 108 Review by authorities: new combined authority

- (1) Any two or more of the authorities to whom this section applies may undertake a review of—
- (a) the effectiveness and efficiency of transport within the area covered by the review (“the review area”), and
 - (b) the effectiveness and efficiency of arrangements to promote economic development and regeneration within the review area.
- (2) This section applies to—
- (a) a county council in England;
 - (b) a district council in England;
 - (c) an EPB;
 - (d) an ITA.
- (3) Where the review is being undertaken by a county council, the review area must include—
- (a) the areas of one or more district councils that are within the area of the county council, or
 - (b) if there are no such areas, the area of the county council.
- (4) Where the review is being undertaken by a district council, the review area must include the area of the district council.
- (5) Where the review is being undertaken by an EPB, the review area must include one or more local government areas within the EPB’s area.
- (6) Where the review is being undertaken by an ITA, the review area must include one or more local government areas within the ITA’s integrated transport area.
- (7) The review area may also include the area of any county council or district council in England that does not constitute or fall within the area of an authority undertaking the review.

APPENDIX TWO

EVALUATION OF OPTIONS

	Legislative tests: would there be an improvement in these areas?		
	Exercise of statutory functions relating to economic development, regeneration and transport	Effectiveness and efficiency of transport	Economic conditions in the area.
Status quo	Improving joint working may lead to marginal gains but these are expected to be insignificant.	Current joint working is partially effective and the current duplication would continue.	The economic conditions in the area may improve on an incremental basis, as they have done in recent years.
Establishing a Supervisory Board	Mixed – yes for economic development and regeneration as these would be given democratic oversight and leadership by the Supervisory Board. However, this does not address the current issues around transport governance, accountability and areas of delivery.	This model would not address the issues around different geographies for transport and as such would not improve the effectiveness and efficiency of transport.	Possibly
Establishing an Economic Prosperity Board	Mixed – yes for economic development and regeneration as these would be given democratic oversight and leadership by the Supervisory Board. However, this does not address the current issues around transport governance, accountability and areas of delivery.	This model would not address the issues around different geographies for transport and as such would not improve the effectiveness and efficiency of transport.	Possibly
Creating a Combined Authority	A Liverpool City Region Combined Authority would provide the basis for functions around economic development, regeneration and transport to be improved, with democratic oversight, leadership and financial accountability being provided.	The creation of a Combined Authority provides a single statutory organisation to discharge strategic functions around transport, which will lead to improvements in the effectiveness and efficiency of	A Liverpool City Region Combined Authority provides the best option to facilitate an improvement in economic conditions in the area.

		transport.	
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Evaluation of Options against Department for Transport Requirements for governance

	Status quo	Establishing a Supervisory Board	Establishing an Economic Prosperity Board	Creating a Combined Authority
Political Leadership for Transport at the most senior level	The current Local Transport Body would continue with risks around duplication of activity.	The current Local Transport Body would continue with risks around duplication of activity.	The current Local Transport Body would continue with risks around duplication of activity.	A Combined Authority would provide streamlined political leadership for transport across the functional economic area at the highest level.
Ability to take difficult decisions	The current Local Transport Body would continue with the risks around duplication of activity and governance.	A Supervisory Board would not offer any improvements on the current model as transport would not be included in its' scope.	An Economic Prosperity Board would not offer any improvements on the current model.	The requirement of a Combined Authority to make decisions for the best interests of the City Region as a whole means that it will be able to take difficult decisions.
A long term (ten year) investment programme, focussing on the top priorities for the functional economic area as a whole	The current Local Transport Body would continue with the risks around short sightedness.	A Supervisory Board would not offer any improvements on the current model as transport would not be included in its' scope.	An Economic Prosperity Board would not offer any improvements on the current model.	The requirement of a Combined Authority to make decisions for the best interests of the City Region as a whole means that it will be able to develop a long term investment programme and clear priorities.

	Status quo	Establishing a Supervisory Board	Establishing an Economic Prosperity Board	Creating a Combined Authority
A local investment budget combining local resource in addition to Departmental resource	The current Local Transport Body would continue with the potential for partial resources to be considered.	A Supervisory Board would not offer any improvements on the current model as transport would not be included in its' scope.	An Economic Prosperity Board would not offer any improvements on the current model.	A Combined Authority would be responsible for the governance of the Single Local Growth Pot which would mean that it would be able to maximise resources from national and other sources.
Evident links to strategies and decision making processes on economic growth, housing and planning	The current Local Transport Body would continue with risks around gaps and duplication of activity.	The exclusion of transport from a Supervisory Board does not improve the links around relative contributions to securing growth.	The exclusion of transport from an Economic Prosperity Board does not improve the links around relative contributions to securing growth.	The inclusion of transport within a Combined Authority would allow an integrated discussion to take place on the relative contributions to growth of transport and other activities across the functional economic area.
Efficient use of transport resource across the City Region	The current arrangements would be maintained and incremental improvement in efficiencies captured.	The current arrangements would be maintained and incremental improvement in efficiencies captured.	The current arrangements would be maintained and incremental improvement in efficiencies captured.	The creation of a Combined Authority for the City Region provides the best opportunity for efficiencies to be secured in the use of transport resource across the functional economic area.

Draft of a Scheme for the Establishment of a Combined Authority for Liverpool City Region

Section One – Intention to Establish a Combined Authority

1. Establishment of Authority

A Combined Authority (CA) will be established pursuant to Section 103 of the Local Democracy, Economic Development and Construction Act 2009 (“LDEDCA”). It shall come into existence on 1 April 2014.

2. Area

The area of the CA shall be the whole of the following Local Government areas:

- Halton
- Knowsley
- Liverpool
- Sefton
- St Helens
- Wirral

Each of the above Authorities will be the CA’s “Constituent Authorities”. The CA will act in the best interests of the Liverpool City Region as a whole, taking into account all relevant matters.

3. Name of Authority

The name of the CA will be Liverpool City Region Combined Authority.

4. Dissolution of the Merseyside Integrated Transport Authority

The Merseyside Integrated Transport Authority (MITA) shall be dissolved pursuant to Section 91 of the Local Transport Act 2008 (LTA).

5. Membership of the Authority

5.1 Each Constituent Authority will be represented by one member of its Cabinet who will be the Leader or Elected Mayor. These six members will form the core membership of the CA (“the core members”).

5.2 The Cabinet of each Constituent Authority will appoint another of its members (“substitute member”) to act as a member of the CA in the absence of the member referred to in paragraph 5.1. The substitute member will be drawn from the Cabinet of the Constituent Authority.

- 5.3** A Constituent Authority may at any time terminate the appointment of a member appointed by it to the CA, save it may not terminate the appointment of an Elected Mayor.
- 5.4** If a member or substitute member of the CA ceases to be a member of the Constituent Authority which appointed them, the member will cease to be a member of the CA and the Constituent Authority will appoint a replacement as soon as possible.
- 5.5** The CA will appoint a Chair and Vice Chair from amongst its Members. The appointments will be the first business transacted at the Annual Meeting of the CA and the appointments will be for the forthcoming municipal year.
- 5.6** Subject to 5.7, no remuneration shall be payable by the CA to its members other than reimbursement for travel and subsistence.
- 5.7** The CA recognises the benefits which additional members may bring to the CA in carrying out its functions. If there is a unanimous decision to do so, the CA may co-opt additional members onto the CA on such terms as determined by the CA.

6. Voting

- 6.1** All voting members of the CA will have one vote. The Chair of the CA will not have a second or casting vote.
- 6.2** Subject to the provisions of any enactment, the CA will aim to reach decisions by consensus, but subject to 6.3, all matters which come before the CA will be decided by a simple majority of the members of the CA present and voting. In the case of a tied vote on any matter (whether a motion or an amendment), it shall be deemed not to have been carried.
- 6.3** The following matters will require the unanimous support of all core members of the CA for approval:
- The co-option of additional voting or non-voting members onto the CA
 - Amendments to this Scheme and its successor Constitution
 - The determination and review of any transitional arrangements on transportation

7. Executive Arrangements

Executive arrangements (within the meaning of the Local Government Act 2000) shall not apply to the CA. However, the discharge of the functions of the CA will be subject to scrutiny arrangements set out in paragraph 9.

8. Passenger Transport Executive

The Merseyside Passenger Transport Executive (MPTE) shall not be abolished, shall be the executive body of the CA in relation to its transport functions and shall be known as Merseytravel. Merseytravel shall have all the functions of the existing

MPTE and such additional functions necessary for it to act as the CA's executive body in relation to transport functions delegated to the CA by the Secretary of State or its Constituent Authorities.

9. Scrutiny Arrangements

- 9.1** The Constituent Authorities of the CA will establish a joint Overview and Scrutiny Committee to exercise scrutiny functions over the CA (including, where appropriate, over its boards, sub-boards and Merseytravel).
- 9.2** Each Constituent Authority will appoint 2 of its elected members to the joint Overview and Scrutiny Committee.
- 9.3** Subject to the approval of the CA, the joint Overview and Scrutiny Committee may appoint sub-committees to deal with matters within its remit and will have the power to co-opt additional representatives for specific scrutiny tasks.

Section Two – Functions, Powers and Duties of the CA

10. Functions – General

- 10.1** By virtue of Sections 99 and 102A of the LTA, the CA will have broad wellbeing powers, which can be exercised in conjunction with the general powers granted to it by Section 113A of the LDEDCA.
- 10.2** The CA requests the Secretary of State to explore the possibility of delegating to the CA the General Power of Competence under Section 1 of the Localism Act 2011.
- 10.3** The CA requests the Secretary of State to designate the CA as a 'Specified Body' pursuant to Section 33(3)(k) of the Value Added Tax 1994.

11. Functions – Economic Development and Regeneration

- 11.1** The primary purpose of the CA and the Local Enterprise Partnership (LEP) is to boost economic growth and performance within the Liverpool City Region. The CA will have responsibility for a significant programme of investment in transport and economic infrastructure and will influence and align with government investment in order to boost economic growth. The related interventions will have differential spatial impacts across the CA area, but should aid delivery of key growth projects in the emerging and future local plans of Constituent Authorities. Having regard to the duty to co-operate, effective alignment between decision-making on transport and decisions on other areas of policy, such as land use, economic development and wider regeneration, will be a key aim.
- 11.2** Unless otherwise stated, powers will be exercised by the CA on a concurrent basis. It is proposed that the CA will be focused on strategic economic growth issues that could include, but are not restricted to, functions such as:

- Setting the strategic economic vision, outcomes and aligning strategic priorities for the Liverpool City Region
- Ensuring there is a single evidence base in place to support and inform strategic decision-making
- Agreeing an integrated growth plan and investment strategy to deliver the strategic economic vision and outcomes
- Setting the economic strategy for the Liverpool City Region
- Co-ordinating the international economic strategy for the Liverpool City Region to cover inward investment trade and export to capture particularly the benefits of the International Festival for Business
- Co-ordinating inward investment strategy and activity across the Liverpool City Region as a whole
- Co-ordinating the strategy and activity for place based marketing across the Liverpool City Region as a whole
- Developing a strategic pipeline of priorities to attract financial and wider support
- Securing funding from a range of sources to support growth within the City Region
- Acting as the accountable body, for example, for devolved major transport scheme funding and the single pot for economic investment, including EU funds and assets as appropriate
- Making decisions with regard to the Liverpool City Region Investment Framework to include the Single Local Growth Fund European funding and Growing Places Fund
- Setting the long-term Employment and Skills Strategy and priorities for the labour market, embedding the Skills for Growth agreements within economic strategies
- Discharging the Local Authority statutory duty to record and report the education, training and employment status of their 16-18 year old residents
- Setting the long-term strategic vision for housing and regeneration investment to support economic growth
- Agreeing a housing spatial plan and long-term investment strategy as part of the Single Local Growth Plan

11.3 The powers and duties set out in Schedule 1 shall be held by the CA in support of any functions.

12. Functions – Transport

12.1 All the functions of MITA shall be transferred to the CA. All the Local Transport Authority functions of Halton BC shall be transferred to the CA. The CA will fulfil directly or commission the role of Local Transport Authority for each of the six authorities, replacing the MITA and Halton BC roles as Local Transport Authorities.

12.2 The CA will exercise any function of the Secretary of State delegated to the CA by the order of the Secretary of State pursuant to Section 86 LTA and Section 104(1)(b) LDEDCA. Such functions will be exercised subject to any condition imposed by the order.

12.3 The CA's role in this will encompass:

- Setting the long-term strategic transport vision and outcomes for the Liverpool City Region

- Agreeing the development and approval of a single, city region Local Transport Plan (or its equivalent), which will include high level policy responsibility for major investments (e.g. freight, cycle, rail, highway maintenance, new transport infrastructure, traffic management)
- Agreeing a long-term transport investment strategy as part of the Single Local Growth Plan to deliver the strategic economic vision and outcomes (which includes housing, employment and skills)
- Aligning transport investment with inward investment activity across the Liverpool City Region
- Strategic decisions relating to the Integrated Transport Block and Highway Maintenance funds across all networks
- Ensuring strategic traffic and highway management co-ordination across the City Region
- Assuming the role of the Local Transport Body in respect of major transport schemes
- Acting as accountable body for Transport Schemes, e.g. devolved major transport scheme funding
- Setting the transport levy for the City Region
- Setting a differential transport levy (“the Differential Levy”) in respect of a Constituent Authority

12.4 The powers and duties set out in Schedule 2 shall be held by the CA in support of any functions.

12.5 The following operational transport functions will be delegated to Halton BC to enable local delivery arrangements to continue during a transition period:

- Information provision
- Infrastructure delivery
- Commissioning/procurement of subsidised bus services
- Concessionary travel

13.

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Section Three – Funding, Transfer of Property, Rights and Liabilities

13.Funding

13.1 The CA as a levying body under Section 74 of the Local Government Finance Act 1988, shall have the power to issue a levy to its Constituent Authorities in respect of the

expenses and liabilities of the CA which are reasonably attributable to the exercise of its functions relating to transport.

- 13.2 The CA shall have the power to issue a differential levy (“the Differential Levy”) to any of its Constituent Authorities, who are not contributing to the Levy, in respect of the expenses and liabilities of the CA which are reasonably attributable to the exercise, on behalf of such Constituent Authorities, of its functions relating to transport.
- 13.3 The core principle in determining the Levy or the Differential Levy shall be that the total contribution from each Constituent Authority for funding transport services for the year does not exceed the equivalent cost for the year as it would have been calculated under previous arrangements.
- 13.4 Subject to 14.3, the Levy and any Differential levy will be apportioned between the Constituent Authorities in accordance with population.
- 13.5 The costs of administering the CA that are reasonably attributable to the exercise of its functions relating to economic development, housing and regeneration, shall be met by the Constituent Authorities on a population basis.
- 13.6 The CA will approve the annual budget for the purpose of expenditure.

14. Transfer of Property, Rights and Liabilities

- 14.1 All property, rights and liabilities of MITA existing at the transfer date shall transfer to the CA, save that rights and liabilities in relation to contracts of employment of MITA employees shall transfer directly to Merseytravel. All property, rights and liabilities of MITA will be ring-fenced under the terms of a CA agreement to the five Constituent Authorities of Merseyside and will not be the responsibility of Halton.
- 14.2 Property, rights and liabilities of Halton BC as they relate directly and solely to the local transport authority function, shall be transferred to the CA on such terms to be agreed and made the subject of an operating agreement. For the avoidance of doubt, this shall not include the Mersey Gateway Bridge, the Silver Jubilee Bridge or any of the roads set out in the respective orders and applications relating thereto.

Section Four – Internal Scheme of Delegation

15. Delegations

The CA may establish such committees or sub-committees as it considers appropriate and may delegate powers and functions accordingly.

Schedule 1

1. The power under Section 144 of the Local Government Act 1972 (the power to encourage visitors and provide conference and other facilities)
2. The duty under Section 69 of LDEDCA (duty to prepare an assessment of economic conditions)
3. The duty under Section 4(1) of the Local Government Act 2000 (strategy for improving the economic, social and environmental well-being of the area)
4. The duties under Sections 152A, 152B, 152C, 17A, 18A(1)(b) of the Education Act 1996 and the power under Sections 514A and 560A of that Act (duties and powers related to the provision of education and training for persons over compulsory school age)
5. The power to borrow pursuant to Section 1 of the Local Government Act 2003
6. The duty under Section 12 of the Education and Skills Act 2008 (arrangements to identify persons not fulfilling duty under Section 2 of the Act)
7. The duty under Section 8(1) of the Housing Act 1985 (duty of a local housing authority to consider housing conditions in the area and the needs of the area with respect to the provision of further housing accommodation)

Schedule 2

1. The duty under Section 2 of the Road Traffic Reduction Act 1997, for traffic conditions in the area of the CA
2. The power to issue fixed penalty notices in respect of offences in breach of the Mersey Tunnels Byelaws 2003 or any revision thereof pursuant to Section 237A of the Local Government Act 1972
3. The powers and duties of a Local Transport Authority pursuant to the Local Transport Act 2008
4. The power to enter into agreements with local highway authorities pursuant to Section 8 of the Highways Act 1980 and for such purposes to be designated
 - (i) as a local highway authority pursuant to the said Section 8
 - (ii) as a traffic authority pursuant to Section 121A of the Road Traffic Regulation Act 1984
 - (iii) as a street authority pursuant to Section 49 of the New Roads and Street Works Act 1991
5. The power to act as a traffic authority as defined by Section 121A of the Road Traffic Regulation Act 1984 for the carrying out of such functions pursuant to the Traffic Management Act 2004 as may be agreed by the constituent authorities

REPORT TO:	Executive Board
DATE:	19 September 2013
REPORTING OFFICER:	Strategic Director, Children and Enterprise
PORTFOLIO:	Leader's
SUBJECT:	Regional Aid and the Assisted Area Map 2014 - 2020
WARD(S)	Borough-wide

1.0 **PURPOSE OF THE REPORT**

- 1.1 The purpose of this report is to update the Executive Board on the development of a response to the Government's First Stage Consultation on the Assisted Area Map 2014 – 2020.

2.0 **RECOMMENDATION: That Executive Board**

- 1) **approves the proposed Liverpool City Region response to the consultation; and**
- 2) **approves the proposed coverage of the Assisted Area Map in Halton**

3.0 **SUPPORTING INFORMATION**

Regional Aid is a form of State Aid used to support businesses and promote economic development in selected economically disadvantaged regions known as Assisted Areas.

Liverpool City Region Regeneration Directors and the Local Enterprise Partnership have been developing a response to the Government's consultation on the Assisted Area Map 2014-2020.

Halton has been leading on this piece of work.

Consultation on the 2014 – 2020 Assisted Area Map is being held in two stages.

Stage 1 proposes common principles/principals, (See Appendix 1), for drawing up the Assisted Areas map. This stage also seeks local intelligence on areas of economic opportunity and need.

Local Enterprise Partnerships (LEPs) were asked to gather this information. The LEP has liaised with Liverpool City Region Regeneration Directors, given its knowledge of economic issues in respective Local Authority areas. Halton was also invited to lead on this piece of work given its distinctive position in regard to assisted area status.

A response is required by **30th September**.

When proposing how Assisted Area coverage should be allocated, LEP areas were asked to provide information on two scenarios:

- i) A maximum population of 80% of that granted on the 2007-2013 Map; and
- ii) Up to 100% of that granted in 2007/2013.

In drawing up a response to these scenarios, partners were required to consider these common principles. (Appendix1).

However, there were a number of issues that Liverpool City Region partners needed to take into account when responding to Government.

Firstly, the Liverpool City Region Assisted Area Map 2007 – 2013, did not include Halton.

Halton is not currently and Assisted Area. Secondly, the population figures used by Government equate to the population baseline as at 2007, whereas the latest population information available at ward level is at 2011 levels. Thirdly, since the publication of the 2007 – 2013 Assisted Area Map, there have been changes to wards and ward boundaries.

There were six options that the City Region could have considered in responding to Government.

They were:

- 1 (a) 80% coverage of the five local authorities (excluding Halton).

- 1 (b) 80% coverage of the six local authorities (including Halton).
- 2 (a) 100% coverage of the five local authorities (excluding Halton). This is the “as is case”.
- 2 (b) 100% coverage of the six local authorities (including Halton).
- 3 (a) 90% coverage of the five local authorities (excluding Halton).
- 3 (b) 90% coverage of the six local authorities (including Halton).

Meeting the Government’s second criterion presented as option 1(b) above, presented a considerable challenge, given the reductions in population coverage previously described.

Each Local Authority Regeneration Director was required to complete an analysis of economic opportunities and needs, on a ward by ward basis for each Local Authority area.

This exercise has provided input into where the City Region’s Assisted Area Map can provide maximum value, by identifying economic assets, best placed to gain from assisted area status. It will also strengthen our response should Government challenge the inclusion, or exclusion of particular wards.

Put simply, it would not have been prudent for the City Region to include wards in its Assisted Area map that were predominantly residential and where no business activity existed or will exist, unless this served to make the assisted area map contiguous.

A key aim of the Government’s consultation exercise is to (aim) “for an effective spread of Assisted Area Coverage and robust consideration of the distribution of economic need and opportunity...”

It is also understood that Government could retain some population “in reserve” at a national level. Therefore, ‘an Option 3’, i.e. 90% coverage, was also submitted on the basis that the City Region has acquired additional population, through the inclusion of Halton in the City Region. The argument to Government, which will need to be tested, would be that had Halton not been included as part of the

Warrington travel to work area in 2007-2013, it would have qualified for assisted area status.

What does this mean for Halton?

At the moment, Halton does not have Assisted Area status. This sometimes puts the Borough at a disadvantage compared with its near neighbours when supporting and promoting business in Halton.

This proposal would result in the following wards being included in the Assisted Area Map:

Although some Members will be disappointed that their wards would not be covered in the map, there are still other ways in which businesses in the borough can be supported which do not require 'assisted area status'.

It should also be noted that other Local Authorities in City Region have reduced their population coverage to accommodate population coverage in Halton. The approach to drawing up the Assisted Area Map at a City Region level has been pragmatic, i.e. City Region partners have recognised that there are assets and businesses in Halton that can and will contribute to growing the Liverpool City Region economy, and, therefore, they require support.

Appendix 2 includes a brief summary of each ward included and excluded in the proposal.

Finally, members are advised that this proposal constitutes a response to the Government's Stage 1 consultation on the Assisted Areas Map.

This does not mean that Government will accept the proposals outlined in this report.

4.0 POLICY IMPLICATIONS

4.1 The Assisted Area Map is important because it will be used to determine where Regional Aid can be applied. Often, the levels of support that can be provided to businesses are higher than the levels that can be provided in a non-assisted area. For example, support to Small-Medium Sized businesses can be 'topped up'. Equally, in certain circumstances, support can be given to large companies.

It is also worth noting that some exemptions exist, which still allow additional support to be provided to businesses, even if they are outside the Assisted Area. Consequently, it is important that our

Assisted Area map targets those parts of Halton where businesses in the Borough will benefit.

Second Stage Consultation

5.1 The second stage consultation, which will seek views on a draft 2014 – 2020 Assisted Areas Map, is expected to commence in Winter 2013/14.

At stage 2, Government intends to take into account the following:

- Responses to Stage 1 of the Consultation;
- National economic data sets;
- Commercial and economic intelligence;
- Government strategies and policies, for example, the UK Industrial Policy and the location and nature of Enterprise Zones; and
- The views of key national teams.

The 2014 – 2020 map is expected to become operational from 1st July 2014.

5.0 OTHER/FINANCIAL IMPLICATIONS

Assisted Area status does not in itself guarantee funding for an area. However, it allows more flexibility regarding the levels and type of financial support provided to businesses in the borough.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children & Young People in Halton

N/A

6.2 Employment, Learning & Skills in Halton

Assisted Area status is a positive addition to the opportunities available to support businesses in Halton.

6.3 A Healthy Halton

N/A

6.4 **A Safer Halton**

N/A

6.5 **Halton’s Urban Renewal**

Assisted area status supports Halton’s Urban Renewal because it assists in making the borough more attractive to nward Investors , in that companies/businesses can receive different types and levels of aid.

7.0 **RISK ANALYSIS**

7.1 There are no anticipated risks arising out of the implementation of the Assisted Areas Map.

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 None

9.0 **REASON(S) FOR DECISION**

The decision to support the assisted area map provides the borough with additional flexibility in how local businesses can be supported in the Borough.

10.0 **ALTERNATIVE OPTIONS CONSIDERED AND REJECTED**

To seek 100% coverage for the borough. There are two main reasons why this option has been considered and rejected. First, as the report outlines the City Region as a whole is required to reduce its population coverage in the new map. Second, given that the assisted area focuses on support to businesses, it would be inappropriate to include residential areas.

11.0 **IMPLEMENTATION DATE**

July 2014.

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

Document	Place of Inspection	Contact Officer
BIS Stage 1 Consultation Document	Municipal Building	Wesley Rourke

APPENDIX 1

ASSISTED AREA MAP

Section D Proposed Common Principles for drawing the 2014 - 2020 AA Map.

