

Public Document Pack



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

Monday, 21 September 2015 at 6.30 p.m.
The Board Room - Municipal Building,
Widnes

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

Chief Executive

BOARD MEMBERSHIP

Councillor Susan Edge (Chairman)	Labour
Councillor Andrew MacManus (Vice-Chairman)	Labour
Councillor Sandra Baker	Labour
Councillor Lauren Cassidy	Labour
Councillor Harry Howard	Labour
Councillor Peter Lloyd Jones	Labour
Councillor Geoffrey Logan	Labour
Councillor Stan Parker	Labour
Councillor Carol Plumpton Walsh	Labour
Councillor Joe Roberts	Labour
Councillor Christopher Rowe	Liberal Democrat

*Please contact Ann Jones on 0151 511 8276 or e-mail
ann.jones@halton.gov.uk for further information.
The next meeting of the Board is on Monday, 16 November 2015*

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

Part I

Item No.	Page No.
1. MINUTES	
2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)	
<p>Members are reminded of their responsibility to declare any 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.</p>	
3. PUBLIC QUESTION TIME	1 - 3
4. EXECUTIVE BOARD MINUTES	4 - 7
5. DEVELOPMENT OF POLICY ISSUES	
(A) PRESENTATION RIVERSIDE COLLEGE	8 - 9
(B) LIVERPOOL CITY REGION GROWTH GRANT PERFORMANCE REVIEW	10 - 17
(C) LIVERPOOL CITY REGION GROWTH HUB UPDATE	18 - 23
(D) DEPT FOR WORK AND PENSIONS WORK PROGRAMME CONTRACT	24 - 33
(E) INWARD INVESTMENT SCRUTINY REVIEW REPORT	34 - 59
(F) COMMUNITY DEVELOPMENT SERVICE ANNUAL REPORT	60 - 69
6. PERFORMANCE MONITORING	
(A) PERFORMANCE MONITORING REPORTS - QUARTER 1 2015-16	70 - 91

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

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

DATE: 21 September 2015

REPORTING OFFICER: Strategic Director, Policy and Resources

SUBJECT: Public Question Time

WARD(s): Borough-wide

1.0 PURPOSE OF REPORT

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

2.0 RECOMMENDED: That any questions received be dealt with.

3.0 SUPPORTING INFORMATION

- 3.1 Standing Order 34(9) states that Public Questions shall be dealt with as follows:-
- (i) A total of 30 minutes will be allocated for dealing with questions from members of the public who are residents of the Borough, to ask questions at meetings of the Policy and Performance Boards.
 - (ii) Members of the public can ask questions on any matter relating to the agenda.
 - (iii) Members of the public can ask questions. Written notice of questions must be given by 4.00 pm on the working day prior to the date of the meeting to the Committee Services Manager. At any one meeting no person/organisation may submit more than one question.
 - (iv) One supplementary question (relating to the original question) may be asked by the questioner, which may or may not be answered at the meeting.
 - (v) The Chair or proper officer may reject a question if it:-
 - Is not about a matter for which the local authority has a responsibility or which affects the Borough;
 - Is defamatory, frivolous, offensive, abusive or racist;
 - Is substantially the same as a question which has been put at a meeting of the Council in the past six months; or

- Requires the disclosure of confidential or exempt information.
- (vi) In the interests of natural justice, public questions cannot relate to a planning or licensing application or to any matter which is not dealt with in the public part of a meeting.
- (vii) The Chairperson will ask for people to indicate that they wish to ask a question.
- (viii) **PLEASE NOTE** that the maximum amount of time each questioner will be allowed is 3 minutes.
- (ix) If you do not receive a response at the meeting, a Council Officer will ask for your name and address and make sure that you receive a written response.

Please bear in mind that public question time lasts for a maximum of 30 minutes. To help in making the most of this opportunity to speak:-

- Please keep your questions as concise as possible.
- Please do not repeat or make statements on earlier questions as this reduces the time available for other issues to be raised.
- Please note public question time is not intended for debate – issues raised will be responded to either at the meeting or in writing at a later date.

4.0 POLICY IMPLICATIONS

None.

5.0 OTHER IMPLICATIONS

None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 **Children and Young People in Halton** - none.

6.2 **Employment, Learning and Skills in Halton** - none.

6.3 **A Healthy Halton** – none.

6.4 **A Safer Halton** – none.

6.5 **Halton's Urban Renewal** – none.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

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

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

DATE: 21 September 2015

REPORTING OFFICER: Chief Executive

SUBJECT: Executive Board Minutes

WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

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

2.0 RECOMMENDATION: That the Minutes be noted.

3.0 POLICY IMPLICATIONS

- 3.1 None.

4.0 OTHER IMPLICATIONS

- 4.1 None.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

None

5.2 Employment, Learning and Skills in Halton

None

5.3 A Healthy Halton

None

5.4 A Safer Halton

None

5.5 Halton's Urban Renewal

None

6.0 RISK ANALYSIS

6.1 None.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

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

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

EXECUTIVE BOARD MEETING ON 2 JULY 2015

16	BUSINESS IMPROVEMENT DISTRICTS – FUTURE MANAGEMENT ARRANGEMENTS
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The Board considered a report of the Strategic Director, Children and the Economy, on a proposal by Halton Chamber of Commerce to take on the management of the Business Improvement Districts (BIDs) in Astmoor and Halebank Industrial Estates.

The Board was advised that the Local Government Act 2003 allowed partnerships between local authorities and the local business community to set up BIDs, which allow businesses in a specific geographic area to develop a business plan aimed at improving the area.

BIDs schemes in Halton had been very successful with a number of improvements seen over the last seven years, providing a cost effective way for business to work collaboratively to achieve a series of common objectives. The current programme would be operational until 2018, with the Council providing a number of services to the Steering Group and Executive, set out in the report and included:-

- Programme Administration;
- Crime Reduction and Community Safety Initiatives;
- Image Enhancement; and
- Business Support.

It was reported however, that the BIDs Executive Committee had expressed a view that the BID programme could be delivered at a reduced cost by not using the Council as the BID body. A proposal had been received from the Chamber of Commerce and Enterprise to take on the BID body role as a 'Project Management Organisation', through a Service Level Agreement. The Council would continue to take on responsibilities, detailed in the report, which included the issuing of BID levy bills and their collection, provision of monthly levy income statements, officer support to the BID Manager and assistance with the delivery of the BID Business Plans.

RESOLVED: That

- 1) the Board note the proposal for Halton Chamber of Commerce and Enterprise to take on the management and delivery of the BIDs programmes in Astmoor and Halebank; and

- 2) Halton Borough Council continues its role as billing authority for the BIDs area.

REPORT TO:	EMPLOYMENT, LEARNING AND SKILLS AND COMMUNITY POLICY PERFORMANCE BOARD
DATE:	21 st September 2015
REPORTING OFFICER:	Strategic Director, People and Economy
PORTFOLIO:	Economic Development
SUBJECT:	Presentation Riverside College
WARD(S)	Borough-wide

1.0 **PURPOSE OF THE REPORT**

1.1 To receive a presentation from the Principal of Riverside College.

2.0 **RECOMMENDATION:** That the board notes the presentation and action points.

3.0 **SUPPORTING INFORMATION**

3.1 Members will receive an update from the Principal on the College's strategic priorities.

3.2 It is anticipated that the Principal will cover several areas of interest, i.e. Quality of Teaching and Learning; Enrolments; Funding; key developments.

4.0 **POLICY IMPLICATIONS**

4.1 There are no further policy implications.

5.0 **OTHER/FINANCIAL IMPLICATIONS**

5.1 N/A

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

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

7.0 **RISK ANALYSIS**

7.1 There are no risks identified.

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

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

REPORT TO:	Employment Learning and Skills and Community PPB
DATE:	21st September 2015
REPORTING OFFICER:	Strategic Director People and Economy
PORTFOLIO:	Economic Development
SUBJECT:	The Liverpool City Region Growth Grant Performance Review
WARD(S)	Borough-wide

1.0 **PURPOSE OF THE REPORT**

- 1.1 The purpose of the report is to update members with respect to the delivery of the £15 million Liverpool City Region (LCR) Business Growth Grant Programme

2.0 **RECOMMENDATION: That:**

The Policy Performance Board supports the performance of the Liverpool City Growth Grant programme in Halton with respect to :-

1. Number of companies supported
2. Level of grant contracted and paid
3. Private sector leverage generated as a consequence of the receipt of grant
4. The anticipated number of jobs created and safeguarded as a consequence of the receipt of grant

3.0 **SUPPORTING INFORMATION**

- 3.1 The proposed roll-out of the Liverpool City Region Business Growth Grant in the Borough of Halton has been discussed previously at this PPB.