155. Set out below are a number of common principles along which the UK intends to draw the 2014 - 2020 Assisted Areas Maps. The likelihood of obtaining the Commission's timely approval is a key concern when developing the Map. These principles are being consulted on as part of Stage 1 of this consultation. While these principles may subsequently change, respondents should use them as guidelines when completing the local intelligence and priorities section of this consultation – question E01 to E02. Stage 2 of the consultation will offer respondents the opportunity to submit comments with respect to the draft Map taking into account any changes made to the common principles following the Stage 1 consultation.
156. **Principal 1: Assisted Areas in the UK should reflect opportunities to support businesses with regional aid in locations that will support the economies of economically disadvantaged places. (See paragraph 76 above).**
157. **Principal 2: A combination of quantitative and qualitative economic evidence and intelligence (such as consultation responses), and relevant economic policy considerations should be used by Government to determine a place's relative economic need and economic opportunity in terms of the potential to use regional aid to support economic convergence objectives. (See paragraph 16 above).**
158. **Principal 3: In some circumstances, the primary purpose of designating some wards as Assisted Areas may be to link together other wards containing the characteristics sought for Assisted Area status – i.e. significant economic opportunities that could catalyse disadvantaged economies – within a minimum contiguous population (typically 100,000 people). (For other minimum populations see paragraph 168 of the RAG).**
159. **Principal 4: The 2007-2013 Assisted Areas Map should be a material consideration when developing its 2014-2020 successor. (See paragraph 77 above).**
160. **Principal 5: Providing eligibility to support large firms with regional aid should be consideration of the 2014- 2020 Assisted Areas Map, given there are fewer constraints on Government to support small and medium sized enterprises with capital investment under other forms of state aid. (See paragraph 45 above).**

161. **Principal 6: Offering UK public bodies the flexible to invest regional aid in expanding and developing UK manufacturing should be a key goal when developing the Assisted Areas Map. (See paragraphs 43 and 79 above).**
162. **Principal 7 (See paragraphs 81 to 85 above): The metrics of economic need that should be used to inform the Map's development are:**
 - a) **Low Employment Rate**
 - b) **Low Skills Rate (level 2 and below)**
 - c) **High Working Age Benefit Claimant Count Rate**
 - d) **Low population growth/net out migration of working age population**
 - e) **High rates of manufacturing.**
163. **Principal 8 (see paragraph 86 to 89): It is proposed that relative economic need will be considered at two spatial scales:**
 - 1) **at the Local Enterprise Partnership (LEP) level in England and at the Local Authority (LA) level in Wales and Scotland; and**
 - 2) **at the potential Assisted Area level or in its constituent wards.**

APPENDIX 1 - ANALYSIS OF HALTON WARDS INCLUDED/EXCLUDED IN THE PROPOSED AI

Appleton	LCR	6,789	yes
Beechwood	LCR	3,673	no
Birchfield	LCR	6,909	yes
Broadheath	LCR	6,164	no
Halton Castle	LCR	6,138	yes
Daresbury	LCR	4,501	yes
Ditton	LCR	7,326	yes
Farnworth	LCR	7,308	no
Grange	LCR	6,923	no
Hale	LCR	1,841	no
Halton Brook	LCR	6,605	no
Halton Lea	LCR	6,670	yes
Halton View	LCR	6,745	yes
Heath	LCR	5,861	yes
Hough Green	LCR	6,861	no
Kingsway	LCR	6,600	yes
Mersey	LCR	7,406	yes
Norton North	LCR	6,720	no
Norton South	LCR	6,772	no
Riverside	LCR	5,519	yes
Windmill Hill	LCR	2,415	yes
Halton Population		125,746	
Assisted Area Coverage		65,970	

REA MAP

REPORT TO: Executive Board

DATE: 19 September 2013

REPORTING OFFICER: Strategic Director, Children & Enterprise

SUBJECT: Contracted Services for Children and Young People's Emotional Wellbeing and Mental Health Services, Early Intervention and Targeted Provision (*Hear4u*) — Waiver of Tendering Standing Orders

PORTFOLIO: Children, Young People and Families

WARDS: Borough-wide

1.0 PURPOSE OF THE REPORT

- 1.1 To request the suspension of the relevant Procurement Standing Orders 3.1 to 3.7 (tendering/competitive requirements), in accordance with the provisions of Standing Order 1.8.4 under the exceptional circumstances set out in this report, which places a requirement on the Council to tender or obtain quotes for contracts set up with external providers.

2.0 RECOMMENDATION: That

- 1) in light of the exceptional circumstances set out below, Procurement Standing Orders 3.1 to 3.7 be waived on this occasion through 1.8.4 (c) where compliance with Standing Orders would result in a clear financial or commercial detriment to the Council, in respect of the contracted Children and Young People's Emotional Wellbeing and Mental Health Services, Early Intervention and Targeted Provision. The waiver is requested to ensure that children and young people receive continuous care and support whilst a review of this service area is undertaken by Halton Children's Trust partners in order to determine the requirements for future provision; and
- 2) the Strategic Director, Children and Enterprise be authorised, in conjunction with the portfolio holder for Children, Young People and Families, to enter into the above contract for one year from April 2014 to the end of March 2015.

3.0 SUPPORTING INFORMATION

- 3.1 Since 2008 Halton has commissioned Children and Young People's Emotional Wellbeing and Mental Health services focused upon the provision of individual and family counselling and linked therapies. Since April 2012 this provision has been commissioned from Barnardo's as the *Hear4u* service.
- 3.2 The service has consistently received a high volume of referrals from partner agencies across Halton Children's Trust and demonstrates the continuing level of need in Halton for this provision. Ongoing performance management and data analysis implemented by the Contracts and Commissioning Team evidences a 41% increase in referrals in 2012-2013 against the previous year – a trend which has continued throughout the first quarter of 2013/14. Nearly 20% of the children and young people accessing the service have a disability or learning difficulty/disability.
- 3.3 Due in part to the demand for this service from children, young people and their families, a comprehensive review of children and young people's emotional wellbeing provision is currently being undertaken by Halton Children's Trust partners. This review will determine the needs in this service area and the provision required to meet these needs.
- 3.4 The contract for the existing service will end on 31 March 2014, and there is no further facility for an extension within the contractual terms and conditions. This would entail the therapists working within the service being put 'at risk' by Barnardo's in accordance with employment law, which would potentially result in staff losses. Due to clinical requirements and safeguarding considerations, the service would need to close to new referrals in December 2013 as it is inappropriate to start a course of therapy with a child, young person or family unless there is a reasonable expectation that it can be completed by the same therapist.
- 3.5 The waiver is requested for one year so that service delivery can continue without disruption during the period in which the review of children and young people's emotional wellbeing provision is progressed, thus ensuring continuous care and support for some of our most vulnerable families. Once the review has been completed, it will inform future tendering requirements.

4.0 BUSINESS CASE FOR WAIVING STANDING ORDERS

4.1 Value for money and Competition

- 4.1.1 Although an alternative provider may be available, going out to tender for a new contract to start in April 2014 would result in significant disruption to the service due to the need to close for referrals during the

three month period from December 2013. As well as exerting a significant negative impact upon the care and support provided to vulnerable children, young people and their families, this would also place additional demands upon other services working with the families concerned and therefore impact negatively upon the operational and financial capacity of those services.

- 4.1.2 By waiting until the current review has determined and reported its findings before going out to tender, the Council will ensure that the future service specification will accurately reflect the needs and service requirements for this area of provision. This will support both value for money and competition considerations.
- 4.1.3 Through this recommendation, the Council will ensure continuous care and support for children, young people and their families. However, officers will keep the situation under review, particularly in respect of emerging information regarding alternative provision and costings, to ensure that desired outcomes continue to be achieved and that the method of service delivery remains the most cost effective option for the Council.

4.2 Transparency

In order to ensure transparency, it is proposed that the service will continue to submit performance reports to named lead commissioning officers. The frequency and detail will be agreed by the relevant Commissioning Manager as part of the contract compliance process. Subject to issues of commercial confidentiality, information about the contracts would be accessible under the Freedom of Information Act and under the annual audit process.

4.3 Propriety And Security

The extension of this contract complies with Halton Borough Council's standing orders and procurement processes. The contract specification sets out requirements in respect of minimum standards for the delivery of care and support and will include comprehensive standards relating to the safeguarding of children and young people. The cost of entering into this contract will be contained within existing available budgetary provision.

4.4 Accountability

The Operational Director for Children's Organisation and Provision would be responsible for the award of the contracts. The contracts and the award process are open to PPB Scrutiny and internal and external audit.

4.5 Position of the contract under the Public Contracts Regulations 2006

As these contracts are for educational and social care services, they are exempt from the 2006 Regulations so there is no need to advertise for expressions of interest in the official Journal.

5.0 POLICY ISSUES

- 5.1 The emotional health and well-being of children and young people is a key priority for Halton Children's Trust and Halton's Health and Wellbeing Board, and within the range of plans that have been agreed by both Boards.

6.0 OTHER/ FINANCIAL IMPLICATIONS

Financial implications of this contract will be met from existing budgetary provision.

7.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

7.1 Children and Young People in Halton

The delivery of early intervention and targeted emotional health and well-being services to children and young people supports Halton's focus upon Early Help, together with the agreed priorities of Halton Children's Trust and Halton's Health and Wellbeing Board including the Health and Wellbeing Board Mental Health Action Plan.

7.2 Employment, Learning and Skills In Halton

A lack of sufficient service provision is likely to impact adversely upon children and young people with emotional health needs, which will subsequently impact upon their learning and future employment and skills development.

7.3 A Healthy Halton

Emotional health and well-being services impact directly upon the health and well-being of children and young people with an identified need in this area of development.

7.4 A Safer Halton

The service provides support to children with additional needs and their families, and helps them to access appropriate service provision within their local communities. This links to satisfaction with services and overall perception of the area in which people live.

7.5 Halton's Urban Renewal

None identified.

8.0 RISK ANALYSIS

The current contract for this service is due to expire on 31 March 2014; should the waiver not be agreed, referrals into the provision will cease for a significant period of time. Failure to have this service operating at full capacity will lead to vulnerable families being placed under increased pressure and will also exert a negative impact upon the achievement of priority outcomes agreed by Halton Children's Trust and the Halton Health and Wellbeing Board.

In addition, tendering for a new service before the review has reported its findings will impede the development and delivery of a service specification that would most accurately and effectively meet local needs.

9.0 EQUALITY AND DIVERSITY ISSUES

The contract specified within this report relates to the needs of individuals and families with protected characteristics as defined within the Equality Act 2010.

9.0 REASON(S) FOR DECISION

Not applicable.

10.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

Not applicable.

11.0 IMPLEMENTATION DATE

Not applicable.

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

Document	Place of Inspection	Contact Officer
Equality Impact Assessment (2011)	Contracts & Commissioning Team, Second Floor, Rutland House	Kelly Byrne

REPORT TO: Executive Board

DATE: 19 September 2013

REPORTING OFFICER: Strategic Director, Children & Enterprise

SUBJECT: Contracted Services for Missing from Home and Care service for young people across Cheshire – Waiver of Tendering Standing Orders

PORTFOLIO: Children, Young People and Families

WARDS: Borough-wide

1.0 PURPOSE OF THE REPORT

- 1.1 To request the suspension of the relevant Procurement Standing Orders 3.1 to 3.7 (tendering/competitive requirements), under the exceptional circumstances set out in this report, which places a requirement on the Council to tender or obtain quotes for contracts set up with external providers.

2.0 RECOMMENDATION: That

- 1) in light of the exceptional circumstances set out below, to request the suspension of the relevant Procurement Standing Orders through 1.8.4 (c) where compliance with Standing Orders would result in a clear financial or commercial detriment to the Council, and 1.8.4 (f) where compliance with Standing Orders would be inconsistent with joint and Partnership working or special external funding arrangements, in respect of the contracted Missing from Home and Care Services. Procurement Standing Orders 3.1 to 3.7 be waived on this occasion in order to extend existing contract with Catch 22 for the provision of Missing from Home and Care services to children and young people across the four Local Authorities In Cheshire in order to ensure continuous care and support, and;**
- 2) the Strategic Director, Children and Enterprise be authorised, in conjunction with the portfolio holder for Children, Young People and Families, to enter into the above contract for one year from April 2014 to the end of March 2015.**

3.0 SUPPORTING INFORMATION

- 3.1 Since 2008 Halton has commissioned a Missing from Home and Care service in order to fulfil its responsibilities under the statutory guidance on children and young people who go missing from home or care. The

guidance serves to safeguard all runaways and to redress the imbalance that currently exists between services offered to runaways from the looked-after population and those who run away from home.

- 3.2 During 2010 and 2011 the Local Safeguarding Children Boards (LSCB'S) of Cheshire East, Cheshire West and Chester, Halton and Warrington with Cheshire Constabulary, have collaborated to produce a Pan Cheshire Joint Protocol for Children and Young People who run away or go Missing from Home or Care. The joint protocol seeks to identify and manage the risks and ensure a consistency in approach across borders and agencies.
- 3.3 During this time period the four local authority commissioners had a dialogue around the possibility of a pan Cheshire MFH service. All four local authorities agreed to go ahead with a joint commission with Halton being the lead authority, Catch 22 were the successful provider that started in 2012.
- 3.4 The Service works across all of the four local authority areas with clear links with Cheshire Constabulary's missing from home co-ordinators to support young people who have been notified as missing from home or care. There is a co-ordinated and organised response including return interviews will facilitate direct intervention work with children, young people and their families.

4.0 BUSINESS CASE FOR WAIVING STANDING ORDERS

4.1 Value for money and Competition

- 4.1.1 Although alternative provision may potentially be available however going forward with a new provider for a one year contract would have a significant negative impact from operational perspective which would disrupt service delivery and support offered to vulnerable children, young people and their families.
- 4.1.2 Cheshire East, Cheshire West and Chester and Warrington local authorities have all agreed to go forward for the next 12 months with the same provider. Continuing with this joint commissioning approach is the best cost effective option required to provide a specialist service as for Halton to have a stand- alone service it would be over double the cost.
- 4.1.3 In accordance with the approach taken by Cheshire around joint commissioning for missing from home and care there is further work required around the emerging links to child sexual exploitation, by recommending that existing arrangements continue, the Council will ensure continuous care and support for children and young people as well as exploring those links between missing from home and care and child sexual exploitation. However, officers will keep the situation under review, particularly in respect of emerging information regarding

alternative provision and costings, to ensure that desired outcomes continue to be achieved and that the method of service delivery remains the most cost effective option for the Council.

4.2 Transparency

In order to ensure transparency, it is proposed that the services will continue to submit performance reports to named lead commissioning officers. The frequency and detail will be agreed by the relevant Commissioning Manager as part of the contract compliance process. Subject to issues of commercial confidentiality, information about the contracts would be accessible under the Freedom of Information Act and under the annual audit process.

4.3 Propriety And Security

The extension of this contract complies with Halton Borough Council's standing orders and procurement processes. The contract specification set out requirements in respect to minimum standards for the delivery of care and support and will include comprehensive standards relating to the safeguarding of children and young people. The cost of entering into this contract will be contained within existing available budgetary provision.

4.4 Accountability

The Operational Director for Operational Director Childrens Organisation and Provision would be responsible for the award of the contracts. The contracts and the award process are open to PPB Scrutiny and the internal and external audit.

4.5 Position of the contract under the Public Contracts Regulations 2006

As these contracts are for educational and social care services, they are exempt from the 2006 Regulations so there is no need to advertise for expressions of interest in the official Journal.

5.0 POLICY ISSUES

- 5.1 The authority continues to have a statutory duty to provide services to looked after children within the authority.
- 5.2 The service supports the Pan Cheshire Missing from Home and Care Protocol with Cheshire Constabulary
- 5.3 The service will assist with key recommendations in the recent OFSTED report in February 2013.

6.0 OTHER/ FINANCIAL IMPLICATIONS

Financial implications of this contract will be met from existing budgetary provision.

7.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

7.1 Children and Young People in Halton

This service directly relates to improving the safety and wellbeing of children and young people by reducing the incidents of missing and risky behaviour. This service supports key elements within Halton's Safeguarding and Children and Young People's Plans.

7.2 Employment, Learning and Skills In Halton

The provider will ensure that children and young people that go missing from home or care are supported in their learning and future employment and skills development.

7.3 A Healthy Halton

The service support people to minimise reduce the risks of harm, and access relevant services to improve their physical and mental health and wellbeing.

7.4 A Safer Halton

The service provides support to vulnerable children, young people and families to assist them to access appropriate service provision within their local communities. This links to satisfaction with services and overall perception of the area in which people live.

7.5 Halton's Urban Renewal

None.

8.0 RISK ANALYSIS

The current contracts for these services are due to end on 31 March 2014; should the waivers not be agreed, the services will cease delivery of the provision.

If contracts for Missing from Home and Care are not in place, this may lead to the Council being unable to fulfil its statutory duty regarding looked after children. Failure to have this service in place will additionally lead to vulnerable children, young people and families being placed under increased pressure.

9.0 EQUALITY AND DIVERSITY ISSUES

The contracts specified within this report relate to the needs of individuals and families with protected characteristics as defined within the Equality Act 2010.

10.0 REASON(S) FOR DECISION

Cheshire East, Cheshire West and Chester and Warrington local authorities have all agreed to go forward for the next 12 months with the same provider.

11.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

Not applicable.

12.0 IMPLEMENTATION DATE

Not applicable.

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

Document	Place of Inspection	Contact Officer
Equality Impact Assessment (2011)	Contracts & Commissioning Team, Second Floor, Rutland House	Barbara Butterworth

REPORT TO: Executive Board

DATE: 19 September 2013

REPORTING OFFICER: Strategic Director – Children and Enterprise

SUBJECT: Waiver – Service Level Agreement 2013/14:
Learning Outside the Classroom (LOtC), Visits and
Outdoor Education Advice and Guidance

PORTFOLIO: Children, Young People and Families

WARD(S) Borough-wide

PURPOSE OF THE REPORT

1.1 To request a waiver under 1.8.4(e) to enable continuation with the provision from Cheshire West and Chester Council (CWaC) and Edufocus without seeking competition (Standing Order 4.1) via the Chest, as there is a requirement for this service to be delivered by these particular suppliers for a further twelve month period (September 2013 to August 2014 and January 2014 to December 2014 respectively) pending a full service review.

2.0 **RECOMMENDATION: That Executive Board approve the waiver under Procurement Standing Orders 1.8.4(e) to waive Procurement Standing Order 4.1 Competition requirements.**

SUPPORTING INFORMATION

3.1 Learning outside the classroom and off site activities provide a valuable opportunity for pupils and young people to encounter experiences that are not available to them in the classroom. They are an opportunity to extend the learning of all pupils and can enable young people to learn through new experiences and develop their initiative and independence, and enrich their understanding of themselves, others and the world around them. They can be a catalyst for improved personal performance, promote a lifetime interest and in some cases lead to professional fulfilment.

3.2 Such visits need to be carried out within a robust planning framework that promotes the safety and security of all participants and manages the risk to the Authority. The Council has a policy for the Management of Learning Outside the Classroom and has adopted, as its' employer guidance, National Guidance for the Management of Outdoor Learning, Off-site visits and Learning Outside the Classroom produced by the Outdoor Education Advisers' Panel (OEAP) which provides a source of guidance, information and support for schools and establishments organising educational and offsite visits.

3.3 The Authority engages the services of CWaC Quality Learning Partner's Outdoor Education Adviser (QLP OEA) to enable the Authority to operate within

the requirements of legal frameworks governing the health, safety and welfare of employees and pupils/young people in the context of LOtC, educational visits and outdoor education and to ensure that visits carried out meet with the requirements of the Councils' policy and employer guidance for the Management of Learning Outside the Classroom.

- 3.4 The QLP OEA's service provides technical advice, guidance and recommendations to the Authority and schools/establishments regarding health, safety and current best practice regarding LOtC and educational visits. Through this service Halton maintains representation on the OEAP (the national forum for sharing of good practice relating to LOtC for all Children's Service establishments). The QLP OEA also gives LA approval for visits of a complex nature and routinely monitors visits as part of the Authority wide sampling procedure. The delivery of high quality training and development courses for educational visit co-ordinators, visit leaders and governors and administrative support is also included in the specification.
- 3.5 The QLP OEA service is delivered by a team of professionally qualified teachers with significant experience in delivering LOtC and leading outdoor educational activities and offsite visits. They provide a flexible, proactive and responsive LOtC service that supports statutory and risk management obligations and maintains best practice.
- 3.6 To underpin service delivery the Council operates a web-based educational visits notification, approval and database system provided by Edufocus to support schools and establishments in planning any kind of off-site activity. The system facilitates the LA's approval requirements for complex visits and includes reporting tools and access to guidance and resources.

4.0 **SUPPLEMENTARY INFORMATION**

- 4.1 The combined service provided by CWaC and Edufocus delivers effective support and robust management of LOtC for schools and establishments. A significant majority of schools in Halton use the services and value the quality of provision.

Value for money will be achieved in the longer term as a full review will be undertaken of how advice and guidance and the management of risk from LOtC could be sourced from a provider/system and how we could possibly work together with other public sector partners to create an efficient process. This will be sourced through a market testing exercise and a procurement process within the next 12 months if required. The cost to go out via the Chest, to invite quotations and award a contract to a new provider for just one year would not deliver value as the upheaval of implementing a possible new system/provider and a new way of working for a 12 month period would not be viable due to the risk of this not working effectively, as well as the administration cost/time involved to train and support schools in a new way of working.

As the spend value is below EU value thresholds it is deemed to be low risk in terms of challenge against us making a direct award to the current supplier. This

would be supported as we have the intention to conduct a market testing exercise within 12 months and this would ensure transparency, propriety and accountability to seek the best opportunity in terms of value for money and to ensure we appoint the best provider/system for the longer term. Our main aim is to maintain/reduce risk to the Council and schools around this frontline and essential activity of children and young people gaining experiences through educational visits in a safe and well managed risk management process by undertaking a full and thorough review before sourcing and awarding a new contract.

- 4.2 The waiver for the CWaC service will be £40,560 for the period 1 September to 31 August 2014 and £4,999 for Edufocus for the period 1 January to 31 December 2014.
- 4.3 The selection of the current providers is based on past performance, their ability to deliver a flexible and responsive service and a proven record of subject knowledge, experience and expertise. Edufocus is used by over 19,000 schools in England and Wales and has a fully managed and reliable service infrastructure.

The service will be monitored by the Children and Enterprise Directorate to ensure prescribed outcomes are achieved.

5.0 **POLICY IMPLICATIONS**

5.1 None

6.0 **FINANCIAL IMPLICATIONS**

6.1 The total cost of providing this service will be £45,559. The cost of this provision for Maintained schools will be met centrally from cost centre 8256.

Academy schools are charged for this service as follows:

Primary Schools	£520 retainer p.a. plus £1.04 per pupil p.a.
Secondary Schools	£1040 retainer p.a. plus £1.04 per pupil p.a.
Special Schools	£1040 retainer p.a. plus £1.04 per pupil p.a.

3 Academy schools, The Heath, Palace Fields and Wade Deacon, have purchased the SLA which will generate an income of £5,557.

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

7.1 **Children & Young People in Halton**

The Council positively promotes the involvement of young people in LOtC and educational / off site visits.

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

For many young people, learning outside the classroom involves life changing experiences which keep them positively engaged in education and ultimately widen their prospects for employment and long term economic wellbeing.

7.3 **A Healthy Halton**

Learning outside and off-site visits will often involve physical exercise and provide key experiences that encourage healthier lifestyles and lifetime engagement with outdoor activities.

7.4 **A Safer Halton**

'Risk education' is now widely accepted as a key part of preparation for adulthood. Involving young people of all ages in risk benefit assessment is vital if they are to develop an awareness of safety and risk management as opposed to risk aversion.

7.5 **Halton's Urban Renewal**

None identified.

8.0 **RISK ANALYSIS**

8.1 It is a legal expectation that employees **must** work within the requirements their employer's guidance; therefore, Halton employees must the follow the requirements of "LOtC Employer Guidance", as well as the requirements of Halton Policy for the Management of LOtC.

As an employer, Halton is required to ensure that its employees are provided with:

- appropriate guidance relating to visits and LOtC activity;
- employer-led training courses to support the guidance to ensure that it is understood;
- suitable systems and processes to ensure that those trained are kept updated;
- access to advice, support and further training from appointed Advisers that have proven expertise and professional understanding of the guidance, the training and expectations set by current good practice.

The engagement of the services provided CWaC QLP OEA and Edufocus enables the Authority to manage the risks associated with LOtC activities and to operate within the requirements of the Council's policy for LOtC and within legal frameworks governing the health, safety and welfare of employees and pupils/young people in the context of LOtC.

9.0 **EQUALITY AND DIVERSITY ISSUES**

9.1 This provision is offered to all schools in Halton and all children and young

people are encouraged to participate in learning outside the classroom.

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

DfE Guidance 2001 – Health and Safety: Responsibility and Powers
Health & Safety at Work Act 1974

REPORT TO: Executive Board

DATE: 19 September 2013

REPORTING OFFICER: Director of Public Health

SUBJECT: Future Delivery of Trading Standards Service

PORTFOLIO: Community Safety

WARD(S) Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 To inform Executive Board that the contract for the provision of a Trading Standards service with Warrington BC expires on 30th November 2013 and to seek approval for the recommended option for future delivery.

2.0 RECOMMENDATION: That Executive Board approve Option 1 below, which is to return the service in house with effect from 1 April 2014.

3.0 SUPPORTING INFORMATION

3.1 Trading Standards deliver services that protect consumers and contribute to community safety and public health. Key services include;

- Enforcement of fair trading Practices
- Door Step Crime
- Product Safety
- Weights and measures
- Explosives and Petroleum licensing
- Underage sales of alcohol, tobacco and other restricted products
- Counterfeit Goods
- Consumer complaints
- Consumer advice

3.2 Since 1st December 2008 Halton's Trading Standards service has been provided by Warrington Borough Council. Both authorities signed a contractual agreement setting out the manner in which the service would be conducted, managed and monitored and included provisions relating to finance. In 2008 the sum Halton agreed to pay Warrington for the delivery of the service was set at £405,000 to rise annually by the Consumer Price Index (CPI) inflation measure for

the October of each preceding year. To date the contract price for 2013-14 is predicted to be £416,000. This figure should have been £462,000 based on the contract terms which increase the fee payable each year based on CPI inflation index. However Halton have negotiated a reduced contract price.

3.3 The expiry of the contract provides an opportunity to review options for the future delivery of this service.

3.4 There are options within the existing contract for the contract to be extended for a period of up to two years. This option has been considered and rejected. Although Halton has negotiated an informal reduction in the annual fee the contract would still oblige Halton to pay an increased amount year on year based on the CPI measure of inflation. Given successive pay freezes and a significant reduction in local government budgets CPI is no longer considered a realistic basis on which to determine the annual fee.

3.5 2 viable options for the future delivery of the service have been identified and considered these are discussed below.

3.6 **Option 1 - return the service in house.**

The service could be returned in house and integrated with the existing Environmental Health and Public Health teams to provide a comprehensive and integrated Environmental Health and Public Protection service. The transfer of Public Health responsibility to the local authority has provided an opportunity for the work of regulatory services such as trading standards to contribute to the borough's public health objectives. Examples include tobacco and alcohol control. Returning trading standards to the authority and integrating the service with Environmental Health will allow these opportunities to be fully realised.