The Liverpool City Region Local Enterprise Partnership (LCRLEP) successfully secured £10 million from Round 3 of the government's Regional Growth Fund (RGF) programme and a further £5 million from RGF Round 4 to establish a pan-Merseyside scheme to provide grant support of between £50,000.00 and £1,000,000.00 to eligible businesses across the City Region.

The Liverpool City Region Business Growth Grant supported businesses planning to invest in capital or equipment that directly created or safeguard jobs and increase business output.

The Liverpool City Region Business Growth Grant was designed to unlock private sector investment. Private sector leverage must, therefore, be at least 5:1. In other words, every £5.00 invested by a business could potentially lead to £1.00 of support from The Liverpool City Region Business Growth Grant.

3.2 How Did the Scheme Work in Halton?

The LCRLEP was the 'accountable body' for the Liverpool City Region Business Growth Grant. However, Individual Local Authorities were the application appraisers and key decision makers on award of grant to businesses in their geographical area.

In Halton, bids from businesses were managed through the Council's Business Improvement and Growth Team.

Bids were then assessed by a local Panel which was chaired by the Portfolio Holder for Economic Development. The Panel not only considered the viability of the proposals, but also considered the strategic fit of projects in relation to the Council's focus on growing the economy through inward investment and the creation of jobs that the RGF scheme supported.

Individual Local Authorities, therefore, formally contracted with applicants and paid grant to a given company once agreed expenditure had been defrayed. The Local Authority then submitted evidence and claimed the full amount of the grant paid to the company from the LCRLEP.

3.3 Liverpool City Region Business Growth Grant : Performance and Outputs

Regional Growth Fund Round 3 (Grant Between £50,000.00 - £1,000,000.00)

The deadline for the submission of final company claims for grant awarded under the RGF 3 element of the programme was Friday 29 May 2015. The Council then had two weeks to process all claims and recover all costs associated with the award of grant from the LEP.

All RGF 3 final claims were processed by the June 12 deadline and all monies associated with the award of grant recovered from the LEP.

The table below details the final RGF 3 spend position.

Company	Grant Award	Grant Paid	Percentage Paid
Converge IT	£160,275.00	£160,274.79	99.99%
The Protein Works	£104,265.00	£96,134.69	92.20%
WSR	£99,990.00	£99,990.00	100%
Ineos Technologies	£78,661.70	£78,147.80	99.34%
Helsby & Longden	£59,950.00	£58,937.29	98.31%
CDL	£163,191.20	£127,638.50	78.21%
Totals	£666,332.90	£621,123.07	93.21 %

A total of **£3,027,954.20** of private sector leverage was invested in the Borough as a consequence of the RGF 3 element of the Liverpool Business Growth Grant programme in Halton against total project expenditure of **£3,649,077.27**.

Regional Growth Fund Round 4 (Grant Between £10,000.00 - £50,000.00)

Companies support under the RGF Round 4 element of the Liverpool City Region Business Growth Grant programme have until September 21 2015 to submit final claims.

The table below details the current RGF 4 spend position

Company	Grant Award	Grant Paid	Percentage Paid
Tall Security Print	£18,000.00	£17,484.00	97.13%
Merseyside Printing	£10,000.00	£9,996.00	99.96%
E-Scape	£15,000.00	£2,300.00	15.33%
Perceptive Engineering	£25,000.00	£16,067.93	64.27%
Freight First	£10,000.00	£9,891.00	98.91%
Totals	£78,000.00	£55,738.93	71.46%

	Project spend completed and all grant paid and recovered
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Liverpool City Region Business Growth Grant : Spend and Output Summary

- To date **90.95%** of contracted grant (RGF 3 + RGF 4) has been paid to businesses
- To date a total of **£3,239,554.03** of private sector leverage has been invested in the Borough as a consequence of the award of grant against total project expenditure of **£3,916,416.64**
- To date the programme has created **26** jobs and safeguarded a further **23** jobs
- Grant recipients have until 2017 to meet the jobs created and safeguarded targets associated with the award of grant. It is anticipated that the programme will ultimately create **102** jobs and safeguard a total of **72** jobs

A detailed breakdown of the spend and outputs associated with the Liverpool City Region Business Growth Grant in Halton is described in Appendix I.

4.0 **POLICY IMPLICATIONS**

- 4.1 The 'The Liverpool City Region Business Growth Grant' has delivered tangible benefits to the local business community and in so doing contribute to the realisation of a number of the Council's key strategic objectives described in the Community Strategy.

The Liverpool City Region has secured a further £15 million from the government's City Growth Deal programme. It is anticipated that a scheme similar to Liverpool City Region Business Growth Grant will be rolled out across the City Region from April 01 2016.

5.0 **OTHER/FINANCIAL IMPLICATIONS**

- 5.1 Halton Borough Council was required to formally contract with companies qualifying for grant assistance under the Liverpool City Region Business Growth Grant. In so doing the Council contracted to pay grant to the individual company once agreed expenditure had been defrayed and evidenced to the satisfaction of the Council. The Council was the required to submit claims to the LEP to recover the full amount of the grant paid to the company.

To date all monies paid in grant to Halton based companies have been recovered from the LEP.

To date a maximum of **£21,632.07** of grant remains to be paid to companies under the RGF 4 element of the programme. Should that grant be claimed and paid then it is anticipated that all monies will be recovered from the LEP.

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

6.1 **Children & Young People in Halton**

Improving business sustainability and performance will create more employment opportunities for the Borough's young people.

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

Improving business sustainability and performance will create more employment opportunities for the people of the Borough.

6.3 **A Healthy Halton**

Creating sustainable employment will have a positive impact upon the health of the communities of Halton.

6.4 **A Safer Halton**

Access to sustainable employment contributes positively to a range of issues associated with the broader areas of crime, disorder and safer communities

6.5 **Halton's Urban Renewal**

Increased business sustainability will drive the Borough's urban renewal

7.0 **RISK ANALYSIS**

7.1 The Council entered into a contract with the Liverpool City Region Local Enterprise Partnership (LCRLEP), the Accountable Body for the Programme, and, indirectly, the Department for Communities and Local Government (DCLG), with whom LCRLEP have a contractual agreement to deliver The Liverpool City Region Business Growth Grant across the sub-region.

Risk associated with such an arrangement, for example minor breaches of the agreement (e.g. failures to provide, or delays in providing, information such as performance reports) could result in the DCLG having the right not, only to discontinue funding, but also to demand the return of funding received prior to any breach of the agreement.

This could have extremely serious consequences for the Council.

To date LCRLEP, the scheme Accountable Body, has been satisfied with the systems put in place by Halton Borough Council. Nevertheless a full audit of the scheme was requested by the

scheme managers from Halton Borough Council's Internal Audit.
Halton Borough Council's Internal Audit concluded that :-

'We found that there is a robust system to monitor, manage and guide businesses within Halton during the grant application process. There is also a well-managed system to check all claims before a payment is made.'

The programme was given a 'Substantial' rating by Internal audit which means 'There is a sound system of control in operation to manage risks effectively.'

8.0 **EQUALITY AND DIVERSITY ISSUES**

There are no equality and diversity issues

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

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

Appendix I : Liverpool City Region Business Growth Grant : Spend & Output Monitoring

Spend & Leverage RGF 3

Company	Project Total (Actual)	Grant (Contracted)	Grant (Actual)	Intervention Rate		Leverage (Actual)
				Contracted	Actual	
Converge IT	£801,964.23	£160,274.79	£160,274.79	20%	19.98%	£641,689.44
The Protein Works	£320,448.94	£104,265.00	£96,134.69	30%	29.99%	£224,314.25
WSR	£550,000.00	£99,990.00	£99,990.00	18.18%	18.18%	£450,010.00
Ineos Technologies	£781,478.00	£78,661.70	£78,147.80	10%	10%	£703,330.20
Helsby & Longden	£540,709.01	£59,950.00	£58,937.29	10.9%	10.9%	£481,771.72
CDL	£654,477.09	£163,191.20	£127,638.50	20%	19.50%	£526,838.59
Totals	£3,649,077.27	£666,332.69	£621,123.07			£3,027,954.20

Spend & Leverage RGF 4

Company	Project Total (Actual)	Grant (Contracted)	Grant (Actual)	Intervention Rate		Leverage (Actual)
				Contracted	Actual	
Tall Security Print	£87,420.02	£18,000.00	£17,484.04	18.94%	20%	£69,936.16
Merseyside Printing Co	£49,980.00	£10,000.00	£9,996.00	19.60%	20%	£39,984.00
E-Scape	£11,500.00	£15,000.00	£2,300.00	20%	20%	£9,200.00
Perceptive Engineering	£64,503.95	£25,000.00	£16,067.93	24.91%	24.90%	£48,436.02
Freight First	£53,935.40	£10,000.00	£9,891.00	18.34%	18.34%	£44,043.65
Totals	£267,339.37	£78,000.00	£55,738.97			£211,599.83