This option also has the potential to save the authority £80,000 based on the current negotiated contract price of £416,000.

This is based on the following calculation.

Halton is contractually obliged to return 6.4 FTE officers under TUPE. This is equivalent to 2/5ths (or 40%) of the 16 trading standards professionals in the combined service.

The employee related costs for these 6.4 FTE officers is calculated to be £270,000. This is based on information provided by Warrington and an initial calculation based on the staff who previously worked for Halton.

In addition it is calculated that these staff will require transport related costs of £16,000.

A further figure of £50,000 is calculated to be required for supplies and services from external sources for the delivery of the service. Examples of supplies and services expenditure include analysis of samples, IT database and technical information. This is based on information provided by Warrington and the supplies and services costs in 2008 when the service was within Halton. It is hoped the supplies and services costs can be reduced further once the service is returned in house by consolidating existing supplies and services expenditure within the new combined service and in other departments.

In addition the new service would be subject to internal recharges from HBC for admin, finance and HR etc. The service already retains HBC legal services for legal advice. These support services are already provided by the authority and assuming there is already sufficient capacity this would not represent an additional cost to the authority should the service return in house.

In total the costs Halton would retain should the service return in house amounts to £336,000

This results in a net saving to the authority of £80,000 based on the existing contract price.

3.7 Option 2 – Tender for the provision of the service by an external provider.

The advice of Legal Services and HBC's Procurement department is that should the authority seek a new contract on new terms then a full open tendering process is required.

In reality an external provider is likely to be another local council. It is known that the current provider Warrington BC would be interested in tendering for the contract and informal discussions suggest at least one further local authority would also consider tendering.

The interest of multiple bidders would help ensure the tendering process is competitive.

There are some benefits to sharing the service with another authority. Some aspects of the trading standards service are highly specialist in nature e.g. financial and complex investigation, Internet fraud investigations, weights and measures inspections, door step crime and consumer advice. The current pressure on personal finances has increased the vulnerability of some consumers. The trading environment is more complex with many trades now taking place over the internet making investigations more technical and complex. A shared service may have a greater breadth and depth

of experience amongst its professional workforce. The advantage of contracting the service to another local authority is that this may provide some economies of scale and increased resilience to ensure the service can meet the demands of a more complex trading environment.

3.8 Consideration of options.

Option 1 is preferred for the fact it will generate a saving to the authority of £80,000. However there are further benefits through the integration of the service with the environmental health and public health function. Returning the service in house will enable Halton to have greater control over service planning to ensure activity is directed at the key corporate and health priorities. Halton will also have greater financial control over the service.

It is acknowledged that there are benefits to option 2 particularly in relation to the resilience of the workforce and potential for greater depth of skills and knowledge. However Halton can build resilience into the service through integration with the environmental health and public health functions. Activities such as underage sales and tobacco and alcohol enforcement can be addressed through all regulatory contacts at appropriate premises. Petroleum and explosives licensing can be integrated with the existing health and safety function. This will enable the trading standards professionals to focus on the more specialist elements of the service e.g. consumer advice, complex investigations and doorstep crime.

4.0 POLICY IMPLICATIONS

4.1 Most aspects of the trading standards service are statutory. The authority is under an obligation to ensure the statutory elements are maintained.

4.2 The authority is under an obligation to comply with procurement law in relation to option 2.

4.3 Should the service return in house staff would be subject to TUPE

4.4 To facilitate the financial planning of both Halton and Warrington it is recommended the new arrangement takes effect from April 2014. This would require the existing contract with Warrington to be extended until 30th March 2014.

5.0 OTHER/FINANCIAL IMPLICATIONS

5.1 If Halton fulfils its contractual obligation to return 6.4 FTE staff then there should be no additional redundancy costs.

5.2 There will be a one off cost of approximately £18,000 to transfer

data from Warrington to Halton's database. There will be a further one off cost of approximately £5,000 to purchase new ICT equipment for the returning staff.

- 5.3 Should option 1 be considered the authority will retain costs of £336,000 but would realise a saving of around £80,000 based on the existing contract price of £416,000

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

6.1 **Children & Young People in Halton**

The trading standards service protects the health and safety of children and young people in the borough through the enforcement of age restricted products such as tobacco and alcohol.

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

The trading standards service seeks to provide a level economic playing field and ensure legitimate law abiding businesses are not undermined by the criminal activity of rogue traders.

6.3 **A Healthy Halton**

The work of trading standards contributes to Halton's health objectives particularly in relation to tobacco and alcohol control. Integration of the service with the public health team would ensure regulatory activity is directed at the borough's health concerns.

6.4 **A Safer Halton**

The work of the trading standards service contributes to community safety particularly in relation to alcohol and tobacco enforcement, the night time economy, doorstep crime and illegal money lending.

6.5 **Halton's Urban Renewal**

There is no significant implication for this priority

7.0 **RISK ANALYSIS**

- 7.1 The benefit of option 1 is that the authority will have an opportunity to integrate the trading standards function with environmental health and public health. This integrated approach will ensure the authority has direct control over all regulatory services and can ensure that activity is aligned with the borough's corporate priorities in particular in relation to public health and community safety. The authority will also have greater financial control and will realise a saving of around £80,000 by returning the service in house.

- 7.2 The risk of taking option 1 in preference to option 2 is that the reduced number of full time equivalent staff may not provide the

sufficient resources to provide an effective and resilient service. There has been a reduction in the number of officers within the combined service since the contract was signed in 2008. The reduced number of officers can be mitigated by the integration of the service with environmental health. This will enable all officers across the combined service to address the less specialist enforcement activities. It will also increase efficiency by reducing duplicate visits to premises to address different regulatory disciplines. This will enable trading standards professionals to focus on the complex and specialist cases. Halton would also benefit from the experience of the officers who are likely to return. Although the staff who will return to Halton is yet to be negotiated – it is known that the majority of the staff who left Halton for Warrington in 2008 are still employed in the service. Should these staff return they would provide a considerable body of skills, expertise and knowledge with which to manage and deliver the service.

The risk that Halton will lose some specialist knowledge currently available through the contract with Warrington can be mitigated by ensuring Halton is fully engaged with Trading Standards North West and develops reciprocal arrangements with other authorities to share specialist knowledge and resources in relation to complex cases.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no significant equality and diversity issues associated with this decision.

9.0 REASON(S) FOR DECISION

The existing contract for the provision of a trading standards service expires on the 30th November 2013. Continuing with the existing arrangement is no longer considered viable. The authority must determine an alternative option for service delivery.

10.0 ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

All options considered and rejected are detailed within this report

11.0 **IMPLEMENTATION DATE**

From April 1st 2014.

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

There are no papers within the meaning of the act

REPORT TO: Executive Board

DATE: 19 September 2013

REPORTING OFFICER: Strategic Director – Policy & Resources

SUBJECT: Income Management System – Kiosk Integration

PORTFOLIO: Resources

WARD(S): Borough-wide

1.0 PURPOSE OF REPORT

1.1 To seek waiver approval in accordance with Procurement Standing Order 1.8.3(a) where compliance with Standing Orders is not possible due to there being only one possible contractor.

2.0 RECOMMENDATION: That the competition requirements of Procurement Standing Order 4.1 be waived to facilitate the integration of the Council's replacement payment kiosks with Capita income management system.

3.0 SUPPORTING INFORMATION

3.1 The Council is in the process of replacing its existing payment kiosks located in the One Stop Shops as they are reaching the end of their useful lives. As part of that process it is necessary for work to be undertaken in order to integrate the replacement kiosks with the Council's existing income management system, which is provided by Capita.

3.2 The integration necessitates the purchase of a Capita product called 'Smart Gateway'. This product ensures that receipts from the new payment kiosks are transferred directly into the Council's income management system. It also validates all payments received by debit card or credit card.

3.3 Capita is the only provider of 'Smart Gateway'. It is therefore not possible to undertake a competitive procurement exercise.

3.4 The cost of purchasing and installing 'Smart Gateway' on all seven kiosks is £9,885. There are also additional annual support costs of £1,350. A waiver is sought as this cost exceeds the £1,000 competition requirement threshold set in Procurement Standing Order 4.1.

4.0 POLICY, FINANCIAL AND OTHER IMPLICATIONS

4.1 There are no policy implications.

4.2 There are no additional financial implications. Provision to fund the implementation of 'Smart Gateway' has been set aside as part of the overall kiosk procurement exercise.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 A system to account and reconcile for the Council's income is central to good financial management, which underpins the Council's ability to deliver all its priorities.

6.0 RISK ANALYSIS

6.1 A software solution is required to integrate the Council's new payment kiosks to the existing income management system. Failure to implement such a solution would significantly reduce the efficiency of taking payments through the kiosks.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None

8.0 LIST OF BACKGROUND PAPERS

None under the meaning of the Act

REPORT TO: Executive Board

DATE: 19 September 2013

REPORTING OFFICER: Strategic Director – Policy & Resources

SUBJECT: Capita – Payment Systems Maintenance

PORTFOLIO: Resources

WARD(S): Borough-wide

1.0 PURPOSE OF REPORT

1.1 To seek waiver approval in accordance with Procurement Standing Order 1.8.3(a) where compliance with Standing Orders is not possible due to there being only one possible contractor.

2.0 RECOMMENDATION: That the competition requirements of Procurement Standing Order 4.1 be waived to pay the annual maintenance charge for the payment systems provided by Capita.

3.0 SUPPORTING INFORMATION

3.1 The Council procured an income management system from Capita in 2004. Since then a number of additional related applications have been purchased from Capita to ensure that the Council's systems have kept pace with advances in technology and the changes in the ways that customers pay for goods and services.

3.2 The applications currently supplied to the Council by Capita include:

- AXIS income management system
- Cash and cheque receipting system
- Chip and Pin licences
- Telephone payments system
- Internet payments system
- Internet portals for licensing applications, planning applications and miscellaneous payments

3.3 The continued use of these applications requires an annual maintenance payment to Capita. The charge for 2013/14 is £17,104. It is not possible to seek competitive tenders from elsewhere as the system is provided by Capita. A waiver is therefore sought as this sum exceeds the £1,000 competition requirement threshold set in Procurement Standing Order 4.1.

4.0 POLICY, FINANCIAL AND OTHER IMPLICATIONS

- 4.1 There are no policy implications.
- 4.2 There are no additional financial implications. The annual maintenance charges are provided for in the Council's revenue budget (cost centre 2729).

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

- 5.1 Systems to collect, account and reconcile the Council's income are integral to the management and control of the Council's finances. As such, these systems contribute to the Council's ability to deliver all its priorities.

6.0 RISK ANALYSIS

- 6.1 Continued use of the existing income collection and management systems provided by Capita are conditional on the payment of an annual maintenance charge.
- 6.2 An alternative would be to replace the existing Capita system. However, this is not achievable within the current financial year. Furthermore, the initial outlay of replacing the existing system is likely to far exceed the cost of upgrading the existing system.

7.0 EQUALITY AND DIVERSITY ISSUES

- 7.1 None

8.0 LIST OF BACKGROUND PAPERS

None under the meaning of the Act

REPORT TO: Executive Board

DATE: 19 September 2013

REPORTING OFFICER: Strategic Director – Policy & Resources

SUBJECT: Upgrade to Capita Income Management System

PORTFOLIO: Resources

WARD(S): Borough-wide

1.0 PURPOSE OF REPORT

1.1 To seek waiver approval in accordance with Procurement Standing Order 1.8.3(a) where compliance with Standing Orders is not possible due to there being only one possible contractor.

2.0 RECOMMENDATION: That the competition requirements of Procurement Standing Order 4.1 be waived to facilitate an upgrade of the Council's income management system that is provided by Capita.

3.0 SUPPORTING INFORMATION

3.1 The Council's income management system has been provided by Capita following a procurement exercise undertaken in 2004. The system is integral to the Council's financial management as all transactions in the Council's receipts bank account are processed through it into the general ledger.

3.2 For the system to continue to be supported by Capita the Council must use either the latest or latest but one version of the software. The current version in use will cease to be supported by Capita from January 2014 and therefore requires upgrading.

3.3 As the Council uses a Capita system, Capita are the only company that can undertake the required upgrade for the Council. It is therefore not possible to undertake a competitive procurement process.

3.4 The cost of the upgrade is £8,995. A waiver is sought as this sum exceeds the £1,000 competition requirement threshold set in Procurement Standing Order 4.1.

4.0 POLICY, FINANCIAL AND OTHER IMPLICATIONS

4.1 There are no policy implications.

- 4.2 There are no additional financial implications. A provision to fund the upgrade has been set aside.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

- 5.1 A system to account and reconcile for the Council's income is central to good financial management, which underpins the Council's ability to deliver all its priorities.

6.0 RISK ANALYSIS

- 6.1 If the income management is not upgraded it will no longer be supported by Capita from January 2014. This could seriously undermine the Council's ability to account and reconcile income should any issues requiring support and maintenance arise.
- 6.2 An alternative would be to replace the existing Capita system. However, the cost of this option is likely to far exceed the cost of upgrading the existing system.

7.0 EQUALITY AND DIVERSITY ISSUES

- 7.1 None

8.0 LIST OF BACKGROUND PAPERS

None under the meaning of the Act

REPORT TO: Executive Board

DATE: 19 September 2013

REPORTING OFFICER: Strategic Director - Policy & Resources

PORTFOLIO: Resources

SUBJECT: Directorate Performance Overview Reports for Quarter 1 2013/14

WARD(S): Borough wide

1.0 PURPOSE OF REPORT

1.1 To report the Council's performance for the first quarter to 30th June 2013. The report details progress against key objectives/ milestones and performance targets, and describes factors affecting each of the three Directorates.

2.0 RECOMMENDED: That

- 1) Executive Board note the information contained in the report ; and**
- 2) Consider the progress and performance information and raise any questions or points for clarification.**

3.0 SUPPORTING INFORMATION

Background and Context

3.1 Revised Performance Framework from 2012/13

3.2 A review of the Council's existing performance management and monitoring arrangements was undertaken in 2011, based upon an agreed set of principles (agreed by Corporate PPB), based around the better management of performance information in terms of both strategic focus and volume, which involved:

- Capturing the views of Lead and Senior Officers and Elected Members in a number of forums;
- A review of adopted practice elsewhere e.g. in other neighbouring Councils, Primary Care Trusts and best practice in Local Government and the Private sector;
- Consideration of the potential requirements and expectations of local authority self-regulation; and
- The on-going need to ensure that available resources are being deployed to best effect in addressing strategic priorities of the Council.

- 3.3 As a result of these review findings it was approved that the authority develops an approach to the future use of performance information that is, as far as possible, focussed primarily upon the needs of the receiving audience as opposed to being determined by the existing organisational structure. This also reflected a transition away from Local Authorities being performance managed by central government and toward being held to account at a local level through the transparent provision of accessible performance data.
- 3.4 In addition, it is essential that the Council maintains a planning and performance framework that allows the identification and on-going monitoring of key activities and performance measures that meet organisational needs. Performance management will also continue to be important in our demonstration of value for money and outward accountability.
- 3.5 The Directorate Performance Overview Report provides a strategic summary of the key issues arising from performance in the relevant quarter for each Directorate and being aligned to Council priorities or functional areas. Such information is central to the Council's performance management arrangements and the Executive Board has a key role in monitoring performance and strengthening accountability.
- 3.6 Information for each of the Council's Directorates is contained within the following appendices:
- Appendix 1 - Children and Enterprise
 - Appendix 2 - Communities
 - Appendix 3 - Policy & Resources
- 3.7 Monitoring of all relevant high risks will be undertaken and progress reported against the application of the risk treatment measures in quarters 2 and 4. Where progress after the application of risk control measures is uncertain or not met for each high risk, these risks will be reported on by exception and stated in section 4 of the relevant Appendices for each Directorate.

4.0 POLICY IMPLICATIONS

- 4.1 The Council's Performance Management Framework will continue to form a key part of the Council's policy framework.

5.0 OTHER IMPLICATIONS

- 5.1 These reports would also be available to support future scrutiny arrangements of services by Members and Inspection regimes for Ofsted and Adult Social Care.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

- 6.1 Existing and future performance frameworks at both local and national level are linked to the delivery of the Council's priorities.

6.1 The introduction of Directorate Overview Reports for Executive Board, reporting key 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 The new revised performance framework for 2012/13 and beyond will allow the authority to both align its activities to the delivery of organisation and partnership priorities and provide appropriate information to all relevant stakeholders in accordance with the “transparency agenda”. Performance Indicators are used by external agencies and the public at large in informing any judgement they make as to how the authority is currently performing.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 Minority and disadvantaged groups and geographic areas are involved with and taken into account in all stages of performance management, including planning, data collection and analysis, service delivery, policy and service development and the impact of policies.

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

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

Directorate Performance Overview Report

Directorate: Children and Enterprise Directorate

Reporting Period: Quarter 1, Period 1 April 2013 – 30 June 2013

1.0 Introduction

This report provides an overview of issues and progress within the Directorate that have occurred within Quarter 1. The way in which traffic light symbols have been used to reflect progress to date is explained within the Appendix (section 8).

Please note initials have been provided to indicate which Operational Director is responsible for the commentary to aid Members, as requested by the Children and Young People Policy and Performance Board. A key is provided at the end of the report in Appendix (section 8).

2.0 Key Developments

2.1 Ofsted Inspection Framework

The consultation on the revised Ofsted inspection has now closed and the new framework will be implemented from November 2013. The inspection focuses on the local authority's arrangements for children in need of help and protection, children in care and care leavers. This is a more challenging framework than previously, and the bar has been raised in determining the judgements. In response to this, and learning from a recent practice review, a multi-agency Investing in Children and Young People Board chaired by the Chief Executive will oversee the action plan in preparation to ensure we meet the rigour of the new framework. A briefing will be arranged for members once the framework is published in October 2013 to inform members of the new judgements and how they are reached. The main changes suggested in the proposals for consultation was a change from 'Satisfactory' or 'Adequate' grading to 'Requires Improvement' (to be Good). This judgement indicates safe practice but not meeting the requirements to be judged as good.

An adoption inspection is due to take place 6-9 August 2013.

Children and Families is currently consulting on moving towards a single front-door – Central Advice and Referral Team (CART). Currently, contacts with social care are dealt with by 4 separate teams – the two Children in Need Teams and the 2 Integrated Working Support Teams. One single point of access will improve the performance management and oversight of all contacts with social care to ensure there is a consistent application of thresholds and feedback to families and agencies. This proposal was seen by the recent practice review and was strongly endorsed as the right approach. (TC)

2.2 School Improvement Strategy

The local authority's School Improvement Strategy and guidance will be revised so that it is aligned to the recently published framework for inspecting local authority school improvement services. (SN)

2.3 Ofsted inspection of LA school improvement services

Ofsted have recently published their framework for the inspections of local authority arrangements for supporting school improvement in schools, and the education of children and young people. These arrangements have not been inspected by Ofsted and other inspectorates since 2004/05, when the former local education authority (LEA) inspections by Ofsted were replaced by joint area reviews (JAR). Norfolk and Isle of Wight have been inspected under this framework to date. Both had their arrangements for supporting school improvement judged ineffective.

A self-evaluation tool is being developed against the criteria set out in the new inspection framework. This will help evaluate the work of the department regularly and target areas for improvement more precisely. (SN)

2.4 Children in Care of Other Local Authorities (CICOLAs)

To improve the accuracy of the list of Children placed in Halton by other local authorities the following actions have been taken:

- The Children in Care nurse provides a monthly update;
- The Local Authority Designated Officer is informed where it is recognised there is a delay or lack of completion of the notification form;
- A Provider Forum has been established where all providers are asked to complete a return when a CICOLA arrives at or leaves their setting;
- Clinical Commissioning Group (CCG) will be also be working with GPs to encourage the completion of notification forms;
- Regional examples of good practice for maintaining the list have been requested.

Risk assessments are also completed by the police, local authority and the new provider prior to a new provider opening a Children's Home. Over the last 18 months there has been a reduction of three homes operating in Halton. This reduction represents a home reduction of 20% and a bed reduction of just over 33% in the last 18 months.

The DfE is consulting (until 17 September 2013) on a number of changes to strengthen regulations covering children's homes and care planning, placement and review. The aim is to improve the quality of provision in children's homes and to make local authorities and children's homes more accountable for their decisions. (AMc)

2.5 Amalgamation of Key stage 3 (The Bridge School) and Key Stage 4 (KS4 Gateway) Pupil Referral Units

As part of the School Funding Reform 2013/14 Pupil Referral Units (PRUs) now have delegated budgets. Following public consultation the decision was made by Halton Borough Council's Executive Board to amalgamate both KS3 and KS4 PRUs to create one new school.

The Local Authority will work with the Management Committee of the amalgamated PRU to ensure high quality provision is available for excluded pupils from September 2013. (AMc)

2.6 School Forum

To ensure compliance with the new School Forum regulations the Education Funding Agency are visiting all School Forums. A representative from the Education Funding Agency attended the Halton School Forum on 18th June 2013 to assess practice in Halton. Her findings were based on assessing Halton's compliance with the criteria in the regulations. A summary of the findings is listed below:

- Agenda and papers being available on the website well in advance of the meeting
- Participation in discussions is compliant with the new regulations – most items were for open discussion – it was good to see interaction from different sections of members
- Chairing of the meeting which enables all who wish to contribute to do so and which is not dominated by local authority views – very much in evidence, LA contribution was to provide context and wider information, which appeared to support member understanding.
- Clearly set out recommendations or decisions by the forums – fully met with well laid out papers
- Voting on the formula which is compliant with the new regulations (AMc)

2.7 Ofsted Inspection of Learning and Skills & Good Practice visit

A very successful Ofsted Inspection took place 23rd – 26th April 2013 which resulted in an overall Grade 2 with Grade 1 for Outcomes for Learners, Employability curriculum area and the effectiveness of Leadership and Management. Grade 2 was awarded for Community Learning and Teaching, Learning and Assessment.

As a result of the successful Ofsted Inspection, the Lead Inspector carried out a Good Practice visit on the 25 and 26 June 2013. The purpose of the visit was to gather evidence of three areas of good practice identified during the full inspection: The positive impact of the positioning within Halton Borough Council, Employability provision and information, advice, guidance and support that wraps around the learner. The Inspector met with colleagues from a wide range of departments across the council, the Chief Executive and Leader, Halton Employment Partnership organisations, Tarmac, Tesco Extra staff, Waste Management Apprentices and managers and Training providers. Three good practice case studies will be completed and will be published on the Ofsted website and available nationally. (WR)

2.8 EU Structural Funds 2014-20

England Growth Programme total allocation under the EU Structural Fund Programme 2014-20 will be €6.174 billion. For the first time, the European Regional Development Fund (ERDF) and European Social Fund (ESF) are to be rolled into one fund called the 'Single Local Growth Fund'. Responsibility for the 'Single Local Growth Fund' will be devolved to the Local Enterprise Partnerships (LEP). LEP's will develop investment strategies for their local area and develop projects which deliver the strategy. For the first time Halton will be able to access the Merseyside ring-fenced pot. It was anticipated that Liverpool City Region (LCR) will get £400-£450 million over a seven year period. However, the government's recent announcement of EU allocation per head of population 2014-20 was disappointing. The Liverpool City Region Local Enterprise Partnership has been allocated £222 million.

The Council have submitted project proposals to the LCR thematic leads for a range of proposed projects. For example, under the Small and Medium Enterprise (SME) Competitiveness theme projects have been submitted for :-

- SME Competiveness (follow on project for the current ERDF 4.2 Business Support Programme)
- Business Engagement (to proactively engage with the most significant employers and fastest growing companies in the Borough)
- Advanced Manufacturing (to develop a bespoke Halton advanced manufacturing programme which compliments existing sub-regional and national provision, for example Advanced Manufacturing Supply Chain Initiative and the Manufacturing Advisory Service)
- Maximising the Benefits of Superfast Broadband
- Open Innovation (in partnership with Science & Technology Facilities Council and others).

Sci-Tech Daresbury has developed a stand-alone proposition which compliments the above. (WR)

2.9 Sci-Tech Daresbury

External Funding continues to support the Joint Venture Partnership in securing funding for the Phase I development at Sci-Tech Daresbury. The RGF grant monitoring is now kicking in, and an outline bid has now been submitted to secure £1.7 million in ERDF funding. (WR)

2.10 Property Services

The Operational team have now taken over the management of the Building Schools for the Future school construction projects at both Wade Deacon and The Grange. Both projects are nearing completion and are due to be finished by the end of September. The remaining works at both sites mainly consist of demolitions and external works.

The demolition contracts have now been let for the former Fairfield high school buildings together with the Grange nursery, Infant and Junior school buildings, works will be completed at these sites by late Autumn.

The demolition works which have been approved and let at a number of other surplus sites are ongoing, the former Queens Arms Pub now having been completed, the completion of the works at other sites will follow on later in the year.

The dilapidation claims for both Grosvenor House and the Corporate Training Centre have now both been resolved and finalised. The claims at Midwood House and 10 Turnstone should be finalised within the next couple of months. The only rented accommodation consists of Kingsway House. (WR)

2.11 Mersey Gateway bidder announced

The ELS division has been working closely with all three bidders leading up to Preferred Bidder status on the development of their Employment & Skills Delivery Plans. Merseylink have been appointed as the preferred bidder to deliver on the new Mersey Gateway. (WR)

3.0 Emerging Issues

3.1 Ofsted New Framework for Children's Centres

Ofsted are now inspecting Children's Centres using the new inspection framework. On examining the initial reports that are coming through it is clear that the approach from Ofsted has significantly changed. Whilst Centres may have positive aspects, if they are not engaging families from the most vulnerable groups, or have areas to develop further, they will not be graded as 'good'. Instead they will receive a 'requires improvement' grade.' The quality of data and the impact of targeted work will be crucial to Halton's next inspection. (TC)

3.2 Children & Families Bill (SEND Reforms)

Workforce development and culture change will be needed to implement the changes Services and professionals across education, health and care for children and adults need to work together closely, putting families and young people at the centre of commissioning, assessment and planning. Every area will therefore need to be considering the steps they need to take to implement the reforms successfully. (SN)

3.3 School Improvement Partners (SIP)

Since the cessation of the national school improvement partner programme (SIP) which ran in Halton until July 2011, there has been a loss of 'live' information provided by schools to the school improvement team. This situation is to be reviewed in the summer term to consider how we might improve the capacity of the school improvement team to ensure that all schools are allocated a link officer. Officers are not currently linked to the majority of good and outstanding schools. (SN)

3.4 Primary National Curriculum Changes September 2014

The implementation of the new primary curriculum in September will provide a challenge with respect to the associated training that will be required particularly subject specialist training and support. Previously the local authority had a team of national strategy consultants most of whom were subject specialists. However, there is likely to be a shortage of primary subject specialists for some of the recommended subjects for example, Mandarin, Latin or Ancient Greek. (SN)

3.5 Extended Free Entitlement

Officers continue to work on ensuring there are sufficient 2 year old places to deliver the extended free entitlement from September 2013. Currently the demand is anticipated at 493 children with a supply available of 586 places for September 2013, growing to a demand of circa 800 places by September 2014. (AMc)

3.6 Traineeships for 16-19 year olds

Traineeships are new programmes aimed at equipping young people with the skills and experience to compete for an apprenticeship or other job. They are for young people who are not in work and have been developed in response to employers reporting that young people applying for vacancies often lack work related skills and attitudes which they need to secure and sustain employment.