Output Summary

Company	Grant (Contracted)	Grant (Actual)	Outputs				
			Leverage	Jobs Created		Job Safeguarded	
			(Actual)	Contracted	Actual	Contracted	Actual
Converge IT	£160,274.79	£160,274.79	£641,689.44	16	10	0	0
The Protein Works	£104,265.00	£96,134.69	£224,314.25	15	0	0	0
WSR	£99,990.00	£99,990.00	£450,010.00	10	10	10	10
Ineos Technologies	£78,661.70	£78,147.80	£703,330.20	0	0	13	10
Helsby & Longden	£59,950.00	£58,937.29	£481,771.72	14	3	1	1
CDL	£163,191.20	£127,638.50	£526,838.59	30	0	0	0
Tall Security Print	£18,000.00	£17,484.04	£69,936.16	2	0	2	0
Merseyside Printing Co	£10,000.00	£9,996.00	£39,984.00	1	0	4	0
E-Scape	£15,000.00	£2,300.00	£9,200.00	5	1	0	2
Perceptive Engineering	£25,000.00	£16,067.93	£48,436.02	6	0	0	0
Freight First	£10,000.00	£9,891.00	£44,043.65	3	2	45	0
Totals	£744,332.69	£676,862.04	£3,239,554.03	102	26	72	23

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

DATE: 21 September 2015

REPORTING OFFICER: Strategic Director People and Economy

PORTFOLIO: Economic Development

SUBJECT: The Proposed Implementation of the
Liverpool City Region Growth Hub
Brokerage Service in Halton

WARDS: Borough Wide

1.0 PURPOSE OF THE REPORT

To advise Members of the development and proposed implementation of the Liverpool City Region Growth Hub Brokerage Service in Halton

2.0 RECOMMENDATION: That

- I. Members endorse the Halton approach to the delivery of Liverpool City Region Growth Hub Brokerage Service in Halton;
- II. Members note the likely intention to recruit a Halton Growth Hub Broker for a fixed term period not exceeding thirty six months.

3.0 SUPPORTING INFORMATION

3.1 Background

The creation of Growth Hubs is a government initiative intended to:-

- Provide clarity, consistency and simplification across the business support agenda
- Increasingly migrate business support from the public to the private sector.
- Provide gateway support, that is information, guidance and brokerage to the business community

Growth Hubs are, therefore, not intended to be suppliers of business support rather the interface between the business community and, increasingly, commercial business support providers

3.2 A Liverpool City Region Growth Hub

The Liverpool City Region Local Enterprise Partnership (LEP) has developed a proposal to create a 'Growth Hub' for the city region supported by an initial funding package of £500,500.00 from government.

The proposed LCR Growth Hub is not a physical entity but rather a virtual organisation to provide business support services across the six Local Authority (LA) areas.

The LEP proposal is based upon the recruitment of a team of 'Business Brokers'. A core team of Business Brokers will be based at the LEP and a single Business Broker will be based within each LA area.

The Business Brokers will:-

- Provide a business brokerage service to help SME's select appropriate advice and support services
- Maintain 'Advice Finder' <http://www.advicefinder.co.uk/> a new pan-Merseyside online resource to assist businesses to identify commercial business support providers
- Work with providers of support to ensure their services are visible and accessible to businesses
- Undertake a simple business diagnostic to quickly assess SMEs' support needs
- Maintain a shared pan-Merseyside CRM system

Growth Hubs will not provide on-going business aftercare or investor development support to companies based in the Borough. The establishment of long-term sustainable relationships with the Borough's more significant companies remains the responsibility of the LA. Local Growth Hubs, however, where appropriate, can deliver support directly to SME's from their existing portfolio of services

3.3 The Halton Approach

The procurement of local Growth Hub delivery partners was subject to a full OJEU tender. The tender was broken down into six lots, one for each LA's area. Organisations successful at tender will be appointed to a five year framework. The LEP intends to appoint providers of future business support programmes from that LCR framework

Halton Borough Council and Halton Chamber of Commerce and Enterprise submitted a joint response to the Growth Hub tender as Halton Growth Hub Partnership.

The tender submission acknowledged that it would be impossible for a single 'Growth Hub Broker' to provide a comprehensive business brokerage and diagnostic service to all Halton businesses. The tender, therefore, identified the 'virtual Halton Team' made up of both Council Officers and Chamber staff who will support the Halton Growth Hub Broker.

The response to the OJEU tender is attached as Appendix I and provides a more detailed description of the form and function of the Halton specific element of the Liverpool City Region Business Growth Hun Service.

3.4 Current Position

The LEP informed the Council in July 2015 that Halton Growth Hub Partnership had been successful at tender and been appointed to the Liverpool City Region Growth Hub Brokerage Framework. A contract was subsequently issued to the Borough Council as lead applicant to that effect.

Appointment to the framework does not necessarily mean that the Halton Growth Hub Partnership will be awarded a separate contract to deliver the Growth Hub. The LEP will employ a 'mini tender' approach to select an individual partner to deliver the Growth Hub service locally.

Two other organisations, Inventya based at SciTech Daresbury and The Women's Organisation (TWO), have also been appointed onto the Halton Framework. The Inventya proposal is very specific based around the company's core competencies while TWO proposal is pan-Merseyside and is focused upon the needs of disadvantaged communities and individuals

On August 18 2015 the LEP issued a supplemental 'mini-tender' to appoint an organisation to deliver the Growth Hub in Halton between September 01 2015 and March 31 2016.

The supplemental tender listed, for the first time, the outputs which the organisation appointed to deliver the Growth Hub in Halton would be required to achieve and capped the fees payable to deliver the Growth Hub at £40,000.00 for the contract period.

In the view of the Council the outputs associated with the delivery of the Growth Hub in Halton were onerous. The Council, therefore, submitted a tender response which listed the outputs which can be realistically achieved within the contract period

The LEP intend the Liverpool City Region Growth Hub Brokerage Service to go live on September 01 2015. The Halton Growth Hub Partnership are awaiting confirmation from the LEP regarding the award of a delivery contract

4.0 POLICY IMPLICATIONS

The rationalisation and simplification of the delivery of business support across the LCR will impact not only upon business performance in Halton but also upon the way that Halton Borough Council and partners currently deliver a business support service.

The core function of a Growth Hub is the provision of a brokerage and diagnostic function rather than hands on, face to face, business support. The Growth Hub model is also predicated upon increasingly migrating business support from the public to the private sector. The role of the LA will become, therefore, a strategic\contract management function rather than operational delivery of business support.

5.0 OTHER IMPLICATIONS

The cost to deliver The Liverpool City Region Growth Hub Brokerage Service by the Halton Growth Hub Partnership until March 31 2016 shall be **£37,778.00**.

The breakdown of cost for the period September 01 2015 to March 31 2016 are describe as Figure I

Figure I: Supplemental Tender Costs: Lot 1 – Halton: September 01 2015 – March 31 2016

Element	Value
Employee costs 1 x HBC Grade 8 (SP 34) @ £29,559.00 + on-costs @ 27.81%	£37,778.00
Management and Supervision	£0.00
Combined Overheads (rent, rates, utilities etc.)	£0.00
Total	£37,778.00

The cost to deliver The Liverpool City Region Growth Hub Brokerage Service by the Halton Growth Hub Partnership for **a three year contract period** shall be **£113,334.00**.

If the supplemental ‘mini tender’ submitted by Council on behalf of the Halton Growth Hub Partnership is successful there will be no cost to the Council to deliver the Growth Hub in Halton in Year 1.

However, the LEP has only secured funding from BIS for Year 1. The LEP, in partnership with the LCR LA’s and Chambers is, therefore, seeking to secure additional resources from the EU Programme 2014-20 in order to enhance the Growth Hub in the short term and provide the funds to maintain the Growth Hub over the medium term. An application to that effect was submitted to DCLG on May 29 2015

The LEP intend to passport the Year 1 funding to the selected partner upon receipt of a signed delivery contract. Halton Borough Council will, therefore, receive £37,778.00 which must be spent before the end of March 2016. However, the LEP have confirmed that once the Year 1 funding has been transferred from the LEP account to the selected delivery partner then, from a BIS perspective, the funds have been spent.