Traineeships aim to create a progression route for young people who are motivated by work, providing them with a structured opportunity to develop skills and experience needed to be attractive to employers. The core offer of a Traineeship will cover;

- A high quality work placement, to give the young person meaningful work experience and develop workplace skills
- A focused period of work preparation training, focusing on CV writing, interview preparation, job searches
- English and maths, as these are crucial employability skills

Traineeships will be delivered from August 2013 for 16 to 19 year olds at eligible Schools and Academies or by training providers who have achieved an Ofsted inspection grade of Outstanding or Good. (AMc)

3.7 School Admissions September 2013

Applications for school places for the September 2013 intake have now been finalised. For admission to Primary School, 94% of parents' first preferences were met, and for admission to secondary school 98% of parents' first preferences were met. The management of In-Year admissions transfers from the Local Authority to schools from September 2013, however, the Local Authority retains a monitoring role. (AMc)

3.8 Combined Authority

The Liverpool City Region Cabinet have considered a report on strategic governance across the City Region, which brings together two pieces of work. The first is a formal review of governance in the City Region, which has been conducted as set out by primary legislation. Based on the current available evidence it recommends that the City Region pursue the option of creating a Liverpool City Region Combined Authority to provide strategic leadership on economic development, housing, transport and employment and skills. The Combined Authority would not be a 'super-Council' but would be a lean and efficient organisation that would signal to businesses and Government that we are serious about working together; it is hoped that it would be able to attract devolved powers and funding from Government in time. The second piece of work looks at how a Combined Authority might operate, and this includes the legal scheme that we need to create the Combined Authority. (WR)

3.9 Property Services

The restructure of the Operational Division has now been agreed and we are progressing with implementing the proposed changes. The changes will come into effect on October 1st 2013 and will help deliver a £90,000 saving for 2014/15.

We have now started to look at income generation from our corporate building stock linked to the move to agile working which is having the effect of freeing up space. We are currently in discussions with other public sector partners with a view to them taking some space in Rutland House. This is an area that we will be increasingly focussing on in the future as there is an opportunity to generate a significant amount of income.

Proposed changes have recently been announced by Government in respect of the Carbon Reduction Commitment, Energy Efficiency Scheme (CRC), which if implemented will mean that Halton will fall below the threshold required to be included in the scheme from April 2014. This will potentially save the Council the £154,000 which was the cost for 2011/12. (WR)

3.10 New Adult Learning and Skills Tutor contracts

Existing Adult Learning and Skills Tutor contracts are due to expire at the end of August 2013 and, as such, tutors were placed at risk in May 2013. A new contract for tutors has been developed in conjunction with Human Resources dept and the unions and agreed by the Steering Group and Management Team. Tutors delivering Skills for Life and Family Learning 0.5 or above have been offered an annual contract based on weekly working hours. Tutors delivering Adult Learning and Skills for Life below 0.5 have been offered a sessional contract with hourly rates of pay. (WR)

3.11 Skills Funding Agency Notice of Concern

The Skills Funding Agency (SFA) introduced new Provider Risk Assessment and Management arrangements for the 2012/13 academic year (August 2012 – July 2013). Halton is currently within stage 1.

Stage 1: Monitoring and support

- SFA issue a Notice of Concern if performance has fallen below the Minimum Levels of Performance Minimum Level of Performance for short courses in 2011/12 was 65% and HBC achieved 53.6%
- The Notice of Concern sets out the evidence required to restore SFA confidence that the needs of learners are being met, together with timescales for SFA to assess whether or not the concern has been addressed and full assurance can be restored. The timescales are aligned with the availability of information (for example, success rates) and milestones are identified to ensure that progress is being made towards addressing the concern. HBC's Improvement Plan was submitted to SFA on 19th July 2013. SFA plan to complete an Initial Review by the end of August, with further reviews in October, January, April and July
- Support to address the concern will be available from the Learning and Skills Improvement Service (LSIS). However, LSIS ceased to exist from 31st July 2013. I will request details of the support mechanisms for 2013/14 from the SFA Relationship Manager on her return from holiday or at the initial review meeting
- Additional conditions of funding will normally be imposed by SFA, including restrictions on growth, until the concern has been addressed. We have not been informed of any additional conditions of funding.
- If HBC successfully addresses the concern within the timescales the Notice of Concern, and any associated additional conditions of funding, will be lifted.

Prior to the first review in August 2013, performance for the 2012/13 academic year will be analysed and evaluated. (WR)

3.12 Work Programme

Exit interviews will take place for those individuals who are leaving the Work Programme and returning to Job Centre Plus. A review of Work Programme priorities will be necessary to ensure that maximum funding is obtained, for example, by supporting Priority Group customers (e.g. on Employment and Support Allowance) into employment. (WR)

4.0 Risk Control Measures

Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. During the development of the 2013/14 Business Plan, the service was required to undertake a risk assessment of all key service objectives with high risks included in the Directorate Risk Register.

As a result, monitoring of all relevant 'high' risks is undertaken during Q2 reporting.

5.0 Progress against high priority equality actions

The Council must have evidence that it reviews its services and policies to show that they comply with the Public Sector Equality Duty (PSED) which came into force in April 2011. The PSED also requires us to publish this information as it is available.



As a result of undertaking a Departmental Equality Impact Assessments no high priority actions were identified for the Directorate for Quarter 1 2013/14.

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 each Directorate.

Driving economic prosperity

Key Milestones










Ref	Milestones	Q1 Progress
EEP 02	Deliver the BID Year 1 action plan by March 2014	
EEP 03	Deliver Work Programme via sub contract arrangements to Prime Contractors A4E and Ingeus Deloitte in line with the contract	

Supporting Commentary

EEP 02: All outputs associated with the BID year 1 Action Plan are on programme and on budget

EEP 03: Job Start and Job Outcome targets for Ingeus were achieved in Q1. Performance on the A4e contract was slightly behind target but performance is still higher than other sub-contractors in Contract Package Area (CPA) 6.

Key Performance Indicators

Ref	Measure	12/13 Actual	13/14 Target	Q1	Current Progress	Direction of Travel
DIS LI 05	Number of inward investment enquiries per annum	246	180	81		
DIS LI 06	Inward investment enquiry conversion rate percentage	15%	10%	7%		
SCS ELS 01	Number of active enterprises within the Borough	2715	2715	N/A	N/A	N/A
SCS ELS 02	The proportion of business diversity in the following sectors: Knowledge Economy, Superport, Low carbon/green, Visitor economy	26%	26%	N/A	N/A	N/A
SCS ELS 03	The number of people classed as self-employed	6.2%	6.5%	6%		N/A
SCS ELS 04	The proportion of people achieving NVQ Level 4 and above	24.5%	11.25%	N/A	N/A	N/A
SCS ELS 07 NI 152	The percentage of people registered unemployed and seeking employment (JSA Claimants)	5.2%	5.2% Under review with JC Plus	4.6%		
SCS ELS 08	The percentage of the working age population claiming out of work benefits	16.87%	17% Under review with JC Plus	15.83%		

Supporting Commentary

DIS LI05: St Michaels Industrial Estate is 100% full but Seymour Court continues to fall and is currently at 53% bringing the average down. Without Seymour Court the overall % would be 92%. (WR)

DIS LI06: Based on the offer, Halton is successfully converting its share of the enquiries. (WR)

SCS ELS 03: The latest data from ONS relates to 2011-12. However, 14 learners accessing HPIJ's Enterprising Halton service have become self-employed during Quarter 1. (WR)




SCS ELS 07 (NI 152): At June 2013, there were 3806 individuals claiming JSA, a decrease of 587 on the same time last year. (WR)

SCS ELS 08: At June 2012, there were 13016 individuals claiming out of work benefit as a percentage of the working population. (WR)

Data not available at this stage for SCS ELS 01, SCS ELS 02 or SCS ELS 04.

Integrated Commissioning

Key Milestones

Ref	Milestones	Q1 Progress
COPS1	Complete the Childcare Sufficiency Assessment (CSA) and implement the action plan to ensure sufficient provision in all areas and age groups	
COPS1	Ensure that priorities in capital spend are in line with the Government guidance and agreed by all representative bodies	
COPS2	Evaluate and monitor the sustainability of current school provision following the transfer of maintained schools to academies and the introduction of Free Schools, working in partnership with all schools to ensure diversity for parents by March 2014	

Supporting Commentary

COPS1 The CSA review has been completed and an action plan prepared. Key actions are to continue to identify 2 year old free entitlement places for 2013/14 and 2014/15 and to work with 3 and 4 year old free entitlement providers in the Upton Children's Centre reach area to increase provision. Officers continue to work with key stakeholders and partners on those actions to ensure sufficient provision in all areas and across all age groups (AMc)

COPS1 £355,916 of capital has been provided by the Department for Education to ensure that Halton has sufficient capacity to deliver the increase for eligible 2 year olds to receive their free early years entitlement. Early Years Providers have been asked to submit bids for expenditure to the Place Planning & Provision Division so that spend can be targeted appropriately in the highest areas of need. (AMc)





COPS2 An Academy Order was issued to the authority on 24th June 2013 notifying the authority that Cavendish would convert into an academy. On 18th June an Academy Order was received for The Park to become a sponsored Academy with The Heath Family Trust as the sponsor. Officers from Children's Services, Legal, Estates, Finance, Insurance, Health and Safety and Audit are now working on the conversion process.



The DFE are in discussion with the Local Authority and the Diocese of Shrewsbury on proposed academy conversions where there have been significant performance issues. Academies and Free schools within the borough continue to purchase a range of local authority services. (AMc)

Key Performance Indicators

Child's Journey through the Continuum of Need

Key Milestones

Ref	Milestones	Q1 Progress
CFS2	Further develop opportunities to integrate and co-locate teams by partner agencies by March 2014	
CFS2	Embed integrated services further within Department, Directorate and Halton Children's Trust by March 2014	
CFS2	Statement on new Level of Needs framework and family assessment programme to be implemented after the launch April 2012	
CFS3	Implement the new social work assessment and planning model in line with deadline required	

CFS3	Effectively implement the new Framework for the Assessment of Children in Need and the changes to Working Together to Safeguard Children	
CFS1	Evaluate the impact of the management trainee programme for aspiring managers, with the aim of increasing candidates by September 2012	

Supporting Commentary

CFS2 It is planned that a Health Visiting Team will be co-located at Kingsway Children's Centre. Work on this move is progressing and a date for the move should be set within the next three months. The Trust is also making progress on the 'Early Help Model - Next Steps' project. This is focussing on the next stages of development regarding Team Around the Family, and the development of multi-agency teams in particular. Different models have been discussed and a number of options are due to be presented to the Trust for further discussion.









The 'Early Help Model- Next Steps' project group is looking at how systems and processes can become more integrated across the Trust, from universal to level two of Halton's levels of need framework. Further work is underway on this and proposals will be brought to the Trust for further discussion. Guidance on Halton's new levels of need has been published and sent to partners across the Trust. Individual presentations have been made to key stakeholders, for example, GPs. (TC)

CFS3 The single assessment working group continues to meet regularly, and has agreed a template for the single assessment that fits into Carefirst 6. The single assessment protocol will be published on the 1st September 2013. The new framework is on course to begin in the agreed timescales. (TC)

CFS1 This milestone needs to be revised. The Social Work Recruitment and Retention Strategy will be in place in the autumn and will also form part of the action plan for inspection preparation. (TC)

Improving opportunities for our most vulnerable young people

Key Milestones

Ref	Milestones	Q1 Progress
CFS4	Continue to implement the appropriate action plan from the multi-agency Children in Care strategy (2011-14) by March 2014	
LAS1	Review the performance of all schools and Early Years settings with a specific focus on those currently graded as satisfactory/requiring improvement by October 2013	
LAS1	Evaluate the outcomes of school inspection through the School Development Panel, and summarised within the Ofsted summary reports, to ensure that learning resulting from the inspection process is effectively shared with schools on an on going basis.	
LAS2	Conduct analysis of school performance data and ensure appropriate deployment of School Improvement support for identified schools and settings, including school to school support as appropriate	
LAS3	Through data analysis RAG rate schools with end of Key Stage attainment gaps between Free School Meals pupils and their peers and identify areas of need and support required by December 2013	
LAS3	Analyse, evaluate and report on attainment and achievement outcomes for pupils identified as part of the Virtual School for Vulnerable Groups, including Children in Care, by December 2013	
LAS3	Analyse the levels of absence, including persistent absence, across all phases on a termly basis	
COPS1	Review and improve the quality of childcare provision, in particular child minders through targeted training and support by August 2014	

Supporting Commentary

CFS4 The new framework is on course to begin in the agreed timescales. (TC)

LAS1 Following the publication of 2013 test and assessment outcomes a detailed analysis of school performance will be undertaken. Ofsted outcomes will be included as part of the data set, as well as feedback from the Early Years Consultant Teachers and school improvement officers. (SN)

LAS1 The Operational Director for Learning and Achievement attends the regular meetings of the School Development Panel, providing an opportunity to carefully monitor schools' experience of the inspection process, areas for celebration and areas for development.

Head teachers of schools inspected under the new framework, share their learning and experiences with other heads at the Primary Head teachers' meeting. This has been particularly relevant recently with the introduction of a 'requires improvement' judgement. (SN)

LAS2 Following the publication of un-validated 2013 test and assessment outcomes a detailed analysis of school performance will be undertaken. Validated data will not be available until late in the Autumn term when further analyses will be completed. (SN)

LAS3 In order to support this development it has been identified that an IT business case will need to be submitted to ensure access to accurate and timely information. This task will be completed by end of September 2013. (SN)

LAS3 This activity will form part of the analyses of the 2013 data being undertaken in September/October. Target schools will be identified as a result of this analysis. Secondary schools have recently provided data that indicates positive predictions for GCSEs in 2013 and 2014 with a closing of the gap between FSM and non-FSM pupils. If achieved this would result in a significant improvement in this area. (SN)

LAS3 In order to support this development it has been identified that an IT business case will need to be submitted to ensure access to accurate and timely information. This task will be completed by end of September 2013. (SN)

LAS3 Absence analysis is completed for all schools on a monthly basis. National comparison is completed on a termly basis when data is available. Absence is also benchmarked against Halton statistical neighbours. (SN)

COPS1 Level 2 Safeguarding Training has been delivered to all Childminders. Satisfactory Childminders have been targeted with support visits and additional training. A programme of Safeguarding and Welfare Audits has been targeted at after school clubs who had a satisfactory grade and is now being rolled out to all settings. (SN)

7.0 Financial Summaries

1. CHILDREN & FAMILIES DEPARTMENT

SUMMARY FINANCIAL POSITION AS AT 30 JUNE 2013

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<u>Expenditure</u>				
Employees	8,017	1,978	1,967	11
Premises	418	95	85	10
Supplies & Services	1,316	69	56	13
Transport	34	0	0	0
Agency Related Expenditure	390	58	58	0
Commissioned Services	320	28	28	0
Out of Borough Placements	1,600	424	494	(70)
Out of Borough Adoption	80	20	38	(18)
Out of Borough Fostering	414	74	60	14
In House Adoption	387	143	193	(50)
In House Foster Carer Placements	1,695	477	464	13
Care Leavers	316	46	46	0
Family Support	128	9	8	1
Capital Financing	11	2	2	0
Total Expenditure	15,126	3,423	3,499	(76)
Fees & Charges	-113	-17	-18	1
Adoption Placements	-42	0	0	0
Transfer to/from Reserves	-1,726	-1,160	-1,160	0
Reimbursements & Other Grant Income	-222	0	0	0
Total Income	-2,103	-1,177	-1,178	1
NET OPERATIONAL BUDGET	13,023	2,246	2,321	(75)
Premises Support Costs	347	87	87	0
Transport Support Costs	88	12	12	0
Central Support Service Costs	3,090	764	764	0
Asset Rental Support Costs	46	0	0	0
Total Recharges	3,571	863	863	0
Net Expenditure	16,594	3,109	3,184	(75)

Employee expenditure is slightly below budget, which is mainly due to a number of vacancies across the Department or vacancies being filled part way through Q1. The under spend from these vacancies has offset some of the areas that are only partially, or in some cases not achieving their staff savings targets.

Supplies and Services expenditure is below budget. This is due to staff making every effort across the Department to reduce the overall demand for Supplies and Services. This is expected to stay within budget for the year.

Expenditure relating to Out of Borough placements is over budget and this is expected to be the trend for the year. Even though every effort is made to utilise in house services, this is not always possible. This is a volatile budget due to unexpected or emergency placements occurring in year and some placements projected for the whole year. This will be closely monitored throughout the year.

In House Adoption is currently over budget. This is due to an increase in demand for this service, particularly around Special Guardianship and will need to be closely monitored throughout the year.

In House Fostering is currently below budget and is expected to stay within budget for the year.

In overall terms it is anticipated that net expenditure will be in line with the overall Departmental budget by year-end, primarily by making an effort to limit non-essential controllable spend.

2. CHILDREN'S ORGANISATION & PROVISION DEPARTMENT

SUMMARY FINANCIAL POSITION AS AT 30 JUNE 2013

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<u>Expenditure</u>				
Employees	3,629	755	736	19
Premises	440	12	12	0
Supplies & Services	1,034	317	299	18
Transport	5	1	1	0
Agency Related Expenditure	1,954	138	138	0
Commissioned Services - Youth Serv.	900	338	338	0
Commissioned Services	1,562	230	230	0
Connexions	1,123	110	110	0
Capital Financing	11	3	3	0
Nursery Education Payments	2,216	904	904	0
Schools Contingency Costs	354	0	0	0
NQT Contingency	230	0	0	0
Schools Non Delegated Support	99	0	0	0
Schools Transport	866	110	120	(10)
Special Education Needs Contingency	1,129	16	16	0
Total Expenditure	15,552	2,934	2,907	27
Fees & Charges	-363	0	0	0
Transfer to / from Reserves	-533	-449	-449	0
Dedicated Schools Grant	-10,926	-2,731	-2,731	0
Reimbursements & Other Income	-144	-43	-43	0
Schools SLA Income	-527	-479	-489	10
Total Income	-12,493	-3,702	-3,712	10
NET OPERATIONAL BUDGET	3,059	-768	-805	37
Premises Support Costs	167	44	44	0
Transport Support Costs	282	3	3	0
Central Support Service Costs	1,139	233	233	0
Asset Rental Support Costs	6,854	0	0	0
Total Recharges	8,442	280	280	0
Net Expenditure	11,501	-488	-525	37

Employee expenditure is below budget to date due to vacancies within Integrated Youth Support Services Division and Place Planning and Provision. Further underspends have been achieved within Place Planning Provision due to maternity savings. In addition vacancies are contributing towards the Department's staff turnover savings target.

Supplies & Services expenditure is below budget as there has been a conscious effort to limit spends on controllable budgets.

School Transport is showing an overspend to date due to increased costs in relation to the need to provide additional transport provision, resulting in increased contractual costs and recharges.

With Schools SLA Income there has been an overachievement of income to date as extra provision has been offered and bought back within Place Planning Provision across Technical Support budgets and Governor Support. Some of these monies will be used to offset additional costs for buy back of Services to lead and procure Governors Learning and Development.

In overall terms it is anticipated that net expenditure will be in line with the overall Departmental budget by year-end

3. LEARNING & ACHIEVEMENT DEPARTMENT

SUMMARY FINANCIAL POSITION AS AT 30th June 2013

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<u>Expenditure</u>				
Employees	3,865	751	696	55
Premises	10	0	0	0
Supplies & Services	985	42	37	5
Agency Related Expenditure	91	28	28	0
Commissioned Services	34	0	0	0
Independent School Fees	1,584	409	409	0
Inter Authority Recoupment	811	43	43	0
Speech Therapy	120	0	0	0
Total Expenditure	7,500	1,273	1,213	60
<u>Income</u>				
Fees & Charges	-153	-3	-3	0
Inter Authority Income	-578	-15	-15	0
Reimbursements & Other Income	-117	-22	-22	0
Schools SLA Income	-39	-33	-33	0
Total Income	-887	-73	-73	0
NET OPERATIONAL BUDGET	6,613	1,200	1,140	60
Premises Support Costs	112	28	28	0
Transport Support Costs	19	3	3	0
Central Support Service Costs	666	166	166	0
Asset Rental Support Costs	4	1	1	0
Total Recharges	801	198	198	0
Net Expenditure	7,414	1,398	1,338	60

There is currently a staffing underspend as there are a number of vacancies within the Department. There is an Early Years Consultant and a Primary Support & Intervention Lead vacancy within the 0-19 Division. There are also various vacancies within the Inclusion Division relating to Education Psychologists. In addition vacancies are contributing towards the Department's staff turnover savings target.

Supplies & services budget is showing a slight underspend due to a conscious effort by staff to limit non-essential controllable spend. This budget will be monitored throughout the financial year and is expected to remain within budget.

In overall terms it is anticipated that net expenditure will be in line with the overall Departmental budget by year-end

4. ECONOMY ENTERPRISE & PROPERTY DEPARTMENT

SUMMARY FINANCIAL POSITION AS AT 30 JUNE 2013

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
Expenditure				
Employees	4,337	1,074	1,106	(32)
Repairs & Maintenance	2511	873	868	5
Energy & Water Costs	673	156	147	9
NNDR	695	625	626	(1)
Rents	404	180	177	3
Marketing Programme	77	9	6	3
Promotions	60	9	1	8
Supplies & Services	1,312	281	255	26
Capital Financing	9	2	2	0
Agency Related Payments	176	35	35	0
Total Expenditure	10,254	3,244	3,223	21
Fees & Charges	-453	-118	-118	0
Rent - Markets	-750	-164	-164	0
Rent - Industrial	-1,028	-264	-227	(37)
Rent – Commercial	-568	-137	-130	(7)
Government Grant Income	-1,147	-251	-251	0
Transfer from Reserves	-142	-35	-35	0
Recharges to Capital	-444	-36	-20	(16)
Reimbursements & Other Grant Income	-688	-155	-155	0
Schools SLA Income	-556	-254	-254	0
Total Income	-5776	-1,414	-1,354	(60)
NET OPERATIONAL BUDGET	4,478	1,830	1,869	(39)
Premises Support Costs	1,498	401	401	0
Transport Support Costs	38	5	5	0
Central Support Service Costs	1,709	419	419	0
Asset Rental Support Costs	2,390	0	0	0
Repairs & Maintenance Recharge Income	-2,185	-546	-546	0
Accommodation Recharge Income	-2,759	-690	-690	0
Central Supp. Service Rech Income	-1,661	-415	-415	0
Total Recharges	-970	-826	-826	0
Net Expenditure	3,508	1,004	1,043	(39)

Expenditure for Employees is above budget as staff savings targets are not being achieved. This is due to an insufficient level of staff turnover compared to staff savings across the department.

In order to ease budget pressures only necessary spending on supplies and services has occurred in year.




The adverse variances relating to property income have continued as of the seven Industrial Estates, five are currently on target to achieve the budgeted rental income. However, there remains a shortfall in income on Seymour Court and contingency plans are in place for 2014/15 budgets. During 13/14 we are also seeing a steady decline in rental income on Moor Lane Business Centre as the tenants gradually vacate the units in year as a result of the closure of the Business Centre.

Although the team are working on various Capital Projects, we are showing a shortfall in Capital Salaries income at quarter 1 as we are unable to recharge the salary costs back to Capital Projects (due to restrictions on the allowable recharges to Capital Salaries).

In overall terms it is anticipated that net expenditure will be above the overall Departmental budget by year-end, primarily as a result of the shortfalls in income outlined above. Steps will therefore need to be taken where possible to reduce expenditure to offset the shortfalls in income.




8.0 Appendix – Explanation for use of symbols

Symbols are used in the following manner:

<u>Progress</u>	<u>Objective</u>	<u>Performance Indicator</u>
Green 	Indicates that the <u>objective is on course to be achieved</u> within the appropriate timeframe.	<i>Indicates that the annual target is <u>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

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

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

Key for Operational Director lead:

WR – Wesley Rourke, Operational Director, Economy Enterprise and Property Service (EEP)

AMc – Ann McIntyre, Operational Director, Children’s Organisation and Provision Service (COPS)

SN – Steve Nyakatawa, Operational Director, Learning and Achievement Service (LAS)

TC – Tracey Coffey Operational Director, Children and Families Service (CFS)

Performance Overview Report - Communities Directorate

Reporting Period: **Quarter 1 – Period 01st April 2013 to 31st June 2013**

1.0 Introduction

1.1 This report provides an overview of issues and progress within the directorate that have occurred during the period.

2.0 Key Developments

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

Commissioning and Complex Care

Mental Health Services

Section 136 Mental Health Act is the part of the Act which allows police officers to take people they find in a public place to a place of safety for assessment, if they believe they are mentally disordered and may pose a risk to themselves or other people. This needs close co-operation between the police, the Council social services team and the 5BoroughsPartnership, and there is a requirement that a multiagency policy and procedure, with agreed places of safety, should be in place. This work continues to develop; a draft process and policy has been developed by the police and can be agreed by the Council, but the work within the 5Boroughs has yet to be completed. This will be taken forward during the next Quarter.