It is proposed, therefore, to recruit a Halton specific Growth Hub Broker for a fixed term contract period, not exceeding thirty six months. However, tenure of appointment for Years 2 and 3 will be predicated upon additional funding being secured from BIS or the European programme 2014 – 20.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

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

6.2 Employment, Learning and Skills in Halton

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

6.3 A Healthy Halton

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

6.4 A Safer Halton

No implications

6.5 Halton's Urban Renewal

Increasing the LCR business base will stimulate demand for land and premises in Halton which may, potentially, be a catalyst for urban renewal

7.0 RISK ANALYSIS

There is clear risk to the Council regarding the confirmation of funding for Years 2 and 3 and the recruitment of a local Growth Hub Broker described above. That risk can be mitigated, however, by careful drafting of the contract of employment issued to the prospective Growth Hub Broker

A number of unknowns also remain regarding the delivery of the Growth Hub locally. Specifically, the OJEU tender makes reference to working to common 'Growth Hub Protocols'. However, the LEP cannot provide a copy of those protocols. Further, the LEP has not made it clear how suppliers of business support services will be procured. The LEP believe the role of the Growth Hub Service is simply to analyse the needs of a given SME and then to make that SME aware of the range of business support services available across the City Region utilising Advice Finder. The selection of an appropriate supplier is, therefore, the responsibility of a given SME. Internal legal advice will, therefore, be sought to indemnify the Council against any future challenge from the recipients of external business advice

Integration of the Growth Hub function with existing Council business support services and bids for European funding to deliver more specific business support under Priority 3c and 3d of the 2014 – 2020 European Programme will also require careful consideration and implementation in order to avoid duplication of service delivery and, possible, double counting of outputs.

8.0 EQUALITY AND DIVERSITY ISSUES

There are no equality and diversity issues

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

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

REPORT TO:	Employment, Learning and Skills and Community PPB
DATE:	21 st September 2015
REPORTING OFFICER:	Strategic Director People & Economy
PORTFOLIO:	Economic Development
SUBJECT:	Department for Work and Pensions Work Programme Contract
WARD(S)	Borough-wide

1.0 PURPOSE OF THE REPORT

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

2.0 RECOMMENDATION: That:

The Board recognises the progress made to date on Halton's Work Programme contracts.

3.0 SUPPORTING INFORMATION

3.1 Background information

- 3.1.1 In June 2011 Halton Borough Council entered into a subcontracting arrangement with two Prime Contractors (Ingeus Deloitte and A4E) who had been tasked with delivering the Department for Work & Pensions Work Programme over the next 4/5 years. The Work Programme replaced all other welfare to work programmes at that time.
- 3.1.2 The programme is mandatory although some voluntary referrals can be made by certain 'customer' groups. There are 10 different customer groups with referrals to the programme coming from Job Centre Plus (JCP).

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

3.1.3 The programme offers ‘Payment by Results’, which are received on achievement of sustained job outcomes.

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

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

3.1.5 Those referred to the Work Programme have been unemployed for 9+ months (unless they are ESA volunteers or newly released from prison)

3.1.6 Two ‘Prime’ Contractors (Ingeus Deloitte & A4e) were awarded the Work Programme contract covering the ‘Contract Package Area’ of Merseyside, Lancashire and Cumbria (*Halton being part of Merseyside*). Ingeus subcontracted 100% of their Halton contract to Halton People into Jobs; whilst A4e subcontracted 50% of their Halton contract to Halton People into Jobs (*A4e delivers the other 50% of their Halton contract from their own A4e Runcorn office*). Therefore, HBC (through HPIJ) delivers a total of 75% of the Halton Work Programme contract from Runcorn and Widnes office bases.

3.2 Income and expenditure

- 3.2.1. Income is generated from 'attachment' (start) fees, job outcome payments (paid at 13 weeks and 26 weeks in employment) and sustained job outcome payments, whilst customers remain in sustainable employment.
- 3.2.2 It was during only years 1 to 3 of the Work Programme that attachment/start fees were paid for customers that commenced the Work Programme. This arrangement was in place to support contract implementation and delivery. Attachment/start fees ceased from year 4 onwards, which has clearly had an impact on the overall income being generated.
- 3.2.3 Income and expenditure is closely monitored, through a combination of internal and external mechanisms, to ensure that contracts are delivered efficiently.
- 3.2.4 Where possible, access to other available services and/or funding streams are maximised to support the delivery of the Work Programme contracts and their challenging targets. The Work Programme is delivered by HPIJ and the services delivered by the rest of the Employment, Learning & Skills Division within which it sits provide valuable opportunities for Work Programme clients at nil cost. Both Ingeus and A4e have commended the infrastructure arrangements in place during review meetings.

3.3 Lessons learned

- 3.3.1 As delivery continues in year 5 of the Work Programme contracts and uncertainty remains around what will replace the Work Programme in subsequent years, it seems timely to reflect on how HBC has managed and delivered the contracts for Halton long term unemployed residents and to consider what part HBC will wish to play in whatever programme replaces the Work Programme in future years.
- 3.3.2 It was during the initial delivery in years 1 and 2 (2011/2012 – 2012/2013) when the biggest challenges were faced by the service. These key challenges and significant issues are detailed below:
- a) The Work Programme is **mandatory** for 9+ months unemployed residents. Staff within HPIJ had to come to terms with new ways of working – previous services offered by HPIJ involved residents self-referring. Some mandatory customers were resentful of the Work Programme and it took time for staff to change their approach for this different cohort of users. Similarly, the **payment by results** model meant that even when the monthly targets were achieved, the next month's targets were upon them. During the first couple of years it was challenging for staff to have their individual

performance under constant scrutiny as previous contracts were not based on payments by results.

- b) The numbers of PG6 (ESA) customers entering employment in the first couple of years was a challenge nationally and was deemed to be a key area of focus for year 3 delivery.
- c) Effective links with the wider Employment, Learning & Skills Division, the Halton Employment Partnership and with the Economy Enterprise & Property Department as a whole demonstrated the **holistic strength of the overall Work Programme 'offer' to customers**
- d) More specifically, a comprehensive package of Skills Funding Agency provision was available within the Division to aid customer progression (this included maths, English, IT provision as well as access to a wider range of adult learning subjects).
- e) Some of the income received for the Work Programme was to support customers in overcoming barriers to employment. Whilst employment, learning and skills services offered internally were very effective, sometimes customers required additional or more specialised support. Striking the **balance between quantitative and qualitative aspects** of support to the customer took a while to master, with 'evidence of a job offer' eventually being the key to release additional/more specialised interventions to help someone into employments.
- f) During the initial years of delivery, **'In Work' support and 'Outcome' claims** became of significant importance in order to maximise sustainability and income generation.

3.3.3 By year 3 of programme delivery, staff were familiar with the expectations of the Work Programme contracts, more adept at working with more challenging customer groups and better able to navigate the bespoke management information systems used by A4e and Ingeus, at the same time as working within a local authority and adhering to internal requirements. Below highlights the key issues and challenges during years 3 and 4 (2013/2014 – 2014/2015).

- a) The **withdrawal of attachment fees** from year 4 onwards (2014/2015 to date) means that the main source of Work Programme income is from Job Outcomes and Sustained Payments that are claimed. No income is received when an individual commences the programme; income is only received when we support that individual into employment and for helping them to stay in employment.
- b) Indicative Work Programme referrals were provided to HBC and the infrastructure and resources to accommodate this number of referrals was in place. However, during years 3 and 4, there was an **unanticipated reduction in the number of referrals** against indicative profiles. This is a national issue regarding reduction in referrals, which is impacting on all Primes and Sub-Contractors. A major factor for the reduction in referrals is the number of measures JCP have put in place to reduce unemployment from day 1 and the number of JSA claimants (in particular 18-24yr olds).

- c) Years 3 & 4 saw an increased number of customers being referred that were in receipt of Employment Support Allowance and were awaiting assessment to go into the PG6 'support' group. Given their circumstances, they were not mandated to attend appointments or engage in provision that advisors felt would help them into employment. This therefore impacted on performance against contracted targets
- e) During years 3 & 4 we placed a stronger focus on **employer engagement** activity and access to **employer incentives**, such as the Youth Wage Incentive Scheme and Apprenticeships to help source suitable job vacancies.
- f) Provision became more tailored to meet the needs of customers and employers e.g. **bespoke** Halton Employment Partnership (HEP) Awards, developed and delivered in partnership with employers. Examples included Traffic Management, Warehousing and Storage.
- g) Given the number of national employer accounts held by Ingeus and A4e, HPIJ were able to support by putting forward local people for these vacancies too, when they were businesses located in the local areas.
- h) As with any new contract, staffing levels and roles are continually reviewed and between year 3 and 4, we saw the introduction of **new posts** to meet the demands of the contracts i.e. 2 x Claims Officer posts and 1 x Quality and Compliance Lead Officer post.
- i) A significant achievement for HPIJ was the outcome of an HBC internal audit completed on both Work Programme contracts. The final report published in December 2014 gave **Substantial Assurance** that there is a sound system of control in operation to manage risks effectively.
- j) In February 2015 DWP implemented a new '**basket of measures**', which changed the way in which performance was to be measured for all Prime Contractors (Ingeus/A4e) and Sub-Contractors delivering Work Programme nationally.
- k) A formal **Notice to Improve** was issued by A4e in March 2015 due to underperformance against one key payment group – PG1 (18-24yr old JSA claimants). This was as a result of HBC 'contractually' underachieving by 1 x job outcome payment in year 4 due to DWP not processing the payment within the required period.