Assessments for admission to hospital under the Mental Health Act are undertaken under most circumstances by doctors who are approved under Section 12 Mental Health Act as having special knowledge and experience in mental health issues. There have been some difficulties with securing adequate cover for this role, but continuing work from the Clinical Commissioning Group is resolving this issue.

A Mental Health Strategy is being drafted for Halton and will be presented for comment to the Health Policy and Performance Board in September 2013.

The pilot to deliver lower level social care support from the Mental Health Outreach Team within primary care continues to be developed. All surgeries have received a letter inviting them to join the pilot and there has been an encouraging response. This will be taken forward in the next Quarter.

Other developments within the Commissioning and Complex Care Division

Emergency Duty Team: the Emergency Duty Team Partnership Board is aware of the opportunities that can be provided by extending the partnership to other local authority areas. Work is taking place to consider the potential to develop this.

Interface with children's services: there are strong connections between both service areas, and these continue to develop. Adults services are represented on a number of key strategic Boards within children's services, including the Safeguarding Children Board and the Children's Trust. Regular meetings take place between managers of both services at a senior management level, and meetings between front line managers will be established in this Quarter. Regular meetings between strategic leads within both Children's and Adults safeguarding Boards take place and there are formal protocols in place, both between the two Safeguarding Boards and for front line services. This all means that there is greater understanding and working relationships between these two key areas, with the expectation that this will improve outcomes for children and families known to both service areas.

Housing

The June 2013 Spending Review announced that the Government is providing a £3.3 billion package to support 165,000 new affordable homes over three years from 2015-16. This includes:

- extending the Affordable Homes Programme by investing £957 million capital funding each year from 2015-16 to 2017-18. In a 'something for something' approach Government expects housing providers to make best use of their assets to subsidise development costs by converting more of their properties to 'affordable rents' which are typically 80% of market rents;
- providing certainty that from 2015-16 social rents will rise by CPI plus 1 per cent each year for 10 years;
- allowing the Homes and Communities Agency to charge fees for its regulation services;
- launching a new Affordable Rent to Buy scheme, with £250 million in 2015-16 and £150 million in 2016-17 to support new affordable homes for rent and eventual sale.

This will sit alongside £300 million of funding in 2015-16 for private rented homes through the Build to Rent fund and £1.3 billion in 2015-16 to support the Help to Buy home owner scheme in England.

The Government is also providing £102 million of loan and equity finance in 2015-16, to meet upfront infrastructure requirements that will enable the delivery of thousands of homes on large housing sites.

Healthwatch Halton

Healthwatch Halton commenced on 1st April 2013. A transition from Halton LINK to a new organisation - Healthwatch Halton took place. A formal transition period took place prior to Quarter 1 to ensure that Healthwatch Halton would be up and running from 1st April 2013. Healthwatch Halton is registered with Companies House as a Community Interest Company (CIC). Healthwatch Halton is supported by Halton and St Helens VCA under sub-contracting arrangements, which includes the provision of three full-time staff. Activity during the first quarter has centred on establishing

Governance arrangements and building relationships, including, appointing a Board, Chair and Committee, which are now formally in place. Healthwatch Halton held a formal 'launch' on 5th July which was very well attended.

Running in tandem was the procurement of an Independent NHS Complaints Advocacy Service. Halton Borough Council took part in a cross-collaboration procurement exercise and the contract covering the Cheshire and Merseyside regions was awarded to Carers Federation. The service also commenced on 1st April 2013. In the first quarter there were three new cases where Halton residents required complaints advocacy support. Information regarding cases which require advocacy support will be reported to Healthwatch Halton and to the Clinical Commissioning Group (CCG) Quality Committee on a regular basis.

Alcohol

Night Time Economy Scrutiny Topic Group

The scrutiny review commenced in November 2012 and was instigated by Safer Halton Policy and Performance Board. The review has provided an opportunity to review our local night time economy and identify what works well and what could be improved to provide a safe, accessible, well managed night time economy that meets the needs of residents and businesses and attracts visitors to the borough.

As a result of the review it has been recognised that there is much good practice happening in Halton and our town centres are well managed through the excellent working relationships between the council and our partners, businesses and the public.

The review has identified a series of recommendations for further improvement which will be drawn into an action plan. The review is due to finish at the end of July and a report and action plan will be presented to Safer Halton Policy and Performance Board for consideration.

Alcohol Harm Reduction Plan

An Alcohol Harm Reduction Plan has been developed in association with the Health and Wellbeing Strategy. Alcohol has been identified as one of the five key priorities for the Borough. A new Healthy Lifestyles Group, which reports to the Health and Wellbeing Board commenced in the first quarter and the development and delivery of the Alcohol Harm Reduction Plan is being overseen by this Group.

Dementia Training

We have been successful in a recent funding application to deliver bespoke training in dementia via Skills for Care. This project will focus on:

1. Raising awareness of dementia across the whole community, by bringing local people and professionals together in two planned events;

2. Using the Family Carers Matters and People with Dementia Matter courses, life story training will be provided to individuals with dementia and their carers.
3. Sessions will be held with Housing Providers that will include managers and front line staff, one at the beginning (September) and one in March with a view to establishing a commitment from providers to develop a coherent housing response to the local dementia strategy;
4. Working with local tenants, using the Volunteers Matter course, training will be provided to support them in recognising the needs of people with dementia and enabling them to provide additional support;
5. Develop the skills and confidence of GPs, managers and staff in the Well Being Practices (CCG);
6. Aligning this with our work on re-commissioning domiciliary care, we are offering training, using the Your Story Matters approach, on the value and impact of life story work to underpin a person centred approach to care.

The training will be developed from August 2013 until March 2014.

Social Isolation

Work has begun on developing a Social Isolation network and associated work to tackle the problem of loneliness in older people in the borough. Initial steps include identifying the role of older people in co-producing this work, developing a project plan and associated milestones to measure success. An Expression of Interest application has been submitted to the BIG lottery to their fulfilling lives programme.

Mental Health and Wellbeing Commissioning Strategy 2013-2018

The Mental Health Strategic Commissioning Board with representation from the Clinical Commissioning Group, Public Health, Adult Social Care and Children's Services have developed this joint strategy following consultation and engagement with key stakeholders. The strategy will be taken through governance arrangements within HBC and the CCG during September prior to adoption. It is supplementary to the Health and Wellbeing Board Strategy which addresses the priority relating to the *Prevention and early detection of mental health conditions*.

Carers

Having identified a number of issues around carers assessments, a review of this process is underway. Participants include the Carers Centre, Commissioning and Carefirst 6 staff. The aim of the review is to establish a more efficient and 'carer friendly' process with a view to eventually transferring assessments from the social care teams to the Carers Centre. Carers breaks that will flow from the new assessment will be supported via a pooled budget arrangement with Halton CCG.

The Carers Strategy Group action plan is also continuing to evolve. The latest developments will involve Job Centre Plus and will concentrate on supporting carers into employment & training and providing information in order that individuals can make informed decisions with regards to the upcoming impact on the introduction of Universal Credit

Prevention and Assessment

Halton Care Homes Project

This project has now commenced work with 4 homes in the borough. Nursing and social work staff are undertaking some baseline data collection with the care homes looking at the needs of residents, staff and how the wider system of health and social care can better support this group of people. The team will be joined by a Consultant Physician and is working with existing community and mental health services that support people in care homes.

Community Multi-disciplinary Teams

Work has been on-going with Halton Clinical Commissioning Group, General Practices, Bridgewater Community Healthcare Trust in developing an integrated approach to delivering care for people with high level needs based around their GP practice. We are currently moving forward on gaining some Clinical Facilitator time to support practices in implementing their models. Social care teams are realigning their work to match against General Practices and staff will start attending the surgeries in Widnes (as they do in Runcorn) during the summer.

Care Management and Assessment Services

The Care Management Teams are participating in the development of community Multi-Disciplinary Teams that will be locality based, now making steps to be aligned to GP practices across Widnes and Runcorn.

Care and Support for You Portal

There is on-going development of an online, "Care and Support for You" portal. This is a website where you can easily find lots of information about Adult Social Care Support and Services to help you get on with your life and keep your independence. 'Care and Support for You' delivers information and advice, signposting citizens to the relevant information, and towards enabling self-assessment and self-directed support. The portal has now gone LIVE with over 3,000 organisations now available in the public domain. 'Care and Support for You' is also being used by our care management teams to signpost citizens to the relevant information required. System Administration access has been given to a number of providers for them to amend and change information on their own service page; this enables the information on the website to up to date. A marketing plan is being finalised. The Marketing Report has been produced and will be presented to the Directorate for approval September 2013, once this has been done we can then deliver workshops to the public, clients and external organisations to promote the website. 'Care and Support for You'.

<http://halton.olminfoserve.co.uk/home/defaultalt2.aspx>

Urgent Care

The Directorate continues to work with Halton Clinical Commissioning Group on implementing the Urgent Care Strategy. Consultation has commenced on the plans for the development of the existing walk in centre (Widnes) and minor injuries unit (Runcorn) and the adoption of an Urgent Care Centre approach. Heat-wave plans were activated successfully during July with contact made with over 300 vulnerable people in the community and health, care and support providers activating their plans to keep people safe. Winter planning has commenced and will address the expected additional pressure on acute and community services during this period with all health and social care providers. Work is on-going to avoid unnecessary hospital admissions and reduce the length of time people spend in acute hospitals.

Community and Environment

School Meals

Hospitality Assured

The School Meals Service has recently been re-inspected by Hospitality Assured, this is the catering industry quality “kite mark” and is the system used by a number of catering organisations to measure service delivery and improvement. For the sixth year in a row the total score has increased, the Inspector was so pleased this year he has recommended that the service looks to put itself forward for a Hospitality Assured award, he also recommended we should look to seek national recognition for the work done.

Only 7 Local Authorities hold this award.

School Meals Uptake

Halton was recently recognised as having the fourth highest uptake of meals in the secondary Sector, recent improvements have pushed us up to third highest in the Country, and a recent visit by the Food Trust has asked if we are happy to be used as an exemplar of good practice.

The Grange School

The Grange Nursery, Infants, Juniors and Secondary kitchens have all amalgamated into one new kitchen.

The catering team had a challenging time getting the kitchen ready for the opening day. The team worked extremely hard together and are now providing a good service to the children.

Increasing the uptake of meals in this school will be a challenge for this coming academic year.

Wade Deacon

Wade Deacon also moved into one new kitchen and dining room, again giving the catering staff a very challenging time.

Despite loss of power, gas and IT systems all students were served with a quality meal.

The school have frequently commented on the excellent service the new facility is providing.

School Meals Awards Evening

The School Meals Service held its fourth annual awards ceremony at the Stadium,

The event attended by over 150 Catering staff recognises individual and team efforts in promoting school meals; it is sponsored by the catering suppliers.

The Stadium

Ladies Football

Everton Ladies have now agreed terms to play at The Stadium next year, this follows the successful 1st year of Liverpool Ladies playing and more recently agreeing to rent a room and train here.

American Football

An approach has been made by a Manchester based American Football team to play a number of games here at the Stadium.

Stadium Sponsor

A new Stadium sponsor has been sourced (Select Security Services) this deal is worth over £100,000 (+ VAT) over a three-year period with an option for a further two years.

UK Drum Corp

The UK Drum Corp has booked the Stadium for its National Finals later in the year.

Waste and Environment

Resource Recovery Contract

In April, SITA SEMBCORP UK (SITA) were appointed by the Merseyside Recycling and Waste Authority as preferred bidder for the Merseyside and Halton Resource and

Recovery Contract. Covanta, the unsuccessful bidder in the procurement process for the Contract, have launched a High Court challenge against MRWA's decision to appoint SITA as the preferred bidder. MRWA have rejected the challenge made by Covanta and intend to defend the claim brought against it.

Landfill Disposal Contract

During this quarter negotiations took place with the current landfill contractor in order to extend the contract for a further year, and up to 3 years if required. Arrangements have been secured under favourable terms for the extension of the current contract, which was due to expire at the end of September 2013. However, given the increasing cost of landfill disposal (due to the Landfill Tax escalator) officers will continue to explore opportunities to provide more cost effective ways of dealing with waste for the period up to the commencement of the Resource Recovery Contract in 2016.

Review of Wheeled Bin Collections

The exercise to review properties that are currently served by a sack collection service was completed during this quarter. A number of areas where wheeled bins can be introduced were identified and Officers have been working closely with the local ward councillors in those areas to commence the introduction of new wheeled bin collection services.

Community Involvement Team

During this first Quarter, the Community Involvement Team has been incorporated into the Waste and Environmental Improvement Division. This includes Community Development, Community Centres and Area Forum functions.

Area Forums

During this quarter the annual monitoring for 2012/13 has been completed. The Area Forums supported 188 projects. The projects attracted match funding of £887,082 from external funding sources. For every £1 of the Area Forum budget, a further £1.47 was levered in to support the projects.

Community Development

During the quarter community development has worked with community groups, supporting local community action, community initiatives and projects. The team have provided the following assistance:-

- Number of Groups/Initiatives supported – 101
- Number of people volunteering with groups/projects – 714

- Number of beneficiaries (including people attending events) – 12,613
- Funding awarded to groups/initiatives - £83,399

The service is providing lead support to the Big Local Initiative on Windmill Hill which will see £1million of investment over the next ten years. The 'getting started' phase of Big Local went out to tender and Groundwork were successful and have commenced the piece of work (to be completed by November) required to begin to draw down the funds.

Community Centres

During this quarter the annual monitoring for the 2012/13 operating year has been completed. The annual usage for the Community Centres was 296,980; an increase of 25,980 users on the previous operating year. The achieved income level was £322,772, a slight increase on the previous year.

Miscellaneous

Auditions for Halton's Got Talent were held during this quarter, 137 young people participated with 22 acts reaching the final.

Open Space Services

Since 1 April 2013 the Brindley and the Registration Service have been part of the Open Space Service. Progress has been made during Q1 on the integration of those services into the Division.

The Runcorn Hill Park HLF project has now begun. The five year project will see a complete refurbishment of the site and a number of new additions including a café/visitor centre. The HLF is also funding two posts (see CE5) and recruitment for both took place in Q1.

Progress has been made on re-fitting Phoenix Park visitor centre with café facilities. In Q1 a tender was issued for the works which will begin in Q2. An advert was also placed inviting expressions of interest to operate the café and visitor centre. There have been seven acceptable expressions and in Q2 a tender will go out to them. It is anticipated that an operator will be in place by the Autumn. This will give them the winter to get up and running.

Catch 22 the charity that provides services for young people has taken over the operation of the Spike Island Visitor Centre. Previously the centre had been run by the West Bank Community Group but that arrangement came to an end at the beginning of Q1. Catch 22 will operate the centre using young people who will gain valuable skills. Refreshments will be available to the general public and Catch 22 intend to have the visitor centre open on most days during the summer season.

Sport and Recreation

The Rugby League World Cup 2013 is the next major sporting event to take place in this country. Halton will provide the USA training team camp base for the duration of their tournament stay. A comprehensive RLWC2013 delivery plan has been produced, departments across the Council, partners from other public, private and voluntary organisations, will be delivering activities. It is hoped that the local community will be involved in activity prior to their arrival and during their visit.

The 100% pitch fee subsidy to junior teams has been reduced to 66%. Playing pitches have been reconfigured to take account of the youth format changes by the Football Associations and the move to summer rugby by the Rugby Football League.

Libraries

The Library Strategy has now been endorsed by Executive Board and progress is underway to implement it, with action plans being drawn up for each of the five priorities. The Strategy consultation has now closed and 311 responses were received. The question asking people whether they agreed or disagreed with each of the 5 strategic priorities reflected overwhelming support for each of the priorities. The consultation also asked what people considered to be the most important services offered by the library, the 5 highest ranked were “to borrow books”, “to use books and printed material within the library”, “to use the internet”, “to get advice from library staff” and “as a way to spend my spare time”.

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:-

Commissioning and Complex Care

Market Position Statement

From 1st April, 2014 all Local Authorities will have a duty to shape their local Adult Social Care market to ensure that the local service mix is shaped to meet the needs of the local population. All Local Authorities in England have been provided with three day’s support from the Institute of Public Care (IPC) to help develop their role in market shaping. This includes support to develop a Market Position Statement for Adult Social Care. During the first quarter work has begun on the development of a Market Position Statement for Adult Social Care, covering the Borough of Halton. The Market Position Statement is inclusive of the whole market and not just the proportion of the market that the Council commissions. The audience for the Market Position Statement is Commissioners and Providers of Adult Social Care services within the Borough of Halton. It is expected that the first Market Position Statement for Adult Social Care for Halton will come into effect on 1st April, 2014.

Joint Strategic Performance Arrangements

At the beginning of April 2013, there were a number of changes that came into effect, namely the establishment of the Halton Clinical Commissioning Group and the transfer of Public Health responsibilities to the Council. In light of this and a commitment to increasing integrated working arrangements, a mapping exercise commenced during Quarter 1 to review statutory reporting requirements across the Adult Social Care Outcomes Framework, NHS Outcomes Framework, Public Health Outcomes Framework and NHS Constitution. The intention of this work is to identify reporting responsibilities, areas of overlap and the development of an overarching integrated strategic performance framework which brings together strategic priorities within one framework. Additionally, due to changes in governance, it is intended that this work will identify the reporting requirements to existing as well as new and emerging boards and groups. It is expected that this work will continue throughout 2013/14.

Alcohol Strategy

During Quarter 2 work will commence on the development of an evidence paper for Alcohol. The intention is to develop a local Alcohol Strategy for the Borough based on a partnership approach. The Alcohol evidence paper will encompass and build upon the work undertaken by the Night Time Economy Scrutiny Topic Group and resulting action plan. The evidence paper will also draw upon the work already undertaken by the Healthy Lifestyles Group in terms of the development and delivery of the Alcohol Harm Reduction Plan. The evidence paper and Alcohol Strategy will bring all of these strands together and identify the priorities for local action.

Supported Housing Network (Learning Disabilities)

The service will refresh its quality standards to ensure that service users have the best quality outcomes. This will be achieved through reviewing the Active Support (a means of staff supporting service users towards independence) and will be subject to systematic evaluation.

Day Services

There is a wide range of employment and employment related activities for people with learning disabilities, some of which have won national awards. The service will now look to expand this type of service for a wider range of service users including people with physical disabilities and those with mental health issues. Bids are being prepared for external funding to support these projects.

Prevention and Assessment

End of Life Care

Training was held late 2012 for staff across care management and assessment services with the aim of increasing knowledge of end of life care issues. The 2 day course was run in conjunction with Halton Haven Hospice and Halton Borough Council Learning & Development Division, The Learning outcome was to enable staff

to identify and relate end of life care to client assessment. The course has started to equip staff with knowledge and confidence to use end of life care tools and advance care planning during assessment. We had a follow up event in June 2013 to develop fourteen staff as dedicated champions of end of life care.

These champions will attend a Multi Agency End of Life Champions Forum. They are also to spend dedicated time with staff at Halton Haven who will operate a buddying approach for staff, with the opportunity to shadow more experienced staff to enhance staff confidence, learning and development.

Winterbourne View

Winterbourne View Review Concordat: Programme of Action was published by the Department of Health in December 2013. Halton CCG and Council are in the process of developing a localised action plan – this will be monitored through the Learning Disability quality and performance then reported to the Learning Disability Partnership Board and CCG Quality and Integrated Governance Committee.

- By April 2014, each area will have a joint plan to ensure high quality care and support services for all people with learning disabilities or autism and mental health conditions or behaviour described as challenging, in line with best practice as a consequence; there will be a dramatic reduction in hospital placements for this group of people.
- The Council has continued to work with health colleagues to review all out of area placements regardless of funding arrangements.
- Halton have a strategic task group set up to ensure those placed out of area are managed and monitored appropriately with professionals tasked with reassessing those individuals to enable them return to Halton. This work has been on-going with successful placements now achieved locally with the co work of the care management teams, health colleagues and the Positive Behaviour team.
- Executive report 17th July, 2013 with Winterbourne View Update
- Winterbourne View Stock take submitted to Local Government Association (5th July)
- Joint Health and Social Care Learning Disability SAF to be submitted 30th September 2013 working group chaired by Operational director leading on LD SAF and Winterbourne.

Learning Disability Nurses

The team continue to work proactively with individuals, their family, carers and professionals such as GPs, allied Health professionals etc.

Progress:

- The women's group is currently taking place with a good number of attendees
- The men's group finished and there has been an increase in knowledge within the group.

- The Friendships and Relationships training via the Learning Disability Training Alliance is still on-going. The training includes 3 self-advocates co-facilitating the sessions. The feedback has been excellent and further sessions are planned for the forthcoming year.
- The walks in the park are continuing. The number has increased to 8 people in attendance regularly. This is being advertised following the success of the trial.
- The second session for SPARC true grit project has taken place. We carried out testicular and breast examination sessions with prosthetic body parts.
- The team have supported people to remain at home rather than be admitted to inpatients services
- Those individuals who have been admitted to inpatient services, have been monitored throughout their stay via face to face contact with the nursing team, and supported to be discharged with positive prevention plans to reduce the risk of further admissions.
- The team have completed a 2 day SPACE training in pro-active responses to behaviour and de-escalation techniques
 - The links into the GP surgeries are being consolidated, with support from the CCG's clinical lead for LD. The surgeries are being encouraged to plan the completion of the health checks.
 - The team have carried out specialists assessments and interventions, primarily in behaviour, epilepsy and dementia
 - The team are working within the pro-active draft dementia pathway for people with Downs Syndrome.
 - The team are working with Health Improvement to make the Freshstart programme accessible for people with a learning disability. The first session will be August 22nd.

Community and Environment

Waste and Environmental Improvement

The Alternate Bin Collection (ABC) service will be extended to a further 5,000 properties in August. This will take the total number of properties on the ABC scheme to approximately 17,600, which equates to 36% of wheeled bin properties across the borough. The borough-wide roll out of the scheme to all suitable properties will be completed in 2014.

Open Space Services

Q1 has been much busier in 2013 than in the previous year as the weather has been much better. The public parks have been extremely busy especially at weekends. This has created additional pressures on the service as bins have needed to be emptied more frequently and there has been a big increase in general litter.

CE LI 7 - Active People Survey

The latest findings, for the year to April 2013, were published in June 2013. Fieldwork for Active People Survey 7 began on 15 October 2012 and will run until 14

October 2013. The first set of results was released in June 2013, and the full year results will be released in December 2013. 22.1% rolling figure April 2011 – April 2013. The target set of 24% may not be met.

4.0 Risk Control Measures

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

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

5.0 High Priority Equality Actions

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





As a result the Board will receive further information following the completion of the Annual Equality Assessment which will be undertaken during Quarter 3.







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.

Commissioning and Complex Care

Key Objectives/Milestones

Ref	Milestones	Q1 Progress
CCC1	Continue to monitor effectiveness of changes arising from review of services and support to children and adults with Autistic Spectrum Disorder. Mar 2014 . (AOF 4) KEY	
CCC1	Continue to implement the Local Dementia Strategy, to ensure effective services are in place. Mar 2014 . (AOF 4) KEY	
CCC1	Continue to implement 5Boroughs NHS Foundation Trust proposals to redesign pathways for people with Acute Mental Health problems and services for older people with Mental Health problems. Mar 2014 (AOF 4) KEY	
CCC1	Develop a new housing strategy, in accordance with Part 7 of the Local Government Act 2003, to continue meeting the housing needs	

	of Halton. Mar 2014. (AOF 4, AOF 18) KEY (NEW)	
CCC1	Develop a Homelessness strategy for 3-year period 2013-2016 in line with Homelessness Act 2002. March 2014. (AOF 4, AOF 18) KEY (NEW)	
CCC1	Conduct a review of Domestic Violence Services to ensure services continue to meet the needs of Halton residents. Mar 2014 (AOF11) KEY	
CCC2	Ensure Healthwatch is established and consider working in partnership with other Councils to deliver this. Mar 2014 (AOF 21) KEY	
CCC2	Update the JSNA summary of findings, following community consultation, to ensure it continues to effectively highlight the health and wellbeing needs of people of Halton. Mar 2014 (AOF 21 & AOF 22) KEY	
CCC3	Develop a newly agreed pooled budget with NHS partners for complex care services for adults (community care, continuing health care, mental health services, intermediate care and joint equipment services). Apr 2013. (AOF 21 & 25) KEY (NEW)	
CCC3	Undertake on-going review and development of all commissioning strategies, aligning with Public Health and Clinical Commissioning Groups, to enhance service delivery and continue cost effectiveness, and ensure appropriate governance controls are in place. Mar 2014. (AOF 21 & 25)	

Supporting Commentary

CCC1: Services for people with Autistic Spectrum Disorder: Autism Strategy Group continues to monitor progress.

CCC1: Implementation of Dementia Strategy: the Dementia Strategy now already complete and scheduled for Executive Board 12 September, 2013.

CCC1: supporting the continued Implementation of 5Boroughs redesign: the 5BoroughsPartnership have now fully implemented the Acute Care Pathway, with many people who were formerly managed by the 5Boroughs now being supported through primary care services. The Directorate remains fully engaged in this process. The services for older people with mental health problems continue to be progressed, with a successful pilot in Wigan being repeated in Halton. The Trust is reporting on progress to the Health PPB in September 2013.

CCC1: Develop a new Housing Strategy: the strategy was approved by Executive Board on 27th June following a period of consultation.

CCC1: Develop a homelessness strategy: a draft review of homelessness services was completed February 2013 and consultation events were held with partners on 27th March 2013 and with members on 27th July 2013. The event allowed the authority to consult with both stakeholders and members which was considered a successful day and all the consultation details will be included in the final review document.

It is anticipated that the Strategy review and Action Plan will be completed and circulated by September 2013 and the relevant Homeless Forum Sub Groups and Strategic Commissioning Group will form part of the development and implementation of the strategic review process.

CCC1: review Domestic Violence Services: Work is on-going to review Domestic Violence services. A draft specification for a Voluntary Perpetrator Service has been completed with a view to commissioning the service through Halton CCG. A comprehensive programme of support to improve practice at Halton's current Domestic Violence provider, HDWA, has commenced.

Riverside/ECHG has confirmed an intension to re-model the DV hostel, although timescales for the work are yet to be confirmed.





CCC2: Ensure establishment of Healthwatch: Healthwatch Halton commenced on 1st April 2013. The Council took a decision to undertake a transition from the existing Halton LINK to a new organisation - Healthwatch Halton. The organisation has been registered with Companies House as a Community Interest Company (CIC). Healthwatch Halton is supported by Halton and St Helens VCA under sub-contracting arrangements, which includes three full-time staff. Activity during the first quarter has centred on establishing Governance arrangements and building relationships, including, appointing a Board, Chair and Committee, which are now formally in place. Healthwatch Halton held a formal 'launch' on 5th July which was very well attended.









CCC2: Update Joint Strategic Needs Assessment: a refresh of Halton's JSNA commenced in Q1. The refresh has been undertaken by Public Health.

CCC3: Develop pooled budget arrangements with NHS partners for complex care arrangements: pooled budget established following report to Executive Board on 28th March, 2013.

CCC3: review and development commissioning strategies aligned with Public Health and the Clinical Commissioning Group: early stage joint commissioning structure and strategies now in place. Further work to refine now underway.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
<u>CCC 4</u>	Adults with mental health problems helped to live at home per 1,000 population (Previously AWA LI13/CCS 8)	3.23	3.97	3.04		
<u>CCC 5</u>	Total number of clients with dementia receiving services during the year	4.0%	5%	3.55%		

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
	provided or commissioned by the Council as a percentage of the total number of clients receiving services during the year, by age group. (Previously CCC 8)					
<u>CCC 6</u>	The proportion of households who were accepted as statutorily homeless, who were accepted by the same LA within the last 2 years (Previously CCC 8).	0	[1.2]	0		
<u>CCC 7</u>	Number of households living in Temporary Accommodation (Previously NI 156, CCC 10).	6	[12]	6		
<u>CCC 8</u>	Households who considered themselves as homeless, who approached the LA housing advice service, and for whom housing advice casework intervention resolved their situation (the number divided by the number of thousand households in the Borough) (Previously CCC 11).	5.42	[4.4]	7.76		
<u>CCC 11</u>	Carers receiving Assessment or Review and a specific Carer's Service, or advice and information (Previously NI 135, CCC 14).	18.87%	25%	4.90%		

Supporting Commentary

CCC4: the reduction in this figure is connected to the overall reduction in the numbers of people engaged with by the 5Boroughs Partnership, following their service redesign. This means that fewer people are now supported through secondary care services (including social care) than before. This figure is expected to improve once the pilot programme for the Mental Health Outreach Team is in place.

CCC5: it is clear that there are issues on how dementia is recorded within CareFirst. This is particularly challenging as people diagnosed with dementia may well have dual diagnosis and this would be how they are categorised on CareFirst.

In addition, there has been a significant increase in the number of people supported by both 5 Boroughs Partnership and the Alzheimer's Society, but neither cohort is currently recorded on CareFirst. A solution to this is being sought.

CCC6: the Authority signed up to the Merseyside Sub Regional, No Second Night Out scheme in 2012. The service provides an outreach service for rough sleepers and has a close working partnership with Halton to identify and assist this vulnerable client group. The Authority will continue to strive to sustain excellent performance towards repeat homelessness within the district.

CCC7: established prevention measures are in place and the Housing Solutions team will continue to promote the services and options available to clients.




There has also been a change in the TA process and accommodation provider contracts. The emphasis is now focused on independence, which has developed stronger partnership working and contributed towards an effective move on process for clients. The Authority will strive to sustain the reduced TA provision.




CCC8: the Housing Solutions Team promotes a community focused service. During the last 2 years there has been an increase in prevention activity, as officers now have a range of resources and options to offer clients threatened with homelessness. Due to the proactive approach, the officers have continued to successfully reduce homelessness within the district.

CCC11: this indicator is slightly improved on the position at the same time last year. A project is currently taking place to improve the processes for assessment and review of carers and this will lead to longer term improvements.

Prevention and Assessment

Key Objectives/Milestones

Ref	Milestones	Q1 Progress
PA1	Implement and monitor the pooled budget with NHS partners for complex care services for adults (community care, continuing health care, mental health services, intermediate care and joint equipment services). Apr 2014. (AOF 21 & 25) KEY (NEW)	
PA1	Engage with new partners e.g. CCG, Health LINKs, through the Health and Wellbeing Partnership to ensure key priorities, objectives and targets are shared, implementing early intervention and prevention services. Mar 2014. (AOF1, 3 & 21) KEY (NEW)	
PA1	Review the integration and operation of Community Multidisciplinary Teams. Mar 2014. (AOF 2, 4, & 21). (NEW) KEY	

PA1	Develop working practice in Care Management teams as advised by the Integrated Safeguarding Unit. Mar 2014 (AOF 10) (NEW) KEY	
PA1	Embed and review practice in care management teams following the reconfiguration of services in 2012/13 to ensure the objectives of the review have been achieved. Mar 2014 (AOF 2, 4). (NEW) KEY	
PA1	Continue to establish effective arrangements across the whole of adult social care to deliver personalised quality services through self-directed support and personal budgets. Mar 2014 (AOF 2, AOF 3 & AOF 4) KEY	

Supporting Commentary

PA1: Implement and monitor the pooled budget: the pooled budget has been fully implemented, with regular monitoring reports to the partnership board. Further work on pathways and processes will be progressed.

PA1: Engage with new partners to ensure that key priorities, objectives and targets are shared: the Health and Well-Being partnership approach is being successfully implemented, focused work on the prevention of falls is underway.





PA1: Review the integration and operation of Community Multidisciplinary Teams: we are currently moving forward on gaining some Clinical Facilitator time to support practices in implementing their models using risk stratification. Social care teams are realigning their work to match against General Practices and staff will start attending the surgeries in Widnes (as they do in Runcorn) during the summer.



PA1: Develop working practice in care management teams as advised by the Integrated Safeguarding Unit: working practices are being progressed within the new structure including a focus on prevention and quality.

PA1: Embed and review practice in care management teams following service redesign: work is progressing well, with the recent establishment of a practitioner group to ensure ownership of the recent changes.

PA1: continue to deliver personalised quality services through self directed support and personal budgets: review of systems to ensure effectiveness is underway.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
PA 2	Numbers of people receiving Intermediate Care per 1,000 population (65+)	84.35	99	Actual Number is: 327		
PA 3	Percentage of VAA Assessments completed within 28 days	86.73%	82%	88.15%		

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
<u>PA 7</u>	Percentage of items of equipment and adaptations delivered within 7 working days	94%	97%	95.77%		

Supporting Commentary:








PA2: on track to achieve target by the end of the year



PA3: on track to achieve target by the end of the year

PA7: improved performance on last year Q1.

Community and Environment

Key Objectives/Milestones

Ref	Milestones	Q1 Progress
CE1	Implement the new Sports Strategy (2012-2014) - March 2014. (AOF 1 & 2) KEY	
CE3	Deliver a promotion and educational campaign (School Lunches) - September 2013 and January 2014. (AOF 1) KEY	
CE3	Review and update the strategy and action plan to increase the uptake of free school meals - July 2013. (AOF 1) KEY	
CE3	Develop effective joint working and agree funding, with the private/public sector to address childhood obesity - September 2013 (AOF 1) KEY	
CE4	Undertake CIPFA PLUS Survey (Public Library User Survey for Children) due to take place September 2013. (AOF 6, 7, 13, 14, 22) KEY	
CE5	Runcorn Hill Park (Parks for People bid) – Deliver project (Subject to success of second round) - March 2014. (AOF 18, 19) KEY	
CE5	Woodland Expansion - Additional 200m2 of Woodland planted Borough wide - March 2014. (AOF 18, 19) KEY	
CE6	Implement new operational arrangements as determined by the outcome of the review of waste and recycling collection systems - September 2014. (AOF 20) KEY	
CE6	Continue to review and assess the effectiveness of projects and initiatives to help improve energy efficiency and reduce CO ₂	

	emissions. March 2014. (AOF 20) KEY	
CE6	Develop and publish a Waste Communications Plan and implement actions arising from the Plan - March 2014. (AOF 20) KEY	
CE7	Continue to develop Action Plans and Protocols with External Agencies to effectively prevent and tackle a range of waste and environmental offences - March 2014. (AOF 20) KEY	

Supporting Commentary

CE1: implement the new Sports Strategy: a monthly report is produced by the Sport and Recreation Team highlighting the key areas of work under the Strategy headings.

Quarter 1 activities include:

Community Sports coach delivered 309 hours coaching; 2662 coaching contacts and 306 training opportunities. 4 workshops delivered 50 attendees; 10 young leaders trained. 25 schools signed up to the Sports Coaching SLA. Other activities included school multi-sport festival at the stadium, Cheshire Fire Service – Phoenix challenge; children centre activity; Sports Club CPD;

6 clubs attended Funding and information clinic.

Walk to work week: Falls Awareness activity session: Chair based exercise staff training

New Age Curling World Championships held at Kingsway Leisure Centre May bank holiday.

RLWC2013 delivery plan supported across Council directorates. Trophy Tour in Halton 7 June.

175,152 Leisure centre visits April/May

682 Leisure Card applications

9 Sportivate activities operating (sport sessions for 14 – 25 year olds)

CE3: deliver a promotional and educational campaign for school lunches: the new School Food Plan has just been published (JULY2013) This plan encourages Headteachers to take a very active role in increasing the numbers of children having a school meal

This will be an excellent support for the school catering service in increasing the numbers

CE3: review the strategy and action plan to increase the uptake of free school meals: schools are being encouraged to work with the service to promote free schools meals to those pupils who are entitled to them

CE3: develop joint working and agree funding to address childhood obesity: a number of initiatives are presently being pursued that will result in additional funding for some healthy eating/awareness initiatives that will deliver by the School Catering staff. The new School Food Plan(JULY 2013) will also support the success of this objective

CE4: undertake CIPFA Public Library User Survey for Children: preparations underway for the survey to take place in the autumn.

CE5: deliver project for Runcorn Hill Park: in Q1 the HLF funded positions of *Parks Conservation Partnership Officer* and *Park Community Engagement Officer* were recruited into post.

CE5: Woodland expansion – plant an additional 200square metres of woodland borough wide: work has begun in Q1 on identifying locations for woodland planting during the winter period (Q3 & 4).


















CE6: implement new operational arrangements coming from the review of waste and recycling collection schemes: as detailed above, a number of changes to services will be completed by the milestone date, and beyond, including the extension of the ABC scheme and the introduction of wheeled bins to properties currently served by a sack collection service. A further 1,100 properties were also added to the Council's garden waste collection service.



CE6: continue to review and assess effectiveness of projects and initiatives to improve energy efficiency and reduce CO2 emissions: an audit of heating systems for participants in the Low Carbon Schools programme is being carried out with funding from the Schools Forum. Potential savings were identified in all schools, including one over 10%. A similar process to identify opportunities to reduce energy usage is now being applied to all corporate buildings. Individual building performance charts, comparing all monitored sites, now provide building managers with feedback on relative progress towards the achievement of energy usage targets.

CE6: develop and publish a Waste Communications Plan and implement actions arising: a Waste Communications Plan has been produced and will be published. A number of actions arising out of the Plan have already been completed or implemented, including the development of specific Waste Management Facebook and Twitter accounts and the delivery of an interactive education programmes to primary schools.

CE7: continue to develop action plans and protocols with external agencies to prevent and tackle a range of waste and environmental offences: officers are continuing to work on joint operations with external organisations and enforcement agencies such as local Housing Associations, Cheshire Police and the Environment Agency to tackle waste and environmental related nuisance. An example in this first quarter included 'Operation White Van Man', a joint exercise with Halton Housing Trust and Cheshire Police to tackle unauthorised waste collectors who charge residents for the removal of rubbish and other household items. The operation resulted in the issuing of 2 Fixed Penalty Notices and the seizure and impounding of a vehicle.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
<u>CE LI 1</u>	No. of meals served versus hourly input of labour (Previously SH1).	9.85	10.00		9.62	
<u>CE LI 6</u>	Number of active users of the library service during the last 12 months.	16,468	23,000	16,211		
<u>CE LI 6a</u>	Number of visits to libraries (annual total).	621,109	600,000	170,401		
<u>CE LI 7</u>	% of adult population (16+) participating in sport each week (Previously NI8).	21.7%	24%	22.1%		
<u>CE LI 8</u>	% Take up of free school meals to those who are eligible - Primary Schools (Previously SH LI 8a).	77.46%	85%		77.83%	
<u>CE LI 9</u>	% Take up of free school meals to those who are eligible - Secondary Schools (Previously SH8b).	76.59%	75%		69.39%	
<u>CE LI 10</u>	Take up of school lunches (%) – primary schools (Previously NI52a).	51.71%	55%		48.44%	
<u>CE LI 11</u>	Take up of school lunches (%) – secondary schools (Previously NI52b).	53.64%	55%		50.93%	
<u>CE LI 14</u>	Residual household waste per household (Previously NI191).	633 Kgs	700 kgs	158.59 (Estimated)		
<u>CE LI 15</u>	Household waste recycled and composted (Previously NI192).	37.30%	40%	42.13% (Estimated)		
<u>CE LI 16</u>	Municipal waste land filled (Previously NI193).	58%	60%	53.8% (Estimated)		
<u>CE LI 17</u>	% Overall satisfaction of Library Users (Previously CS1) (3-yearly 2012).	94%	Top quartile in NW	N/A	N/A	N/A

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
<u>CE LI 19</u>	Number of Green Flag Awards for Halton (Previously EAR LI3).	12	12	N/A	N/A	N/A
<u>CE LI 20</u>	Improved Local Biodiversity – Active Management of Local Sites (NI 197).	58.49%	54%	58.49%		

Supporting Commentary

CE LI 1: Meal numbers fall in the summer term, current progress of 9.62 in this quarter is acceptable

CE LI 6: 63,767 registered users, current figure of 16,211, having using the service in the last 12 months. This is down on the equivalent quarter last year

CE LI 6a: Based on current figures target will be achieved

CE LI 7: Next results due in December 2013

CE LI 8: The new School Food Plan will help improve this target

CE LI 9: The new School Food Plan will help improve this target

CE LI 10: The new School Food Plan will help improve this target

CE LI 11: The new School Food Plan will help improve this target

CE LI 14: This is a cumulative figure however, performance in Q1 is better than the corresponding period from last year (163.36kgs) and early indications are that this target will be exceeded.

CE LI 15: Performance in Q1 is better than the corresponding period from last year (40%) and early indications are that this target will be met.

Direction of travel is red as 2012/13 recycling performance is lower than in 2011/12. The most influencing factor being the significant changes in waste handled at Halton's Household Waste Recycling Centres (HWRC's), with a 26% drop (477 tonnes) in green waste and a 10% reduction (461 tonnes) in recyclable materials deposited at the Centres compared to the previous year. A slight reduction in annual recycling performance has also been experienced by other local authorities within the region.

CE LI 16: Performance in Q1 is better than the corresponding period from last year (54.5%) and early indications are that this target will be met.




CE LI 17: Next adult survey not due until autumn 2015.

CE LI 19: All 12 current Green Flag Award sites have been entered for the award. Judging is currently taking place and the results will be announced in Q2.

CE LI 20: The figure is likely to remain the same over Q2. The majority of conservation tasks are carried out during the winter period.




7.0 Application of symbols

Symbols are used in the following manner:

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

Direction of Travel Indicator

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

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

Performance Overview Report - Policy & Resources Directorate

Reporting Period: **Quarter 1 – Period 01st April 2013 to 31st June 2013**

1.0 Introduction

- 1.1 This report provides an overview of issues and progress within the directorate that have occurred during the period.

2.0 Key Developments

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

Financial Management

- The draft Annual Governance Statement for 2012/13 was presented to the Business Efficiency Board on 26th June 2013 with the final version being presented to the Board in September for approval. The document provides a summary of the Council's governance arrangements, the governance issues facing the Council, and the action being taken to address those issues. The final document is signed by the Leader and Chief Executive and will be published alongside the Council's financial statements.
- The final accounts process for 2012/13 has been undertaken in the first quarter of the financial year. The draft Statement of Accounts was signed off by the Chief Finance Officer on Friday 28 June 2013 and passed to Grant Thornton on Monday 01 July 2013 for them to start the audit of the accounts. Findings of the audit will be reported to the Business Efficiency Board on Wednesday 18th September 2013.
- The 2012/13 outturn was reported to the Executive Board on 27 June 2013, net expenditure for the year was £0.5m under the approved budget. Capital spending for the year was £50.3m, which represented 87% delivery of the revised capital programme. This compares well to slippage of 20% which had been anticipated throughout the year.
- The updated capital programme covering the three years from 2013/14 was reported to the Executive Board on 27 June 2013. There is a planned capital expenditure of £55.9m in 2013/14, with the Mersey Gateway project and 3MG being responsible for over half of the approved capital budget.
- Following governance changes invoked through the Welfare Reform Act 2012 the Bedroom Tax and the Council Tax Support Scheme were brought in on schedule from the 01st April 2013. The Bedroom Tax has seen a corresponding reduction in Housing Benefit payments and the full effect on households will be seen when recovery action is taken by landlords.

- The introduction of the Council Tax Reduction Scheme has resulted in a reduction in support for non-pensioners of 21.55%. 6,000 households were billed for the first time and a further 3,000 households saw a reduction in their entitlement. As would be expected this has led to increased recovery activity during the first quarter period.
- The Discretionary Support Scheme was also brought in on schedule from the 02nd April 2013 and a report on the first quarter activities will be presented to the Corporate Services Policy & Performance Board (PBB) in July 2013. Turnaround times for applications are positive with Emergency Applications being dealt with on the day of application and Community Support applications dealt with within 2 working days.
- A new e-learning module is now available to access through the enable portal. The training covers the key points of the Bribery Act 2010 and how it affects employees, Councillors and the Council as a whole and provides an outline of how to report suspected acts of bribery.
- Following the Review of Policy, Performance and Communications & Marketing, new staffing structures were implemented on 28th April 2013. These are now operational and savings of £580,000 have been generated. The Efficiency Programme Office is currently drawing up Wave 5 of the Efficiency Programme.

Human Resources and Organisational Learning and Development

- All employees have been advised by letter of their individual position with regards to Pension Auto Enrolment. From 01st May 2013 all new employees and those that may meet the criteria as a result of a change in circumstances will be automatically entered into the Scheme and will have to elect to leave should they wish to do so.
- The Council is now meeting its legal duty to report real time tax information to Her Majesty's Revenue and Customs that involves reporting changes to employees pay on a monthly basis rather than at year-end. Additionally advice has been provided to schools as a result of changes to School Teachers Pay and Conditions which allow schools greater discretion to set their own pay and structures which will be aligned to relevant teaching standards.
- The Learning & Development Team are working closely with colleagues in Adults and Communities Directorate to respond to changes as a result of the Social Work Reform. In addition, they have supported five employees to obtain their social work degree.

ICT and Administration Support Services

- Considerable work has been undertaken during quarter 1 to transfer data to the new digital storage system and create a mirrored replica at Runcorn Town Hall which will eventually transfer to the new Data Centre at Picow Farm Road. Work is underway to kit out the centre with networking equipment and server space and it is expected that the Data Centre will become fully operational during autumn 2013. Additionally the Picow Farm Road Records Management Centre is now ready to be fitted out with additional racking and the related scanning and printing equipment.
- The upgrading of the Vault Enterprise Archiving System has continued with all users moving over to the system within the coming months. This will allow data to be retained centrally and redirected to avoid the need to retain data on individual personal devices thereby improving the Council's information governance and data security arrangements.
- Schools Wi-Fi installations are now underway for those schools with whom we have a Service Level Agreement. These chargeable upgrades are aimed at setting the platform for future service provision and the imminent curriculum requirement for mobile devices, such as tablets, within the classroom. Additionally a new Corporate and Schools Virtual Desktop environment has now been developed and deployed which will allow greater levels of security and mobile access.

Legal and Democratic Services

- New structures came into effect on 29th April which involved the creation of a new Communications, Marketing and Design Team and a Customer Intelligence Unit and a transfer of Print Services to the ICT and Administration Department. Work plans for the new teams are now being developed for the current financial year.
- Work continues to make preparations for the introduction of Individual Voter Registration which will end reliance on registration through heads of household and is planned to be fully in place by late 2015. The Electoral Commission will be producing detailed guidance and templates during the transition period and whilst the local authority has primary responsibility for promoting registration the Commission and the Cabinet Office will also be undertaking activity in this area.
- Some clear statutory obligations underpin these activities. Electoral Registration Officers, who work within a set of detailed regulations, are under a general duty to promote participation in the electoral process. They, and the authorities they work for, are also required to have regard to the Public Sector Equality Duty [PSED]. In brief, this requires public authorities to have due regard to the need to eliminate unlawful discrimination, to advance equality of opportunity and to foster good relations between different groups, a framework which includes encouraging people with characteristics that are protected by the Equality Act to participate in public life.

Policy, Planning, and Transportation.

- The Department for Transport has confirmed approval of the scheme submitted by Knowsley Metropolitan Borough Council (MBC) to improve the junction of the A5300 Knowsley Expressway with A562 Speke Road. The Council has supported the Knowsley bid and with the scheme will benefit journeys through the Borough and improve access to the 3MG development.
- The Highways Agency has confirmed the timetable for implementation of highway capacity improvements at J11 of the M56 under the DfT Pinch Point Programme. It is anticipated that their works will commence next year, in April 2014.
- The new Contract with Lafarge Tarmac for the provision of highway improvement and maintenance works became operational on 01 June 2013.

This followed a mobilisation period in which Tarmac transferred staff under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) from the previous incumbent contractor and established a new operational depot in Alexandra Street, Widnes. This depot is a temporary facility, as a new location is being sought, suitable to act as a central facility for both the Warrington and Halton Contracts. There is also the potential for the facility to accommodate Tarmac supply chain involvement in the Mersey Gateway (MG) project.
- It has now been agreed to install defibrillators at key designated buildings, where there is access for the public, within the borough. They will be provided and maintained by North West Ambulance Service (NWS).
- The Control of Major Accident Hazard (COMAH) Regulations off site plan for the new top tier site at Univar has been tested and the actions identified are being progressed. A siren has been installed and will be tested each month. The local residents have been issued with information about what to do in an emergency.
- DfT recently announced that [the devolvement of the Bus Service Operators Grant \(BSOG\)](#) to local authorities will be delayed till January 2014. The BSOG re-imburement will remain at the current level of operating mileage until 2016/17 regardless of whether the operating mileage increases or decreases.
- The Hospital Transport Discharge Service trial which ran until the end of May 2013 was considered by all concerned to be a success. However, due to budget constraints the Clinical Commissioning Group (CCG) have decided that the service could not be moved to a more permanent footing and has therefore unfortunately had to cease.
- The Mersey Gateway Project Team entered into a Competitive Dialogue procurement process with three bidders in March 2012. Final Tenders were received on 10 April 2013, with a Preferred Bidder appointed on [20 June 2013](#) (Merseylink consortium). The Project Team will continue to work with Merseylink, with Financial Close expected by the end of 2013.

- Activities to support the implementation of the Government's Welfare Reform changes have been undertaken. This has included joining up partner organisation activities to improve customer signposting, and the production of an information leaflet focussing on key changes. This sits alongside a matrix which is part of an on-going exercise to map support available locally. This information has been distributed and published on websites, such as www3.halton.gov.uk/adviceandbenefits.
- Work has commenced on Digital Economy and Inclusion Strategy around implementing the Go-On initiative (www.go-on.co.uk) in Halton linked to the Digital by Default (www.gov.uk/service-manual/digital-by-default) and Welfare Reform agendas.
- Halton has now linked into Cheshire Police hate crime scrutiny work and the Crown Prosecution Services Local Involvement and Scrutiny Panel. Two hate crime awareness sessions have been held for Catch 22 Youth Workers, with part of the wider awareness raising work already completed.
- Superfast Broadband roll out under the [Connecting Cheshire](#) project has commenced in Halton. Manor Park and Moore in Runcorn, together with Hale and Halebank (Widnes) will be the first areas to benefit from fibre broadband, with many other areas to follow over the project's delivery phase.
- A Procurement Strategy has been produced with the Procurement Team, covering compliance with the [Public Services \(Social Value\) Act](#) and legislation. This was adopted by the Business Efficiency Board on 26th June 2013. A Social Value policy is also being developed for Halton staff.
- Policies and procedures for Community Right to Bid (Assets of Community Value) under the Localism Act have been produced and approved. The first live trial of these procedures is underway after a request from the Runcorn & District Historical Society for the vacant Egerton St. Library / Waterloo centre.
- The Heath Road Allotments remediation site works are complete and the allotments can now be reoccupied. The leachate treatment project involving reed bed aeration at St. Michaels Golf Course was also completed. Also a funding bid to the Environment Agency has been submitted to undertake site investigations at Hawthorn Avenue in Runcorn, where dwellings are in proximity to a former clay/brick pit, filled with ash.
- The Waste Local Plan (formerly DPD) is to be adopted by Council in July. Halton and Liverpool will be the last of the 6 Councils to adopt the plan. The Waste Local Plan will carry full statutory weight from 18 July 2013 in planning decisions.
- Halton submitted a number of schemes to the European Regional Development Fund (ERDF) "[Call for projects](#)" for Research & Innovation projects on Merseyside. The scheme is to provide small loans to kick start infrastructure, or economic growth with Johnsons Lane in Widnes being identified as a scheme that would benefit from such funding

This scheme will provide a spine road into the site, as this has been the major barrier to development on this site. Halton has already received interest in developing a section of this site if the spine road was in place. The loan of £500k if granted would be repaid via land receipts.

Public Health

- Public health responsibility, under the Director of Public Health and their team became the responsibility of the Local Authority on 1st April following implementation of the Health and Social Care Act 2012. The Environmental Health and Public Protection team has now also become part of the Public Health Team.
- The Public Health Team have led the development of a Joint Health & Wellbeing Strategy which has cancer, alcohol, falls, mental health and child development as key priorities. The implementation of Action Plans to address these priorities will impact positively on the milestones and performance indicators outlined. This is the first quarter monitoring report since the development of that strategy.