3.3.4 The contracts are currently in year 5 and following the signed contract variations received in February 2015 to reflect the new basket of measures, DWP implemented a revised set of 'Stretch Targets' in March 2015. All Prime and Sub-Contractors will be measured against the new stretch targets in years 5 and 6. Table 1 below sets out the 4 key areas against which the contracts are now measured against.

Table 1: Work Programme Stretch Targets

Payment Groups	Performance Improvement Plan – contractual/commercial	Accelerated Performance Regimes	Performance Action Plan - non contractual	DWP Stretch Targets - MPL's March 2015
	Red	Dark Amber	Light amber	Green
All PG	< 105%	105% - 124.9%	125% - 145.9%	=>146%
PG1	< 100%	100% - 119.9%	120% - 135.9%	=>136%
PG2	< 100%	100% - 129.9%	130% - 158.9%	=>159%
PG3	< 175%	175% - 214.9%	215% - 240.9%	=>241%
PG4	< 160%	160% - 179.9%	180% - 201.9%	=>201%
PG5	< 15%	15% - 22.9%	23% - 29.9%	=>30%
PG6A	< 100%	100% - 141.9%	142% - 186.9%	=>187%
PG6B	< 135%	135% - 169.9%	170% - 199.9%	=>200%
PG7	< 40%	40% - 54.9%	55% - 72.9%	=>73%
PG8	< 85%	85% - 99.9%	100% - 115.9%	=>116%
PG9	< 60%	60% - 74.9%	75% - 90.9%	=>91%

3.35.1 Following the Notice to Improve from A4e, a contractual performance improvement plan (PIP) was put in place from March 2015 to June 2015.

3.5.1 Future Strategic Direction

3.5.1 In February 2015 HBC agreed to contract variations with A4e and Ingeus, signing up to a package of Contract Changes that were agreed between DWP and both Prime Contractors. The revised 'basket of measures' included:

- Enhanced performance management regime and new performance metric – minimum performance levels increased from 100% to 120% (referrals to job outcomes achieved)
- 12 month contract extensions – year 6 delivery (2016-2017)
- Sustainment extrapolation – financial claw back for sustainment payments
- Enhancements to data used to validate outcomes
- Identifying and paying for unclaimed Job Outcome payments

3.5.2 In addition, a number of DWP 'Stretch' targets were introduced for 2015/16 which set out individual performance against DWP Minimum Performance Levels. Table 3 identifies these below.

Table 2: DWP stretch targets for 15/16

Payment Groups	DWP Stretch Targets - MPL's March 2015	Payment Groups	DWP Stretch Targets - MPL's March 2015
All PG	=>146%	PG6A	=>187%
PG1	=>136%	PG6B	=>200%
PG2	=>159%	PG7	=>73%
PG3	=>241%	PG8	=>116%
PG4	=>201%	PG9	=>91%
PG5	=>30%		

3.5.3 An extension of the contract into Year 6 is expected for 2016/17. A further review of staffing and resources will be undertaken during year 5 to further align contract delivery for year 6 and to identify any further savings for 2016/2017.

3.6 Key strengths – years 1 to 5

3.6.1 Halton Borough Council has learned a lot from delivering as a Work Programme Sub-contractor over the last 5 years (see 3.4) and are equally proud of the many achievements made. The key strengths of the HBC Work Programme 'offer' include:

- Ingeus' Delivery Partner Assurance Review (DPAR) in May 2015 concluded that **Halton People into Jobs** demonstrated a **strong assurance level**. This is the first time that the Compliance and Audit Manager has awarded a strong rating (see Table 3).
- **Substantial Assurance** given by HBC internal audit who reported on a sound system of control in operation to manage risks effectively.
- Most improved Sub-Contractor (Ingeus contract) in particular performance against PG6 customer groups
- Strong relationship with Halton Employment Partnership around large scale/long term recruitments e.g. Merseylink
- Access to and support for other funded contracts within the Division, including Skills Funding Agency contracts.
- Increased partnership recruitments with Ingeus/A4E via national employer accounts
- Aspects of the Work Programme delivery model adopted when implementing the Youth Employment Gateway contract in November 2014.

Table 3: DPAR results May 2015

INGEUS DPAR RATING	DESCRIPTION
STRONG	Processes, policies and practices provide strong assurance that material risks are identified and managed effectively. Minor remedial action is required.

REASONABLE	Processes, policies and practices provide reasonable assurance that material risks are identified and managed effectively. Moderate remedial action is required.
LIMITED	Processes, policies and practices provide limited assurance that material risks are identified and managed effectively. Immediate remedial action is required.
WEAK	Processes, policies and practices provide weak assurance that material risks are identified and managed effectively. Urgent and significant remedial action is required.

3.7 Areas of focus – years 5 and 6

3.7.1 The Work Programme delivery is fully embedded into the Employment, Learning & Skills Division and wish to continue the success as we complete year 5 and move into year 6 delivery. For us to do this we are clear as to our key areas of focus:

- Continue to drive performance levels to achieve DWP Stretch Targets 2015/2016
- Review staffing infrastructure to align with contract delivery/anticipated referrals in year 6 – 2016/2017
- Maximise income generation across both Work Programme contracts to ensure sustainability for year 6 – 2016/2017
- Retain Substantial Assurance risk rating given by HBC internal audit team to ensure that the sound system of control in place continues to manage risks effectively for HBC
- Further improve quality and compliance standards across both contracts
- Continue to support other funded contracts within the Division, including Skills Funding Agency contracts, by referring Work Programme customers to this provision.

3.8 Concluding comments

3.8.1 Halton Borough Council has successfully delivered the Work Programme in a subcontractor capacity for nearly 5 years. Lessons have been learned along the way and improvements and changes to service delivery have been made to accommodate policy changes, amendments to priority groups and profiles and changes to targets. Overall, the contracts have generated a surplus of £800k+ for the service over a 5 year period, with the Ingeus contract being most lucrative. We have been able to demonstrate that a local authority service is best placed in Halton to deliver back to work schemes for its residents, with 1341 residents being supported into employment since June 2011 (and this does not include subsequent jobs for those Work Programme individuals that may have fallen out of work during this time).

3.8.2 We are looking forward to continuing our delivery into year 6 and hope to be delivering whatever replaces the Work Programme beyond that. As a council, we have had to overcome a number of challenges in

order to make the Work Programme a success, but excellent links to departments such as IT and legal have ensured the challenges have been overcome. The Work Programme delivery in Halton is an excellent example of effective team work, financial management and high quality support and should be commended.

4.0 POLICY IMPLICATIONS

- 4.1 The Government have not yet made any decisions on what will take the place of the DWP Work Programme. However, it is very likely that the model will be continued to a large extent and we would hope to remain a delivery at the local level.

5.0 OTHER/FINANCIAL IMPLICATIONS

None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

- 6.1 Children & Young People in Halton
Some Work Programme customers also engage with the Troubled Families project and the 2 projects complement each other in supporting local residents with a range of issues.

- 6.2 Employment, Learning & Skills in Halton
The fantastic achievements that have come out of the Work Programme delivery by Halton Borough Council by getting so many people into work is a very positive outcome for the local economy. Many of the individuals that have accessed the programme have also gained vital maths, English and employability skills along the way, in addition to sector specific qualifications such as CSCS cards, SIA licences, etc.

- 6.3 A Healthy Halton
None

- 6.4 A Safer Halton
None

- 6.5 Halton's Urban Renewal
none

7.0 RISK ANALYSIS

- 7.1 As can be seen in the main body of the report, the management of the Work Programme contract has been meticulous and close monitoring both internal and external ensure any risks identified are carefully mitigated, with clear action plans in place to address any underperformance, quality and compliance factors.

8.0 EQUALITY & DIVERSITY ISSUES

None arising from the report.

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

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

REPORT TO:	Employment, Learning and Skills and Community PPB
DATE:	21st September 2015
REPORTING OFFICER:	Strategic Director, People and Economy
SUBJECT:	Inward Investment Scrutiny Review Report and Recommendations
PORTFOLIOS:	Economic Development
WARD(S)	Borough-wide

1.0 RECOMMENDATIONS

- 1.1 **Employment, Learning, Skills and Community PPB Members consider the Inward Investment Scrutiny Topic report and recommendations, attached in Appendix 1.**

2.0 PURPOSE OF THE REPORT

- 2.1 **To present the Board with the recommendations from the ELS & C PPB Inward Investment Scrutiny Topic Group.**

3.0 SUPPORTING INFORMATION

- 3.1 A scrutiny review topic group was established with four Members from the Employment, Learning, Skills and Community Policy and Performance Board, with support from Operational Director for Economy, Enterprise and Property, Tim Leather, Principal Business Development Officer and Principal Policy Officer for Children and Economy, along with additional support from partner organisations, as set out below.

Members	Officers and partners
Cllr Sue Edge – Chair Cllr Peter Lloyd Jones Cllr Andrew McManus Cllr Stan Parker	Wesley Rourke – Operational Director for Economy, Enterprise and Property Tim Leather - Principal Business Development Officer Paul Corner – Business Development Officer Debbie Houghton – Principal Policy Officer Paula Cain - Chief Executive Halton Chamber of Commerce & Enterprise Mark Basnett – Liverpool LEP

The report was commissioned as the Liverpool City Region together with the local authorities are looking at the current approach to inward investment and considering how a collaborative approach may make better use of limited resources going forward.

The scrutiny review was conducted through a number of means between March 2015 and August 2015, as follows:

- Meetings of the scrutiny review topic group;
- Presentations by various key members of staff from the Council and partners;
- Business site visit

The full report is attached in Appendix 1.

3.2 The report makes a number of recommendations, which are set out below:-

Recommendations

Local Authority role

- A significant role for the local authority is to support the promotion of the LCR City Region with attracting investors from overseas.
- Implement the client management system (Evolutive) to ensure high quality and up-to-date CRM producing management information to drive continuous improvement.
- Develop and implements an investment social media strategy to link Halton with export agencies from around the world.
- Pursue relationships and links with the top 50 employers in Halton to ensure retention and growth of the businesses. This will include skills development and working with planning to help enable businesses to physically expand and grow.
- Focus on skills required in Halton to support key sector business needs and their growth in Halton, focusing on meeting the skills needs of local businesses in target high-value-adding sectors.
- Work together with planning to help ensure where appropriate that businesses in Halton can expand and grow.

LEP/LCR Role

- Chanel foreign Investment enquiries.
- With limited resources there is a need to focus on collaborative working.

- Focus on the strengths that Halton and the wider LCR has to offer.
- There is an opportunity to demonstrate a collective approach and the Liverpool brand to potential investors, particularly of benefit to Halton.

3.3 A Halton Inward Investment Action Plan will be developed integral to investment activity within the LCR. All of the recommendations and any actions that come from these will be delivered on a cost neutral basis using newer and more effective working practices.

4.0 **POLICY IMPLICATIONS**

4.1 Inward investment plays a crucial part in delivering economic growth and employment opportunities within Halton and the wider Liverpool City Region.

5.0 **OTHER/FINANCIAL IMPLICATIONS**

5.1 All of the Halton recommendations will be delivered within existing resources of Halton Borough Council and are at no extra cost.

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

6.1 **Children & Young People and Families**

Delivering inward investment will create new job opportunities which will benefit Halton families.

6.2 **Economic Development**

Inward investment plays a significant role in driving economic development, supporting Halton businesses to grow and encouraging new businesses to locate here.

6.3 **A Healthy Halton**

There are no direct implications on Healthy Halton from this report, although employment opportunities may help to improve the wellbeing of residents that are employed.

6.4 **A Safer Halton**

There are no direct implications on Safer Halton from this report.

6.5 **Halton's Environment and Regeneration**

Inward investment has a role to play in helping to regenerate the borough's employment areas enabling them to grow and businesses to invest in the Borough.

7.0 **RISK ANALYSIS**

7.1 Inward investment plays a significant role in driving the borough's economy, supporting business growth and encouraging new business to locate here. Not doing this is likely to impact on the borough's employment offer going forward.

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 None.

9.0 **List of Background Papers under Section 100d of the Local Government Act 1972**

None under the meaning of the Act



*Inward Investment
Scrutiny Review*

DRAFT
Report
August 2015

CONTENTS

Contents	Page	Paragraph
Purpose of the report	3	1.0
Structure of the report	3	2.0
Introduction	3	3.0
Methodology	4	4.0
Evidence (summary of evidence gathered) and Analysis with findings and conclusions	4	5.0
Overall Conclusion	12	6.0
Annexes	Number	
Topic brief	1	
Methodology	2	
Presentations considered as part of the review	3	

1.0 PURPOSE OF THE REPORT

The purpose of the report is to present an overview of the ELS&C PPB Inward Investment Scrutiny Topic Group.

2.0 STRUCTURE OF THE REPORT

This report is structured with an introduction, a brief summary of the methodology followed by evidence, analysis with findings/conclusions and recommendations. The annexes include the topic brief, methodology detail and an action plan to capture the recommendations from the scrutiny review.

3.0 INTRODUCTION

3.1 Reason the scrutiny review was commissioned

Halton Borough Council's Business Improvement and Growth (BIG) Team deliver Halton's inward investment service, which includes:-

- Managing inward investment enquiries from both inward investors and local companies wishing to expand and grow
- Managing the commercial property database and service enquiries for commercial property
- Engaging with the key companies in the Borough

The Liverpool City Region Local Enterprise Partnership has proposed the creation of a stand-alone inward investment agency for the City Region called 'Invest Liverpool'. However, any such agency would have to be resourced by the six Local Authorities, primarily through the provision of secondees.

The LEP have issued a tender for a private sector consultancy to work with the Local Authorities to identify the 'Liverpool City Region Offer' for inward investment. Following this work an analysis will need to be undertaken to determine how city region collaboration would lead to a more effective service to investors and what this would mean in practice.

However, in order to contribute to this analysis, it is important to understand the current arrangements for managing Inward Investment enquiries locally, including the source of these enquiries and the resources allocated to delivering the service. This will then help Members to determine whether there is synergy between a local and city-region wide inward investment service and where added value can be obtained.

To inform the Scrutiny Topic Group Members identified key lines of enquiry as follows:

- 1) How does Halton's inward investment service currently operate;
- 2) The Liverpool City Region Perspective;
- 3) Halton Business and Chamber of Commerce Perspective.

3.2 Policy and Performance Boards

This report was commissioned as a scrutiny working group for the Employment, Learning, Skills and Community Policy and Performance Board.

3.3 Membership of the Scrutiny Working Group

Membership of the Scrutiny Working Group included:

Members	Officers
Cllr Sue Edge – Chair Cllr Peter Lloyd Jones Cllr Andrew McManus Cllr Stan Parker	Wesley Rourke – Operational Director for Economy, Enterprise and Property Tim Leather - Principal Business Development Officer Paul Corner – Inward Investment Officer Debbie Houghton – Principal Policy Officer

4.0 Methodology Summary

This scrutiny review was conducted through a number of means:

- Meetings of the scrutiny review topic group;
- Presentations by various key members of staff and partners (detail of the presentations can be found in *Annex 2*);
- Provision of information.

5.0 Evidence (summary of evidence gathered) and Analysis with findings/conclusions

5.1 How does Halton’s inward investment service currently operate?

Tim Leather delivered a presentation to members on inward investment in Halton, starting with the role of the team, which is to:-

- Manage commercial property database.
- Deliver Halton part of LCR funding streams.
- Also proactive inward investment – limited due to lack of resources what we can do.

Direction of travel for inward investment in Halton and the wider LCR is towards an ‘Invest Liverpool’ joint approach which would be tasked with supporting inward investment across LCR. This approach would have to be resourced from each LA through secondments. Compromise solution each LA

auditing what they do and then hopefully can be used to draw down European match to resource 'Invest Liverpool'.

Foreign company investment in our economy

Halton has the greatest concentration of foreign owned companies in LCR, behind Liverpool, which accounts for 5% gross number of companies but have 20% employee posts, which is significant.

In 2013 26.5 billion dollars came in to UK as Foreign Direct Investment (FDI). Most FDI comes from US, but UK second i.e. UK companies investing abroad.

In terms of emerging market growth for FDI– significant growth is expected from South America and parts of Africa.

State owned enterprises have a lot of buying power. So need to be mindful of these significant businesses alongside private businesses.

Mergers and acquisitions of businesses have experienced a significant jump however one deal can alter figures, so need to bear that in mind.

Investor development

Working with businesses already here in Halton so they remain here longer term and can grow and prosper. For example we have worked with Thermofisher Scientific, the outcome being that they have stayed in Halton.

Inward investment enquiries – we are now getting to pre-recession levels of about 300 per yr. Conversions also increasing and exceeding our targets currently about 10% conversions.

The geographical origin of direct investment enquiries to Halton are 94% local in origin, 4% from the North West and the remaining 2% from outside of that area.

Source of enquiries to inward investment service – 3% referred from UKTI, 94% made an enquiry over the telephone..

Halton Approach

- Travel distance important for business growth so Halton people can access new jobs.
- Team currently have a graduate working with businesses to identify what businesses want.
- Looking to engage with the 50 most significant employers
- Inward Investment post - Now recruited to this post, who will work with these 50 companies.

- Sector focused network group has been established to facilitate closer working between related businesses, which has been well received. Plan to extend these to other business sectors where possible.