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:-

Financial Management

- I. The Chancellor of the Exchequer published Government spending details covering the financial year 2015/16 on 26th June 2013. Funding for Local Government will be cut by £2.1bn which in real terms is a 10% reduction from 2014/15. There will be additional cuts to the Educational Services Grant and New Homes Bonus Grant, although details of how these will be delivered and the impact on Halton are still unknown.
- II. The Medium Term Financial Forecast will be continually updated as more details resulting from the spending review come to light. The forecast budget gap for 2014/15 is now £15.2m and a further gap of £28.6m for the following two years.
- III. From 15th July 2013 the total amount of benefits that a working age household is entitled to receive will be capped. In the short term, any benefit over the capped amount will be deducted from Housing Benefits payments. In the long term it will form part of the new Universal Credit system.
- IV. In Halton there are approximately 90 households who will be affected by the benefits cap and various seminars and presentations have been delivered to Elected Members.

- V. The Department for Works and Pensions (DWP) has written to these claimants a number of times asking them to make contact with an Advisor who can offer appropriate help and support. During quarter 2 the DWP will inform the council which claimants will be affected by the benefits cap and the amount of Housing Benefit reduction..
- VI. Due to the local retention of Non-Domestic Rates from 01st April 2013, the amount of rates collected will have a significant impact on the Authority's finances in 2013/14 and in future financial years. Procedures have now been implemented to monitor the amount of rates available for retention by HBC.
- VII. Changes to the welfare system have continued to generate a high volume of enquiries and place heavy demands upon available resources. There has been a 35% increase in calls to the dedicated Council Tax and Benefits lines in the Contact Centre and response times have become extended as a result.

Human Resources and Organisational Development

- VIII. Work has begun to understand the forthcoming changes to pensions from April 2014 and it is envisaged that this will also have a significant impact on how payroll is processed as the move to career average earnings is implemented.

ICT and Administration Support Services

- IX. ITC related work will progress across a number of areas during the coming year including:
 - A new project has been initiated to deliver essential changes and enhancements to the Children's Services Aspect of the main Care First application – enabling greater levels of management reporting and client reporting.
 - The USB device management/restriction, which is an essential aspect of our data governance and security strategy as an authority, will be further extended. It is understood the use of these devices can be beneficial to users but the security implications associated with the loss of such devices has to be acknowledged. As such as part of the Active Directory management process USB ports on all corporate devices will start to be locked down and restrict the use of certain devices.
 - Enhancements to major systems such as CareFirst, Agresso and Revenues and Benefits will continue to be a priority together with the hundreds of other smaller applications supported by the technical and administrative teams.
 - Trials of the next Microsoft and Apple Operating systems will be undertaken to determine the suitability of application deployment through the HBC Cloud rather than needing to deploy a standard desktop to a user thereby reducing future operating costs.

Legal and Democratic Services.

- X. Working with colleagues across the Merseyside region, consideration is being given to the development of a combined authority, which will continue to require substantial legal involvement as will the continued delivery of the Mersey Gateway Project.

Policy, Planning, and Transportation.

- XI. The Council has submitted a major funding bid to [Liverpool City Region \(LCR\) Local Transport Body \(LTB\)](#) (£1.1m/year for 3 years commencing 2016/17) to finance a programme of steady state maintenance in the SJB complex to allow future maintenance to be carried out on a lifecycle planned basis rather than allowing significant backlogs to grow as has been historically been the case.
- XII. Discussions are on-going with bus operators regarding the re-imburement rate for the current concessionary travel scheme. The Council is seeking a cut of 9% in the rate which is in line with the Revenue Support Grant (RSG) settlement from Central Government. Initial discussions with operators have identified that if the rate is reduced by the suggested 9% this will have a detrimental effect upon some borderline services which may result in these services being withdrawn.
- XIII. There is concern that bus service punctuality will be adversely affected following a statement of intent to close the bus only lanes on the approaches to Liverpool City Centre. This will not only have a detrimental effect on the cross boundary services but also services that operate solely within the Borough due to the interworking of service in operator schedules.
- XIV. A study to review potential release of land from the Green Belt of North Widnes and Hale is underway. The first stage is to set out the methodology and criteria by which sites will be assessed. The government Inspector who examined the Core Strategy stipulated that this review must be undertaken. This study is likely to attract significant public and developer interest.

Public Health

- XV. Transfer and access to some required data sets, particularly relating to NHS data for which Public Health, now within the Local Authority, have accountability for reporting is problematic. This is a national issue and solutions are being sought both locally and nationally. Some data sets may not therefore be as current as possible and provisional data may not yet be verified as a result of this situation
- XVI. Transfer and access to some required data sets, particularly relating to NHS data for which Public Health, now within the Local Authority, have accountability for reporting is problematic. This is a national issue and solutions are being sought both locally and nationally. Some data sets may not therefore be as current as possible and provision data may not yet be verified as a result of this situation.

- XVII. Also options are being identified to retender for the stray dog kennelling contract in cooperation with other Merseyside Authorities including Liverpool, Knowsley and Sefton Councils.

4.0 Risk Control Measures

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

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

5.0 High Priority Equality Actions

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



As a result the Board will receive further information following the completion of the Annual Equality Assessment which will be undertaken during Quarter 3.

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.

Financial Management

Key Objectives / milestones





Ref	Milestones	Q1 Progress
FS 01	Report Medium Term Financial Strategy to Executive Board. November 2013	
FS 03	Complete the Draft Abstract of Accounts for certification by the Chief Financial Officer by 30 June 2013 . Publish the Abstract of Accounts by 30 September 2013 .	

Supporting Commentary

The medium Term Financial Strategy remains on track to be reported as planned and the financial forecast is being regularly updated.

The Draft Abstract of Accounts was certified by the Chief Finance Officer on 28th June 2013 as planned. The Audit of the Statement of Accounts began on 01st July and at this stage publication remains as planned.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
FS LI 05	Proportion of Council Tax that was due that was collected.	97.11%	96.00+	28.52		
FS LI 06	The percentage of Business Rates which should have been received during the year that were received.	97.13%	96.00+	30.31		
FS LI 08	Achieve investment returns for the year higher than the benchmark.	1.91	N/A	N/A	N/A	N/A



Supporting Commentary

Although the collection of Council Tax is marginally down when compared to the same period last year (29.2%) this remains a significant achievement when considering the implementation of the new Council Tax Reduction Scheme and changes to empty property discounts which have both increased amounts payable by individuals.

The retrospective inclusion of 2 large assessments by the Valuation Office Agency in the Rating List has had a negative impact and collection is slightly down on last year's figure of 30.83%.

Information concerning investment returns is not yet available although a report will be presented to Executive Board in September 2013.

Human Resources & Organisational Development**Key Objectives / milestones**

Ref	Milestones	Q1 Progress
HRLD 01	To commence Real Time Tax information reporting to HMRC by June 2013 . To further enhance i-Trent system capabilities. March 2014	
HRLD 02	Promote and take forward the delivery of actions identified within the Corporate Peoples' Plan. March 2014 Monitor and review the implementation of revised Employee Development Review (EDR) process. December 2013	















Supporting Commentary

Real Time Tax information reporting has now commenced. The effects on those employees whose pay fluctuates, and who may also claim benefits, is being closely monitored to ensure that any negative impact upon individuals can as far as possible be minimised. Work is in-hand to further develop i-Trent with the provision of electronic payslips currently being explored.

The Organisational Staff Development Group continues to oversee the implementation of the Corporate People Plan and a report will be presented to Management Team in August and Corporate Services Policy and Performance Board in September providing an update on progress in year one i.e. to March 2013.

Additionally the EDR documentation has now been simplified and rates of return are being monitored.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
HRLD LI 1	The number of working days / shifts lost due to sickness (Corporate).	10.06	8.5	2.63		
ODHR LI 5	% of training delegates attending as proportion of places reserved.	88	85	91		
ODHR LI 6	The percentage of top 5% of earners that are:					
	a) Women	55.04	50	55.77		
	b) From BME Communities	2.91	1.0	2.88		
	c) With a disability	0.65	5.0	0.61		
ODHR LI 7	No of staff declaring that they meet the Disability Discrimination Act as a % of the total workforce.	1.36	7.50	1.34		
ODHR LI 8	Minority of Ethnic Community staff as a % of total workforce.	0.89	1.00	0.91		

Supporting Commentary

Although subject to in-year variation Sickness absence is marginally higher than last year's quarter 1 position of 2.22 days and this situation is being closely monitored.

There have been only marginal changes to the workforce profile when compared to the same period last year and at this stage it is unlikely that the ambitious targets that were set in relation to staff with a disability will be achieved. As will be appreciated the workforce profile is subject to a broad range of influences and HR practices will continue to be adopted that ensure equality of opportunity in employment.

ICT Infrastructure**Key Objectives / milestones**

Ref	Milestones	Q1 Progress
ICT 01	SharePoint and Records Management enhancement. March 2014 Continued Social Care Systems Service Support Programme. March 2014 Schools Cloud Service Developments. September 2013 Interactive Web Services and further SharePoint integration. March 2014 Development of commercial ICT opportunity within Desktop, hosting and Disaster Recovery provision. March 2014	
ICT 02	Continued development of document management and distribution services. March 2014	
ICT 03	Deliver operational Records Management Unit Services. August 2013	
ICT 04	Conduct and evaluate point of contact satisfaction survey for ICT & Support Services. March 2014	



Supporting Commentary







The SharePoint project continues to progress and will enable to delivery of the Records Management Unit as well as forming the base of the Electronic Social Care Record. There will also be a considerable focus of ICT resource to deliver necessary enhancements to Social Care systems support as specified by colleagues within the Children's Directorate.

Following successful trials of the new Cloud Desktop work will be undertaken to enhance the offering to Schools prior to the September term. Additionally developments of ICT commercial opportunities are continuing and the planning phase of a new internet delivery is underway.

Document Management and Distribution and Records management are now well progressed as discussed within the Key Developments section of this report and the undertaking of a satisfaction survey for ICT and support remains as planned.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
ICT LI 1	Average availability of the Council's operational servers (%).	99	99	99		



Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
ICT LI 2	Average availability of the Council's WAN infrastructure (%).	99	99	99		
ICT LI 4	% of all responsive repairs completed within 2 working days.	92	80	95		
ICT LI 8	Average working days from order to completion of a new PC.	9	10	9		

Supporting Commentary

Significant levels of performance continue to be achieved with regards to infrastructure and support and the deployment and maintenance of equipment.

Legal & Democracy





Key Objectives / milestones



Ref	Milestones	Q1 Progress
LOD 01	Secure renewal of Lexcel and ISO Accreditations. January 2014	
LOD 03	To ensure that all members have been given the opportunity of having a MAP meeting.	

Supporting Commentary

Internal audit work continues and reaccreditation is progressing as planned and Member meeting continue to place as we move throughout the year.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
LD LI 03	Average Time taken to issue prosecutions from receipt of full instructions (working days).	7	10	7		
LD LI 04	Average time taken to send out first draft business lease from receipt of complete instructions from Property Services (working days).	15	20	15		

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
LD LI 05	Average time taken to file application for Care proceedings at Court from receipt of all written evidence from client department (working days).	1	3	1		
LD LI 15	% satisfaction with Inside Halton.	99	90	N/A	N/A	N/A





Supporting Commentary

All measures are showing positive levels of performance at quarter 1.

Satisfaction with inside Halton is determined via an annual survey. The current contract expires in December 2013 and a review of the magazine will be conducted during the summer months.

Policy , Planning and Transportation

Key milestones

Ref	Milestones	Q1 Progress
PPT 01	Review progress, revise SJB maintenance strategy document and deliver 2013/14 major bridge maintenance works programme. March 2014.	
PPT 02	To deliver the 2013/14 LTP Capital Programme March 2014.	
PPT 03	Develop and consult on a local flood risk strategy for Halton (June-Nov 2013) and progress to adoption by March 2014.	
PPT 07	Mersey Gateway – Full business case approval, Financial close and Contract award and mobilisation – November 2013.	

















Supporting commentary

The delivery of the major bridge maintenance programme is now underway with programmes being adjusted in line with budget availability. In regards to the LTP Capital Programme integrated transport schemes are currently at the design, consultation or construction phase and the first phase of footway reconstruction schemes will commence in July.

A draft local flood risk strategy has now been prepared and is at the internal consultation stage. A report detailing the findings of the strategy will be reported to the Environment and Urban Renewal Policy and Performance Board in November.

In regards to the Mersey Gateway Project work is progressing to submit a further business case to the Department for Transport to secure the final funding decision in order that the project reaches financial close. This will include confirmation of the governance structure, staffing and budget arrangements and the policies and constitution of the Mersey Crossings Board Ltd.

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
PPT LI 02	Net additional homes provided.	N/A	552	N/A	N/A	N/A
PPT LI 03	Number of affordable homes delivered (gross).	N/A	100	N/A	N/A	N/A
PPT LI 04	% of planning applications processed:					
	a) 'Major' applications > 13 weeks	66.7	60	10		
	b) 'Minor' applications > 8 weeks	30.9	83	43.48		
	c) 'Other' applications > 8 weeks	70.4	83	77.22		
PPT LI 11	Damage to roads and pavements (% dangerous damage repaired within 24 hours).	74	98	100		
PPT LI 15 (Ex NI 178)	Bus service punctuality, Part 1: The proportion of non-frequent scheduled services on time (%):					
	a) Percentage of busses starting route on time	97.74	97.80	96.73		
	b) Percentage of busses on time at intermediate timing points	89.31	97.40	83.80		
PPT LI 17	Number of passengers on community based accessible transport.	275,518	255,000	68,879		
PPT LI 19	Number of local bus passenger journeys originating in the authority area in one year (000s).	5,491	5,500	1.360		

Supporting commentary

Data concerning additional and affordable homes is not currently available and we are now in the process of recruiting a monitoring Officer.

With regards to the processing of planning applications the low figure for major applications results from a focus upon dealing with the backlog of older cases. However 2 new staff have now been recruited and will be in post by quarter 2 and this should have a positive impact upon performance.


The percentage of dangerous damage to roads and pavements repaired within 24 hours has been positively influenced by the implementation of the new contract with Lafarge Ltd and is currently at ceiling.

Bus service punctuality is slightly lower when compared to the same period last year and operators have indicated that this is the result of emergency roadwork's being carried out during the first 3 months of this financial year.

The number of passengers on community based accessible transport is showing a slight increase as compared to the same period last year and demand remains high. Although the numbers of passenger journey's originating in the area are showing a decrease of 1.6% when compared to the same period last year they are slightly higher than the preceding quarter and within expected levels.


Public Health

Key milestones

Ref	Milestone	Q1 Progress
PHO3	Work with the public and service providers to raise awareness of the early signs and symptoms of bowel, breast and lung cancer so we can identify it an early stage in the population. March 2014	


The Health Improvement Team have concentrated their efforts on raising public awareness of lung and skin cancer symptoms in the community and at summer events particularly working closely with the Community Development Team. Health Improvement Team volunteer's continue to support and raise cancer awareness at events. Data is collected at each event which includes gender, age and postcode. Many responses are recorded and followed up, with people encouraged to see their GP.

The team have engaged one to one with around 1,500 people with many more via leaflets, posters and a national marketing campaign which is currently on the Television and Radio and national newspapers

Ref	Milestone	Q1 Progress
PH 03	Increase smoking quitter rates amongst 16+ age range by working with local Hospital Trusts and the local 'Stop Smoking Service'. March 2014	


Halton Q1 target is 287 people 16+ quitting smoking. The Health Improvement Stop Smoking service continues to work across a multitude of providers to increase quit rates. Particular emphasis has been placed on pregnant smokers and workplaces. Work is currently being undertaken to establish relationships with 5 Boroughs mental health trust to develop referral pathways for patients into the service. Halton has been selected as a pilot site for a sub-regional COPD initiative which will aim to increase referrals of clients with COPD into Stop Smoking.

Pressure on service – regionally there has been a marked drop (12%) in people accessing all services in Cheshire/Merseyside due to the emerging popularity of the E cigarette (which are not recognised as a quit aid by the NHS) and the current economic downturn


Ref	Milestone	Q1 Progress
PH 03	Reduce obesity rates in the local population, thereby reducing the incidence of bowel cancer through promoting healthy eating and screening programmes for adults and children via a range of services. March 2014	

The Health Improvement Team delivers a comprehensive weight management programme for children and adults across Halton Borough.


An extensive range of services have been delivered across early year's settings, schools and the community to children and families. During quarter one, 22 programmes were delivered across children's settings engaging over 500 children and 100 parents. The adult service which is delivered as a joint service with Halton and Warrington Hospital has seen 200 adults engaged on the service with 100% of those completing the programme recording between 3 – 5% weight loss at 12 weeks.

Ref	Milestone	Q1 Progress
PH 03	Meet the target for the take up of HPV vaccination in girls 11-13, to reduce cervical cancer rates by working proactively with the School Nursing Service and GPs. March 2014	

HPV vaccination is undertaken during the academic school year. Activity has been underway this year. Published data on performance shows we met the national target for 2013. Uptakes rates have been increasing over previous years


Ref	Milestone	Q1 Progress
PH 03	Work proactively with GPs, all service providers, Alcohol Liaison Nurses, teachers in schools to reduce the number of people drinking to harmful levels and alcohol related hospital admissions given the rise in pancreatic and liver cancer rates. March 2014	

An Action plan for the Reduction of Harm from Alcohol has been developed as part of the Health and Wellbeing Board Strategy. The plan identifies on-going action with key contacts and training for all front line workers including GPs, Alcohol Liaison Nurses, and children's workers etc., to identify and moderate unhealthy drinking behaviour. Alcohol rates are currently reducing.

Ref	Milestone	Q1 Progress
PH 03	Implement and monitor the new Cancer Action plan to decrease morbidity and mortality from cancer locally. March 2014	


An Action plan for the Prevention and Early Detection of Cancer has been developed as part of the Health and Wellbeing Board Strategy. The plan identifies an overall target of a 1% Reduction in under 75 mortality rate from cancer (Baseline 2010 – 147.96/100,000).

Work has commenced on supporting a "Sun Safety" campaign, aimed at Early Years settings and Primary Schools, and also Environmental Health activity to mystery shop underage access to sunbeds

Ref	Milestone	Q1 Progress
PH 04	Facilitate the Early Life Stages development which focusses on a universal preventative service, providing families with a programme of screening, immunisation, health and development reviews, and health, well-being and parenting advice for ages 2½ years and 5 years. March 2014	


Through the Health and Wellbeing board a draft under 5's child development strategy is in place and actions are underway towards meeting this target. The 0-5 universal healthy child programme is being delivered and includes all components.

The Department of Health programme to increase the numbers of health visitors who deliver the universal child health programme is on target in Halton

Ref	Milestone	Q1 Progress
PH 04	Facilitate the Halton Breastfeeding programme so that all mothers have access to breastfeeding-friendly premises and breastfeeding support from midwives and care support workers. March 2014	


The infant feeding team are providing breastfeeding support across Runcorn and Widnes.

Preparations are in on target for the UNICEF baby friendly initiative inspection of Bridgewater community health services in November. This inspection determines if health premises are supportive of breastfeeding. We have Continued to maintain Baby Welcome public venues, where women who breastfeed can go to feed their child


Ref	Milestone	Q1 Progress
PH 05	Working with all service providers, implement the action plan to reduce falls at home in line with the Royal Society for the Prevention of Accidents (ROSPA) guidance as outlined in the new Falls Strategy. March 2014	

The Halton Falls Pathway has been reviewed and subsequently redesigned to include both universal prevention and education, and specialist treatment services. A comprehensive action plan, as part of the Health and Wellbeing board, has been implemented to deliver a community wide approach embracing the full range of community services with a robust performance framework for monitoring and evaluation.

Through a series of events held during national Falls Awareness Week in June a number of local organisations worked together to educate 400 older people across Halton about the dangers, how to avoid falls and stay healthy


Ref	Milestone	Q1 Progress
PH 06	Implement the alcohol harm reduction plan working with a range of providers including schools, focusing on preventive interventions and behaviour change to target the following vulnerable groups – pregnant women, women with babies and young people under 16 years. March 2014	

An Action plan for the Reduction of Harm from Alcohol has been developed as part of the Health and Wellbeing Board Strategy. A range of actions across the whole life course, targeting all age groups have been developed, focussing largely on prevention and treatment to help provide a shift in attitudes and awareness of acceptable drinking habits and reduced alcohol harm

Ref	Milestone	Q1 Progress
PH 07	Implement the Mental Health and Wellbeing Programme in all schools and provide training for GP Practices and parenting behaviour training in the Children's Centres. March 2014	

An integrated Child and Adolescent Mental Health Strategy that will focus upon prevention, early detection and treatment across Public Health, Children's Services and NHS provision is currently in development. A stakeholder workshop around local provision took place in July 2013.









The Strategy will focus upon meeting the needs of local children, young people and their families and will focus upon the role of schools, GPs, Children Centres and other local facilities to support the implementation of the Mental Health and Wellbeing Programme

Ref	Milestone	Q1 Progress
PH 07	Implement the Mental Health and Wellbeing Action Plan to improve the physical wellbeing of people with mental ill health. March 2014	

An Action plan for the Prevention and Early Detection of Mental Health Problems has been developed as part of the Health and Wellbeing Board Strategy. A range of actions across the whole life course have been developed, focussing largely on prevention to help provide a shift in attitudes and awareness of mental health issues.







An overarching Mental Health Strategy is in development, which will be further supported by the development of a Child and Adolescent Mental Health (CAMHS) Strategy

Key Performance Indicators

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
PH LI 03	Excess weight rates in Primary School Age Children ¹ :	Latest published data (2010/11)	Maintain in line with the North West average	Unpublished /provisional annual data for 2012/13		
	In Reception (Age 4-5	28.4%		25.1%		
	In Year 6 (Age 10-11	37.5%		36.5%		
PH LI 04	MMR Immunisation Rates for children (By age 2).	90%* (2011/12)	95%	96%* (cumulativeQ 3 2012/13)		
PH LI 05	Infant Mortality Rates (3 year rolling average)	4.8 (2009-11)	4.75 (based on 3 year rate)	4.1* (2010-12 provisional)		

Provisional data for 2012/13 compared to 2010/11 suggests that the proportion of children with excess weight has reduced.

Year on year improvements have been achieved and for the first time uptake of MMR has exceeded national target. Halton is currently amongst the highest performers nationally

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
PH LI 06 (SCS HH5a)	All age, all-cause mortality rate per 100,000 Males (Previously NI 120a) 2011	811.4 (2010)	755.2	741.4* (2012)		
PH LI 07 (SCS HH5b)	All age, all-cause mortality rate per 100,000 Females (Previously NI 120b) 2011	573.6 (2010)	567.9	599.9* (provisional) (2012)		
PH LI 08 (SCS HH6)	Mortality rate from all circulatory diseases at ages under 75 (Previously NI 121) 2011	74.0 (2011)	73.3	80.6* (provisional may change) (2012)		

In relation to male mortality Rates continue to improve year on year. 2010 is latest published data and Halton was worse than England average. The annual target is now out of date and is being reviewed.





*Data is provisional or from local unpublished sources

¹ Data available and reported one year in arrears – 11/12 actuals now confirmed with the Department of Health

² Data only available & published annually



For females 2010 is latest published data – Halton was worse than England. Local data shows rates have fluctuated recently but there has been no overall reduction since 2010, this is due in the main to our cancer rates for females.

In relation to under 75 yrs mortality rates 2011 is the latest published data – Halton was worse than England. Local data shows significant improvement since 2000 with a 47% reduction by 2011. This now appears to have plateaued. Halton is on a par with statistical neighbours for CVD.



Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
PH LI 09 (SCS HH7)	Mortality from all cancers at ages under 75 (Previously NI 122) 2011	126.4 (2011)	125.1	145.6* (2012)		
PH LI 10 (SCS HH8)	16+ current smoking rate prevalence – rate of quitters per 100,000 population (Previously NI 123)	1235.5 (2011/12)	1263.6	930.4* (provisional) (2012/13)		

In relation to cancer mortality 2011 is the latest published – Halton was worse than England average. Local data shows rates have not reduced since 2011.





Halton's smoking rate is just above the national average. Smoking quit rates are seasonal with most people quitting in January. We cannot yet say whether we will meet the target for 2013/14. Rate of quitters for 2012/13 did not reached expected targets. This was partly due to population changes from census data. But predominantly related to the impact of electronic cigarettes which are impacting upon those achieving quit status (e-cigarettes are not an NHS recognised quit tool)

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
PH LI 11 (SCS HH2)	Prevalence of Breastfeeding at 6-8 weeks	17.81%	24%	25.5%		

Quarter 1 outturn looks promising and represents an improvement in the number of women continuing to breastfeed at 6-8 weeks

Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
PH LI 12 New SCS Measure Health 2013-16	Falls and injuries in the over 65s (Public Health Outcomes Framework)	2962 (2011/12)	TBC	2942* (2012/13)		

Please note 2012/13 is based on local data and published rate may eventually be different due to population estimate changes, which affect the rate. Number in 11/12 was 659; 622 in 2012/13 (provisional)




Ref	Measure	12 / 13 Actual	13 / 14 Target	Q1 Actual	Q1 Progress	Direction of travel
PH LI 13 (SCS HH1)	Alcohol related hospital admissions, AAF > 0, rate per 100,000 population (previously NI 39)	2837 (2011/12)	3,142	2746.1* (2012/13)		
PH LI 14 (SCS HH1)	Admissions which are wholly attributable to alcohol AAF = 1, rate per 100,000 population	994.5 (2011/12)	1039	873.4* (2012/13)		

Current data suggests that there has been an improvement in relation to both of these measures although Halton is currently significantly worse than the England average.

The 2012 – 13 local rate represents provisional data and will be updated nationally in December 2013 and the rate is likely to increase.




7.0 Application of symbols

Symbols are used in the following manner:

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

Direction of Travel Indicator

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

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

REPORT TO: Executive Board

DATE: 19 September 2013

REPORTING OFFICER: Operational Director – Finance

PORTFOLIO: Resources

TITLE: Treasury Management 2013/14
1st Quarter: April - June

WARDS: All Wards

1.0 PURPOSE OF REPORT

1.1 The purpose of this report is to update the Board about activities undertaken on the money market as required by the Treasury Management Policy. Commentary regarding the UK and global economic position has been provided by Sector the Council's Treasury Management advisers.