Full presentation is attached in Annex 3

5.1.1 Conclusions

- The majority of inward investment enquiries are from local businesses based in Halton at 94%. A further 4% come from the NW.
- Foreign Investment enquiries are very low at less than 2%.
- Halton focus on the 50 most significant employers.
- Inward investment enquiries close to pre-recession levels of about 300 per year.
- Halton has the greatest concentration of foreign owned companies in LCR, behind Liverpool, which accounts for 5% gross number of companies but have 20% employee posts, which is significant.

5.1.2 Recommendations

- Implement rigorously the client management system (Evolutive) to iron out a number of inconsistencies with the information that we log.
- Develop and implements an investment social media strategy to link Halton with export agencies from around the world.
- Pursue relationships and links with the top 50 businesses in Halton to ensure retention and growth of the businesses.

5.2 The Liverpool City Region Perspective

Mark Basnett from the Liverpool City Region Local Enterprise Partnership (LEP) provided an overview on Inward Investment challenges in the Liverpool City Region and drivers for growth and the need to have the right Inward Investment product e.g. skills, talent, infrastructure, cost effectiveness.

Mark stated that the things we need to focus on are working smarter together with limited resources and pooling capabilities.

The LEP and partners were looking at options which focus on:

- 1) Creating an investment hub and a virtual team.
- 2) Spending time with sector specialists, developing a LCR investment strategy that we all agree to.

Mark remarked that looking to our strengths; logistics, parts accessibility, buildings are Halton's key strengths.

We have promoted Halton sites at national exhibitions e.g. 3MG at the NEC Multi-Modal Hub.

Mark reported on an area by area analysis and consideration of opportunities through a City Region Inward Investment Asset Matrix and working jointly can create economies of scale.

The LCR has some sector strengths i.e. automotive and relationship with the sector supply chain.

Just in time supply is critical in this sector and we can offer a broader package to businesses and reasons and a product to offer.

A third area focus on world class facilities including Big Data, for example, Si-Tech Daresbury.

LEP will work with local teams to promote and market opportunities in the area.

One team, operating on a Common Customer system as the key function of the LCR Inward Investment Framework would be a desired long-term position.

An Investment Strategy will focus on key sectors and would establish a set of performance measures and be accountable to City Region Leaders, and Chief Executives.

Also emphasis on engaging with business leaders.

Future proposals would not be about taking away existing lines of enquiry.

LA Leaders have signed up to these principles.

£1m had been allocated to Inward Investment. activity in LCR, of which 20% is a contribution from Local Authority partners.

The intention is to create a continual dialogue to refine a better product to attract investment to Halton and beyond.

Mark shared a paper that had been presented to Regeneration Directors identifying potential options and level of funding required.

There is an opportunity to demonstrate a collective approach to the “outside world”.

Full presentation is attached in Annex 3

5.2.1 Conclusion

- With limited resources there is a need to focus on working smarter together and pooling capabilities.

- Need to focus on the strengths that Halton has to offer e.g. Logistics and science.
- Also need to focus on the wider strengths of the LCR such as the automotive industry and the sector supply chain.
- There is an opportunity to demonstrate a collective approach to the “outside world”.

5.2.2 Recommendations

- Chanel foreign Investment enquiries through the LCR/LEP where appropriate.
- With limited resources there is a need to focus on collaborative working across local authorities and the LCR.
- Focus on the strengths that Halton and the wider LCR has to offer.
- There is an opportunity to demonstrate a collective approach and the Liverpool brand to potential investors, particularly of benefit to Halton.

5.3 Halton Business and Chamber of Commerce Perspective.

Paula Cain gave some background on the borough from a business perspective, including strengths such as location and opportunities from the new Mersey Gateway etc.

Paula talked about the challenges such as diminishing council resources and the bridge tolls and the advantages of Halton’s BIG Team approach which provides a focus, builds loyalty and provides better use of scant resources. The disadvantages of the current approach were identified as a risk in terms of available resources in the future ? Paula also identified opportunities of a LCR approach including, pooling of resources and using Liverpool as an international recognised brand.

Should the LCR proposal go ahead then the Chamber highlighted some key issues that need clarification. These include Governance arrangements, clarity of roles and clarification of the offers available. Also what will be the impact on Halton’s brand?

Paula then identified four things that we could do:-

- Image/Brand (Runcorn and Widnes vs Halton)
- Local marketing initiatives
- Business at the forefront
- Business Champions

There was a discussion around Merseyside Business Support Programme (MBSP) which provides support for SMEs that have been in business for over 12 months. They provide an in depth diagnostic to help them develop and grow. There is no financial support and this ends in September 2015. The Chamber delivers specialist modules of support to businesses.

There was comment about the significant differences between small and medium business, many small businesses have only 1-2 people where medium businesses are perhaps in a better position to grow more quickly. MBSP hasn't provided cash but helps enable business leaders to step back and look objectively at their business.

The Topic Group asked Paula about links between the Halton CoC and that of Liverpool. Paula responded that the Chambers do collaborate but there are two powerhouses Liverpool and St Helens. However there have been discussions around combining to provide one LCR Chamber of Commerce. Businesses are not enthusiastic for this to happen currently and perhaps there may be a different model with more collaborative working that can be developed?

Businesses are perhaps more concerned about the Offer rather than who provides it. Going forward we need to be clear about what the LCR offer is and how Halton contributes to that. Halton for example could be the lead in the LCR around investment in Science and any science enquiries to the LCR directed to us? Signposting to funding providers is also key as is a quick response. Perhaps the 'Smart City' model is a good one where access, skills, IT etc. are all linked together.

Devolution and the role of each LA may present some issues as well as collaboration, there will be potentially competition amongst LAs. We need to market Halton as well as the LCR and focus on what we can offer. Concern was expressed that a LCR approach may result in a Liverpool bias

Full presentation is attached in Annex 3

5.3.1 Conclusion

- Diminishing resources and bridge tolls are challenges for support for inward investment going forward.
- Halton's BIG Team approach is an advantage for Halton providing a clear focus, building loyalty and presents good use of scant resources.
- Opportunities of a LCR approach include pooling of resources and using Liverpool as an international recognised brand.

5.3.2 Recommendations

- With limited resources there is a need to focus on collaborative working across Halton and the LCR.
- Focus on the strengths that Halton and the wider LCR has to offer.

5.4 Business Tour

ELS&C PPB members were invited on a tour of selected businesses in Halton, which was attended by:-

Cllr Sue Edge
Cllr Andrew McManus
Cllr Peter Lloyd-Jones
Cllr Geoffrey Logan
Tim Leather
Paul Corner
Debbie Houghton

Site Visit 1

Sigmatex Group, Manor Park Runcorn

Sigmatex are converters of carbon fibre, manufacturing a high tech range of reinforcements for a wide variety of applications, including the aerospace industry. They also have premises in Shanghai, California and Rochdale. They are an independent fibre provider and they develop fibres in a number of different formats, ranging from materials to form vehicle upholstery to vehicle carbon components. They started out in Whitehouse industrial state in Halton. 10% of the workforce works in R and D. As well as this plant in UK there is a centre in Rochdale.

Overall group turnover is £250m. A very interesting fact is that 95% of space fibres are developed in Runcorn.

Main clients are in automotive, aerospace and marine transport and they worked on the Bloodhound supersonic car. Also supply upholstery to the prestige motor vehicle brands and Supercars.

They operate an apprenticeship scheme and they invest a large amount of resource in helping young people with the transition from education to work. A willingness to work is more important with young people than purely job specific skills as you can build these skills.

Key issues facing Sigmatex

1. Skills
2. Recruitment

Address: Manor Farm Rd, Runcorn, Cheshire WA7 1TE

Site Visit 2

Whitford Group, Manor Park Runcorn

Whitford Group is the manufacturer of the largest range of fluoropolymer coatings in the world with applications including the chemical, petrochemical and automotive industries. Research & Development also takes place at the Runcorn site. Most notable Fluoropolymer to domestic user is Teflon.

The main product produced at this plant is car fluoropolymer solutions. For example paints to regulate the temperature of a timing belt in extremes of heat and cold. So, in effect they service the majority of automotive businesses in Europe. The other smaller line produced here is a coating for bakeware.

Their sister plant in Italy produces coating for pans etc.

Key issues facing Whitford Group

1. Training and Employability
2. Planning and extension

Address: 11 Stuart Road, Manor Park, Runcorn, Cheshire WA7 1TH

Site Visit 3

Fresenius-Kabi, Manor Park Runcorn

Fresenius Kabi is a global health care company specialising in lifesaving medicines and technologies for infusion, transfusion and clinical nutrition. The company's products and services are used to help care for critically and chronically ill patients. On these premises the business services the nutrition market. There are 400 people working on site.