2.0 RECOMMENDED: That the report be noted.

3.0 SUPPORTING INFORMATION

3.1 During the quarter ended 30th June:-

- Indicators suggested that the economy had accelerated;
- Stronger household spending, both on and off the high street;
- Inflation remained stubbornly above the Monetary Policy Committee's (MPC) 2% target;
- The MPC remained in a state of limbo ahead of Mark Carney's arrival;
- 10-year gilt yields rose above 2.5% and the FTSE 100 fell below 6,100;
- The Federal Reserve discussed tapering the pace of asset purchases under Quantitative Easing 3 (QE3).

After avoiding recession in the first quarter of 2013 with a 0.3% quarterly expansion, the economy grew even more strongly in Q2. On the basis of past form, the CIPS/Markit business surveys for April and May pointed to a 0.5% quarterly growth in the second quarter of 2013. Official output data echoed the message from the business surveys. The q/q change in industrial production reached 0.9% in April, the strongest pace since July 2010. Similarly, the service sector expanded by 0.8% on the same basis. And while output in the volatile construction sector in April was 1% lower than a year ago, it was the smallest annual fall since the end of 2011, raising the prospect that the sector supported the recovery in Q2.

There were signs of renewed vigour in household spending in the second quarter. May's 2.1% monthly rise in retail sales overturned April's 1.1% fall. This tallied with information from the Bank of England agents, who reported a further pick-up in retail sales values in May. Non-high street spending were robust too, with new car registrations up by 20% in the year to May.

The pick-up in economic growth appeared to have supported the labour market, with employment rising by 24,000 in the three months to April. Admittedly, this was a lot slower than the 113,000 quarterly gain in employment seen on average over the past twelve months. But the rise in employment was still strong enough to reduce the level of unemployment further. The ILO measure fell by 5,000 in the three months to April while the timelier claimant count measure reported an 8,600 fall in May. Meanwhile, pay growth rebounded strongly in April, though this was mostly driven by high earners delaying bonuses until after April's cut in the additional rate of income tax. Excluding bonuses, earnings rose by just 1.3% y/y, well below the rate of inflation at 2.7% in May.

Meanwhile, the Bank of England extended its Funding for Lending Scheme (FLS) into 2015 and sharpened the incentives for banks to extend more business funding. To date, the mortgage market still appears to have been the biggest beneficiary from the scheme, with the quoted interest rate on a 2-year fixed rate mortgage at a 90% loan-to-value ratio now 4.6%, around 130 basis-points lower in May than when the FLS was introduced in August 2012.

Alongside the Government's Help to Buy scheme, which provides equity loans to credit-constrained borrowers, this is helping to boost demand in the housing market. Mortgage approvals by high street banks, as measured by the BBA, rose from 33,000 to 36,100 in May. Excluding a stamp-duty holiday related spike in January 2012, this was the highest level for over three years. The rise in demand has helped to push up house prices, with both the Halifax and Nationwide measures reporting a 0.4% monthly gain in May. On an annual basis, prices were up by 3.7% and 1.1% respectively.

Turning to the fiscal situation, the public borrowing figures continued to be distorted by a number of one-off factors. On an underlying basis, borrowing in Q2 looked to be broadly in line with last year's figures, highlighting the government's difficulty in reducing borrowing while economic growth is relatively lacklustre.

Meanwhile, the 2013 Spending Review, covering only 2015/16, made no changes to the headline Government spending plan. Total expenditure was

still forecast to be broadly flat in real terms in 2015/16 and the £50bn planned capital expenditure announced for that fiscal year was identical to the amount already outlined in March's Budget.

On the monetary policy front, June's MPC meeting, the last chaired by Governor Mervyn King, showed that the Committee remained in limbo ahead of the arrival of his replacement, Mark Carney. The Committee voted 6-3 to keep the level of asset purchases unchanged at £375bn, with the majority judging that the current stimulus and Funding for Lending Scheme would be sufficient to support growth in the context of price stability.

Having fallen from 2.8% to 2.4% in April, Consumer Prices Index (CPI) inflation rose to 2.7% in May. May's rise mostly reflected price changes due to the earlier timing of Easter, which depressed inflation in April. Even so, inflation is still likely to have risen further in June due to base effects, with last year's fuel price falls providing an unfavourable annual comparison. That said, underlying price pressures do seem to be easing, with wages and producer prices both growing at subdued rates. Indeed, if anything, the inflation outlook brightened over the second quarter, with the price of oil falling from \$108 per barrel to \$103 per barrel while sterling appreciated by around 1.5%.

Having continued to rally over April and May, financial markets sold off in June following a Federal Reserve statement that suggested the central bank may 'taper' its asset purchases earlier than anticipated. The resulting rise in US Treasury yields was replicated in the UK, with 10 year gilt yields rising to 2.5% from 1.8% at the start of the quarter. Equities were hit too, with the FTSE 100 falling from 6,411 at the start of the quarter to below 6,100 before ending the quarter a bit higher at 6,240.

In the US, the statement from the Fed took the limelight. The Fed's comments sparked a sharp sell-off in the Treasury market, with 10-year Treasury yields hitting 2.54%. The Fed move was a response to the improving economic outlook in the US. Indeed, payroll figures showed that the US added 175,000 new jobs in May, helping to pull the unemployment rate down to 7.6%, from 8.2% a year ago. In the housing market, house prices rose by 12% in the year to April, which helped to bring more households out of negative equity.

Meanwhile, tensions in the Eurozone eased over the second quarter, but there remained a number of triggers for a potential flare-up. For example, the Democratic Left party left the Greek governing coalition in June, causing 10 year Greek government bond yields to surge to 11.5% from around 8% a month ago. And while the economic survey data improved consistently over

the first half of the year, the composite Eurozone Purchasing Managers Index is still pointing to a further contraction in output in Q2.

3.2 Interest Rate Forecast

The following forecast has been provided by Sector:

	Sep-13	Dec-13	Mar-14	Jun-14	Sep-14	Dec-14	Mar-15
Bank rate	0.50%	0.50%	0.50%	0.50%	0.50%	0.50%	0.75%
5yr PWLB rate	1.80%	1.80%	1.90%	2.00%	2.10%	2.20%	2.40%
10yr PWLB rate	2.90%	2.90%	3.00%	3.10%	3.20%	3.30%	3.50%
25yr PWLB rate	4.10%	4.10%	4.20%	4.20%	4.30%	4.40%	4.60%
50yr PWLB rate	4.20%	4.20%	4.40%	4.40%	4.50%	4.60%	4.70%

Sector undertook a review of its interest rate forecasts following the issue of the latest Bank of England Inflation Report in May 2013. Sector left its forecast unchanged for the first increase in Bank Rate to be in March 2015. However, forecasts for PWLB rates have been increased as a result of the marked recovery in confidence in equity markets, anticipating stronger economic recovery in America, supported by growth in the Far East. The rise in equity prices was dented towards the end of the quarter by comments from Ben Bernanke, chairman of the Federal Reserve, that QE3 would be tapered off in the not too distant future. This seemed to catch financial markets by surprise and generated a bit of a stampede out of bonds and equities. This sharp selloff in bonds caused ten year bond yields to jump up nearly 90 bps between the low and high for the quarter.

SUMMARY OUTLOOK

UK economy

In Mervyn King's last Inflation Report as Governor of the Bank of England, there was a distinct shift towards optimism in terms of a marginal upgrading of growth forecasts so that the wording changed for the recovery from "remain weak by historical standards" to "modest and sustained recovery over the next three years". In addition, there was a lowering of the inflation forecast to now hit the 2% target within two years. However, this is still a long way away from strong recovery though the chances of there being more quantitative easing (QE) have receded due to business surveys indicating that the economy is on the up. QE has not increased from a total of £375bn since October 2012 and other measures have been implemented in preference to further QE. Thus the Funding for Lending Scheme (FLS), (started in August 2012), was expanded in April to provide further incentive to banks to expand lending to small and

medium size enterprises. The FLS certainly seems to be having a positive effect in terms of stimulating house purchases (though levels are still far below the pre-crisis level), and a marginal increase in house prices. However, concerns are increasing that QE and FLS are also in danger of causing asset price bubbles. Investors may seek higher returns by switching investment of cash from deposit accounts (yielding very low rates) and from government and corporate bonds - ahead of the eventual end of QE - to equities, whilst FLS may have the side effect of inflating house prices, creating the potential for prices in each of these markets to be pushed at some point in time to potentially unsustainable levels. In summary, Sector's views are centred around the following: -

UK

- Mark Carney started on 1st July as the new Governor of the Bank of England. His appointment could lead to some changes to the way the MPC operates and makes decisions and announcements. Forward guidance e.g. that Bank Rate will not go up until some target rate, e.g. unemployment, had fallen to a specified level, could effectively close the door to any increase in Bank Rate until sometime in 2016.
- Growth in Q1 of 2013 was confirmed at +0.3%. Q2 looks likely to be even higher at around +0.5%. The so called double dip recession at the beginning of 2012 was erased by the latest revision of statistics.
- Business surveys, consumer confidence, consumer borrowing and house prices are all on the up and may help to create a wide spread feel good factor. But this is still a long way away from the UK getting back to strong growth.
- A fair proportion of UK Gross Domestic Product is dependent on overseas trade;
- The high correlation of UK growth to US and EU GDP growth means that the UK economy is likely to register growth rates below the long term average in 2013 and 2014, though this should be on an improving trend.
- Consumers are likely to remain focused on paying down debt and consumer expenditure is likely to remain suppressed by inflation being higher than increases in average earnings i.e. disposable income will continue to be eroded.
- The Coalition government is hampered in promoting growth by the need to tackle the budget deficit. However, the March budget did contain measures to boost house building and the supply of mortgages, and brought forward, by one year to April 2014, the start of a £10,000 tax free allowance for incomes.
- Little sign of a co-ordinated strategy for the private sector to finance a major expansion of infrastructure investment to boost UK growth.
- Government inspired measures to increase the supply of credit to small and medium enterprises (which are key to achieving stronger growth) by banks are not succeeding.

- There is little potential for more QE in 2013 in the UK and so gilt yields are vulnerable to pressures to rise, especially as gilt yields are powerfully influenced by American treasury yields and American investors have been spooked by Bernanke's comments on tapering QE in America.
- In February 2013 Moody's downgraded the UK's AAA credit rating one notch to AA+ and Fitch followed suit in April. There was little reaction in financial markets, as this had been widely anticipated.

Eurozone

- Most Eurozone countries are now battling against recession, although Germany is experiencing a resurgence of business confidence and surveys are pointing towards a resumption of growth. Growth prospects for many Eurozone countries are poor due to the need to adopt austerity programmes to bring government deficits under control.
- The European Central Bank cut its central rate from 0.75% to 0.5% in this quarter but this is unlikely to lead to much in the way of improvement in the prospects for GDP growth.
- Market anxiety about Greece has subsided after the agreement to a further major financial support package amounting to nearly €50bn in December. In addition, business surveys are indicating some improvement in the economy, concerns are building that yet another haircut to reduce total debt to a more manageable level will eventually be required, together with more bail-out funds. Whether all parties to such a deal would be prepared to pour more money into Greece remains an open question. The eventual end game could therefore still be that Greece is eventually forced to exit the Eurozone and to return to the drachma.
- There is also increasing concern that the contraction in Spain's economy and the very high level of unemployment of 27%, similar to the level in Greece and Portugal, could mean that all three countries could get into a downward deflationary spiral, which makes achieving fiscal correction increasingly difficult and possibly unachievable. The European Central Bank's pledge to provide unlimited bond buying support for countries that request an official bailout means that market anxiety about these countries is likely to be subdued in the immediate future. However, the poor economic fundamentals and outlook for these economies could well mean that a storm in financial markets has only been delayed, not cancelled. Spain has resisted asking for an official national bailout, although it has received financial support to recapitalise its four largest banks.
- The general election in Italy has created a highly unstable political situation where the two dominant parties have formed an unlikely coalition due to the blocking power of the new upstart Five Star anti-austerity party which has 25% of seats and has refused to enter a coalition agreement with any party. Whether such a coalition could effectively implement an agreed policy of austerity is very much open to question – which will make Italy vulnerable to swings in investor confidence.

- There could therefore be volatility in Spanish and Italian bond yields over the next year, depending on political and economic developments.
- A general election is due in Germany in the autumn of 2013. It currently looks likely that this will lead to little change in current policy on the Euro and support for peripheral countries. However, polls are indicating that 25% of the electorate now favour Germany leaving the Euro and stopping the flow of money from Germany to profligate southern countries. Any further disasters in the Eurozone could see this sentiment increase significantly.
- A bailout for Cyprus was eventually agreed in the last week of March. Slovenia, however, looks increasingly likely to be the next in line for a bailout, so their bond yields have risen. However, huge damage will be done to the Cypriot economy by the fallout from this bailout and many commentators consider it is only a matter of time before another bailout will be needed – or exit from the Euro.
- There are also concerns about the way austerity programmes are affecting economic growth in Ireland and Portugal. The Eurozone remains particularly vulnerable to investor fears of contagion if one country gets into major difficulty. Chancellor Merkel will be hoping that no major blow up occurs before the German general election which requires Germany to pour yet more money into a floundering country.

US

- There has been a marked improvement in consumer, investor and business confidence this year.
- Unemployment has continued on a steady, but unspectacular decline to 7.6%, but still a long way from the target rate of 6.5% for an increase in the Fed. rate.
- The housing market has turned a corner, both in rising price rises and the volume of house sales. Many householders are now not in negative equity.
- US equities reached all- time highs, and so added to the feel good factor, until Ben Bernanke's words on tapering QE3 unsettled investors.
- There has been a strong resurgence of confidence in US financial markets due to the "fiscal cliff" being largely averted or postponed. However, tax increases and cuts in Government expenditure leading to cuts in jobs, are damping the potential for recovery in growth rates.
- GDP in Q1 was disappointingly downgraded from +2.4% to a sub-par +1.8%.
- The shale gas revolution is providing some solid underpinning to the US economy by enhancing its international competitiveness through cheap costs of fuel.
- There has been a start to the rehoming of manufacturing production from China to the USA as Chinese labour costs have continued their inexorable rise and new

forms of high tech production have made home based production more viable and flexible.

China

- GDP growth has been disappointing in 2013. There are still concerns around an unbalanced economy which is heavily dependent on new investment expenditure, and for a potential bubble in the property sector to burst, as it did in Japan in the 1990s, with its consequent impact on the financial health of the banking sector.
- There are also increasing concerns around the potential size, and dubious creditworthiness, of some bank lending to local government organisations and major corporates during the Government promoted expansion of credit, aimed at protecting the overall rate of growth in the economy since the Lehmans crisis.
- Since the change of national leadership, the new leaders have taken action to test the robustness of the banking system which has caused a rise in fear that there could be a credit crunch looming up in China.

Japan

- The huge QE operation instituted by the Japanese government to buy Japanese debt, has quickly evaporated as the follow through measures to reform the financial system and introduce other economic reforms, appears to have stalled.

Sector's forward view

Economic forecasting remains difficult with so many external influences weighing on the UK. Major volatility in bond yields is likely during 2013/14 as investor fears and confidence ebb and flow between favouring more risky assets i.e., equities, and safer bonds. Key areas of uncertainty include:

- The potential for a significant increase in negative reactions of populaces in Eurozone countries against austerity programmes, especially in countries with very high unemployment rates e.g. Greece and Spain, which face huge challenges in engineering economic growth to correct their budget deficits on a sustainable basis.
- The Italian political situation is frail and unstable.
- Problems in other Eurozone heavily indebted countries could also generate safe haven flows into UK gilts.
- Monetary policy action failing to stimulate growth in western economies, especially the Eurozone and Japan.
- The potential for weak growth or recession in the UK's main trading partners - the EU and US.
- The impact of the UK Government's austerity plan in dampening confidence and growth.

- Geopolitical risks e.g. Syria, Iran, North Korea. However, there is particular potential for upside risks to UK gilt yields and PWLB rates, especially for longer term PWLB rates, as follows: -
- UK inflation being significantly higher than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.
- A renewed increase in investor confidence that robust world economic growth is firmly expected, together with a reduction or end of QE operations in the US, causing a flow of funds out of bonds into equities.
- A reversal of Sterling's safe-haven status on an improvement in financial stresses in the Eurozone.
- In the longer term - a reversal of QE; this could initially be implemented by allowing gilts held by the Bank to mature without reinvesting in new purchases, followed later by outright sale of gilts currently held.
- Further downgrading by credit rating agencies of the creditworthiness and credit rating of UK Government debt, consequent upon repeated failure to achieve fiscal correction targets and recovery of economic growth.

The overall balance of risks to economic recovery in the UK is now evenly weighted. Sector believes that the longer run trend is for gilt yields and PWLB rates to rise, due to the high volume of gilt issuance in the UK, and of bond issuance in other major western countries. Near-term, the prospect of further QE has diminished but measures other than QE may be more favoured by Governor Carney if additional support is viewed as being required.

Given the generally weak outlook for economic growth, Sector sees the prospects for any increase in Bank Rate before 2015 as limited. Indeed, the first increase could be even further delayed if the tentative signs of growth failed to be maintained.

3.3 Short Term Borrowing Rates

The bank base rate remained at 0.50% throughout the quarter.

	Start	Apr		May		Jun	
		Mid	End	Mid	End	Mid	End
Call Money (Market)	%	%	%	%	%	%	%
1 Month (Market)	0.49	0.49	0.49	0.49	0.49	0.48	0.49
3 Month (Market)	0.50	0.49	0.49	0.49	0.49	0.49	0.49
	0.51	0.51	0.50	0.51	0.51	0.51	0.51

3.4 Longer Term Borrowing Rates

	Start	Apr		May		Jun	
		Mid	End	Mid	End	Mid	End
	%	%	%	%	%	%	%
1 Year (Market)	0.91	0.90	0.89	0.88	0.88	0.89	0.90
10 Year (PWLB)	2.91	2.86	2.81	3.09	3.11	3.25	3.57
25 Year (PWLB)	4.08	4.03	3.97	4.18	4.20	4.29	4.45

Market rates are based on LIBOR rates published at the middle and end of each month. PWLB rates are for new loans based on principal repayable at maturity.

3.5 Borrowing/Investments

Turnover during period

	No. Of Deals Struck	Turnover £m
New Borrowing	6	14.00
New Investments	36	72.10

Position at Month End

	Apr £m	May £m	Jun £m
Total Borrowing	76.47	75.46	79.46
Total Investments	63.15	64.00	59.50

Investment Income Forecast

The forecast income and outturn for the quarter is as follows:

	Cumulative Budget £'000	Cumulative Actual £'000	Cumulative Target Rate %	Cumulative Actual Rate %
Quarter 1	111	170	0.26	1.12
Quarter 2	189			
Quarter 3	235			
Quarter 4	257			

The actual rate exceeds the benchmark rate. This is due to the management of cash deposits around the planned delivery of the capital programme and most notably the acquisition of land for the Mersey Gateway project.

The target rate is based on the 7-day LIBID rate. For comparison purposes the 1 month average rate was 0.26%, 3 month rate was 0.38% and the 6 month rate was 0.47%.

3.6 New Long Term Borrowing

No new long term borrowing was taken during the quarter.

3.7 Policy Guidelines

The Treasury Management Strategy Statement (TMSS) for 2013/14, which includes the Annual Investment Strategy, was approved by the Council on 6th March 2013. It sets out the Council's investment priorities as being:

- Security of capital;
- Liquidity; and
- Yield

The Council will also aim to achieve the optimum return (yield) on investments commensurate with proper levels of security and liquidity. In the current economic climate and the heightened credit concerns it is considered appropriate to keep investments short term with a maximum duration of 12 months in accordance with Sector's credit rating methodology.

3.8 Treasury Management Indicators

It is a statutory duty for the Council to determine and keep under review the affordable borrowing limits. The Council's approved Treasury and Prudential Indicators are included in the approved Treasury Management Strategy Statement.

There was one occasion in April when a counterparty limit was breached with the Natwest Bank (the Council's bank) for £50,000 for three days. The decision was taken to exceed the counterparty limit based on the grounds of security and liquidity and the need to access the funds to match cash flow requirements during that time.

4.0 DEBT RESCHEDULING

4.1 No debt rescheduling was undertaken during the quarter.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 There are no direct implications, however, the revenue budget and capital programme support the delivery and achievement of all the Council's priorities.

6.0 RISK ANALYSIS

6.1 The main risks with Treasury Management are security of investment and volatility of return. To combat this, the Authority operates within a clearly defined Treasury Management Policy and annual borrowing and investment strategy, which sets out the control framework

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 There are no issues under this heading.

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: Executive Board

DATE: 19 September 2013

REPORTING OFFICER: Strategic Director, Communities

PORTFOLIO: Environmental Services

SUBJECT: Variation of the non-statutory fees of Halton Registration Service for 2015/2016

WARD(S) Borough-wide

1.0 **PURPOSE OF THE REPORT**

1.1 To seek the approval of the Board to vary the non-statutory fees offered by Halton Registration Service for 2015/2016.

2.0 **RECOMMENDATION: That the Board approves the variations to the non-statutory fees of Halton Registration Service as set out in Appendix 1.**

3.0 **SUPPORTING INFORMATION**

3.1 The Marriage Act 1995 and the Civil Partnership Act 2005 allows local authorities to set fees for ceremonies in approved premises. In January 2011 the Executive Board Sub Committee agreed to set the Registration Service's non-statutory fees outside the usual timeframe for setting fees due to ceremonies being planned up to two years in advance.

3.2 The proposed fee structure shown in Appendix 1 is for 2015/16, the fees have already been set for 2014/15.

3.3 The early setting of fees for 2015/16 is necessary as the Registration Service will hold its annual Wedding and Ceremony Fayre on 16 February 2014. As most ceremonies are arranged up to two years in advance, it will be advantageous to have a published fee structure in place for this main promotional event, so that customers understand the amount they will be expected to pay. The early setting of the fees will also enable the Service to forward plan more effectively to achieve its income targets.

4.0 **POLICY IMPLICATIONS**

4.1 The above proposals are in line with the Authority's new governance arrangements for delivery of registration services as outlined in the White Paper "Civil Registration: Vital Change" (2002), which enables

the authority to have the freedom to make policy decisions locally without recourse to the General Register Office.

5.0 FINANCIAL IMPLICATIONS

5.1 The proposed timeframe for fees will take effect from 1 April 2015 unless otherwise specified.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children & Young People in Halton

None identified.

6.2 Employment, Learning & Skills in Halton

None identified.

6.3 A Healthy Halton

None identified.

6.4 A Safer Halton

None identified.

6.5 Halton's Urban Renewal

None identified.

7.0 RISK ANALYSIS

7.1 There are no anticipated risks associated with these recommendations.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 An Equality Impact Assessment of 8th May 2012 found that there were no equality or diversity issues in the setting of the Registration Service fees, against any of the protected characteristic groups.

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

Document	Place of Inspection	Contact Officer
New governance arrangements for the delivery of the Halton	Halton Register Office	Registration Service Manager

Registration Service, Executive Board Sub Committee (29 March 2007)		Superintendent Registrar
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APPENDIX 1 Charges - Halton Registration Service 20115/16

Service	2014/15	2015/16
Reservation Fee (non returnable)	50.00	52.00
Fee for telephone applications	25.00	26.00
Fee for a fast track certificate	30.00	31.00
Priority 48 Hour / telephone certificate application	25.00	26.00
Scanned Certificate only to be purchased with a Certified Copy Certificate	10.00	
Fee for a Ceremony Rehearsal	70.00	72.00
Building Registration under the 1994 and 2004 Acts	900.00	930.00
Change of Name Deed	70.00	72.00
Change of Name Deed (copy after registration)	35.00	36.00
Nationality Checking Service		
Adult (Single)	75.00	80.00
Husband / Wife / Civil Partner (applying at the same time)	120.00	130.00
Husband / Wife and two Children	150.00	165.00
Additional Children on parents application (per Child)	30.00	40.00
Children under 18 years applying separately	60.00	65.00

Service	2014/15	2015/16
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**Boston Suite and Lounge,
Runcorn Town Hall (a venue under the 1994 / 2004 Acts)**

Monday to Thursday	175.00	180.00
Friday	200.00	210.00
Saturday	240.00	250.00
Sunday (11am to 1pm)	300.00	315.00
Bank Holiday	400.00	415.00

**Civic Suite,
Runcorn Town Hall (a venue under the 1994 / 2004 Acts)**

Monday to Thursday	270.00	280.00
Friday	280.00	290.00
Saturday	310.00	320.00
Sunday (11am to 1pm)	345.00	360.00
Bank Holiday	445.00	460.00

**Leira or Members Room
Runcorn Town Hall (a venue under the 1994 / 2004 Acts)**

Monday to Thursday	240.00	250.00
Friday	250.00	260.00
Saturday	270.00	285.00
Sunday (11am to 1pm)	315.00	330.00
Bank Holiday	415.00	430.00

Other buildings in Halton (under the 1994 / 2004 Acts)

Monday to Thursday	340.00	350.00
Friday	360.00	375.00
Saturday	410.00	425.00
Sunday	480.00	495.00
Bank Holidays	580.00	600.00

Service	2014/15	2015/16
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**Non Statutory - Renewal of Vows and Naming Ceremonies
(Naming Ceremonies £50 per additional Child)**

Boston Suite and Lounge,

Monday to Thursday	150.00	155.00
Friday	165.00	170.00
Saturday	180.00	190.00
Sunday (11am – 1pm)	250.00	260.00
Bank Holidays	350.00	370.00

**Non Statutory - Renewal of Vows and Naming Ceremonies
(Naming Ceremonies £50 per additional Child)**

Leira Suite, Civic Suite, Council Chamber and Approved Premises

Monday to Thursday	180.00	190.00
Friday	200.00	215.00
Saturday	250.00	265.00
Sunday (11am – 1pm)	300.00	315.00
Bank Holidays	400.00	420.00

Document is Restricted