Key issues facing Fresenius:

1. Business continuity
2. Recruitment issues at all levels of employment
3. The possibility of developing bespoke programmes was raised and this could be achieved with the SFA, College and Halton Employment Partnership.

Address: Cestrian Court, Eastgate Rd, Manor Park WA7 1NT

5.4.1 Conclusion

1. Skills development is a major issue affecting all of the businesses visited.
2. Attitude and approach to work is a key attribute recruiters look for with existing and potential new staff.
3. All employers support apprenticeships
4. The mix, status and impact of local companies on the international supply chains of aerospace, automotive and bio-tech sectors is stunning.

5.4.2 Recommendations:

- Focus on skills required in Halton to support key sector business needs and their growth in Halton.
- Work together with planning to help ensure where appropriate that businesses in Halton can expand and grow.

6.0 Overall Conclusions from the Scrutiny Review

6.1 This scrutiny review has been both a successful and a worthwhile exercise in terms of covering all the outputs and outcomes from the initial topic brief and gaining a sound knowledge and understanding of the issues affecting inward investment in Halton and the wider Liverpool City Region.

6.2 It is recognised that there is much good practice happening in Halton and excellent working relationships between the council and the Liverpool City Region.

6.3 The key ingredients of inward investment broken down into:

- Foreign Direct Investment
- Indigenous Development

The emphasis on the two elements underscores the importance of both in attracting new foreign investors as well as retaining existing investors and supporting them to grow and expand. Both are a vital source of local employment in Halton.

6.4 The current position in relation to inward investment is set out in the diagram below and the context of both the local and LCR position is explained in the bullet points that follow.

Marketing / Events

City and City Region Place Marketing
 Civic/Culture/Events Promotion
 Business Events Organisation (EG IFB)
 Marketing Input to sector/business development strategy
 Investment Strategy Input
 Commissioned to Deliver City Region Investment Marketing



Strategy, Propositions, Sales & Brokerage

Investment Strategy Coordination and Development
 Sector Leadership & Value Proposition Development
 Sales process and Lead Generation & Promotion
 Coordination and Management of Private Sector Input
 Client Solutions worked out with partners
 City Region Investment Enquiry Handling & Brokerage



Product Development, Enquiry Handling & Aftercare

Investment Strategy Input
 Local Sites/Projects Development and Promotion
 Sector Development Participation
 Local Investment Enquiry Handling
 Business Support – property, funding etc.
 Strategic Investor Account Management



Strategy

6.5 Local Position

- The vast majority of investment enquiries handled by the BIG Team are both relatively local in origin (94%) and follow direct enquires to the Local Authority (94%).
- Halton Borough Council receive relatively few investment enquires from either UKTI\LEP (3%) or from intermediaries (3%).
- Foreign Investment enquiries are low at less than 2%.
- Inward investment enquiries close to pre-recession levels of about 300 per year.
- Halton has the greatest concentration of foreign owned companies in LCR, behind Liverpool, which accounts for 5% gross number of companies but have 20% employee posts, which is significant.

6.6 LCR Position

- Currently deal with UKTI Investment inquiries as appropriate.
- With limited resources there is a need to focus on working smarter together and pooling capabilities.
- Need to focus on the strengths that Halton has to offer e.g. Logistics and science.
- Also need to focus on the wider strengths of the LCR such as the automotive industry and the sector supply chain.

- There is an opportunity to demonstrate a collective approach to the potential investors and export agencies.
- Marketing Liverpool currently market the LCR through the Liverpool brand both inside and outside of the UK.

6.7 Overall Recommendations from the Scrutiny Review

Local Authority role - recommendations

- A significant role for the local authority is to support the promotion of the LCR City Region with attracting investors from overseas.
- Implement the client management system (Evolutive) to ensure high quality and up-to-date CRM producing management information to drive continuous improvement.
- Develop and implements an investment social media strategy to link Halton with export agencies from around the world.
- Pursue relationships and links with the top 50 employers in Halton to ensure retention and growth of the businesses. This will include skills development and working with planning to help enable businesses to physically expand and grow.
- Focus on skills required in Halton to support key sector business needs and their growth in Halton, focusing on meeting the skills needs of local businesses in target high-value-adding sectors.
- Work together with planning to help ensure where appropriate that businesses in Halton can expand and grow.

LEP/LCR Role- Recommendations

- Channel foreign Investment enquiries.
- With limited resources there is a need to focus on collaborative working.
- Focus on the strengths that Halton and the wider LCR has to offer.
- There is an opportunity to demonstrate a collective approach and the Liverpool brand to potential investors, particularly of benefit to Halton.

A Halton Inward Investment Action Plan will be developed integral to investment activity within the LCR. All of the recommendations and any

actions that come from these will be delivered on a cost neutral basis using newer and more effective working practices.

DRAFT

Employment, Learning, Skills and Community Scrutiny Panel

Review of Inward Investment 2015

Aims and Objectives

Aim and Objectives	<p>The aim of the review is to support the Employment, Learning, Skills and Community PPB to determine if:</p> <p>(a) the inward investment service provided in Halton is fit for purpose;</p> <p>(b) there is synergy between a local and city-region wide inward investment service and where added value can be obtained.</p>
Context/Background	<p>Halton Borough Council's Business Improvement and Growth (BIG) Team deliver Halton's inward investment service, which includes:-</p> <ul style="list-style-type: none"> ▪ Managing inward investment enquiries from both inward investors and local companies wishing to expand and grow ▪ Managing the commercial property database and service enquiries for commercial property ▪ Engaging with the key companies in the Borough <p>The Liverpool City Region Local Enterprise Partnership has proposed the creation of a stand-</p>

	<p>alone inward investment agency for the City Region called ‘Invest Liverpool’. However, any such agency would have to be resourced by the six Local Authorities, primarily through the provision of secondees.</p> <p>The LEP have issued a tender for a private sector consultancy to work with the Local Authorities to identify the ‘Liverpool City Region Offer’ for inward investment. Following this work an analysis will need to be undertaken to determine how city region collaboration would lead to a more effective service to investors and what this would mean in practice.</p> <p>However, in order to contribute to this analysis, it is important to understand the current arrangements for managing Inward Investment enquiries locally, including the source of these enquiries and the resources allocated to delivering the service. This will then help to determine whether there is synergy between a local and city-region wide inward investment service and where added value can be obtained.</p>
<p>Methodology</p>	
<p>Timescale</p>	<p>It is proposed that this review will be conducted during the period February to June 2015 with a view to submitting a report/ recommendations to the ELS&C PPB meeting in June 2015.</p> <p>It is proposed that the review will comprise 4 meetings, covering topics set out below, followed up by a final session to consider the content of Scrutiny topic Group report and recommendations.</p> <ol style="list-style-type: none"> 4) How does Halton’s inward investment service currently operate; 5) The Liverpool City Region Perspective; 6) Halton Business and Chamber of Commerce Perspective; 7) Final session to consider the content of Scrutiny topic Group report and recommendations.

	<p>Following endorsement by the ELS&C PPB, it is anticipated that the final Inward Investment Scrutiny Topic Group report and recommendations will be submitted to a meeting of the Executive Board .</p>
<p>Scrutiny Topic Group Session 1</p>	<p>Date of meeting: 12th March 2015</p> <p>Purpose of the session: To provide a clear understanding of inward investment in Halton</p> <p>Expert witnesses: Wesley Rourke - Operational Director, Economy Enterprise & Property Tim Leather - Lead Officer – Business Improvement & Growth</p>
<p>Scrutiny Topic Group Session 2</p>	<p>Date of meeting: 30th April 2015</p> <p>Purpose of the session: To consider the inward investment proposals being considered by the Liverpool city Region.</p> <p>Expert witnesses: Mark Basnett (Local Enterprise Partnership</p>
<p>Scrutiny Topic Group Session 3</p>	<p>Date of meeting: 24th June 2015</p> <p>Purpose of the session: To consider the business perspective of Halton’s inward investment offer</p> <p>Expert witnesses: Paula Cain (Chamber of Commerce)</p>

Scrutiny Topic Group Session 4	<p>Date of meeting: Tbc</p> <p>Purpose of the session: To consider and agree the review’s final report and recommendations.</p>
Potential outcomes	
Expected outcomes	<p>It is expected that this review will support the ELS&C PPB in:</p> <ul style="list-style-type: none"> (a) Providing a clear understanding of inward investment in Halton; (b) Providing a steer as to whether Halton’s approach to inward investment is fit for purpose; (c) Deciding if the approach to inward investment is meeting the needs of Halton businesses; (d) Identify activities that we could undertake to better meet the needs of Halton businesses (e) Inform future inward investment activity in Halton to complement the emerging model proposed within the Liverpool City Region (LCR)
Measuring success	<p>Any recommendations arising out of the review will be considered by the Employment, Learning, Skills and Community PPB and once agreed presented to the council’s Executive Board. Subject to Executive Board approval, recommendations will be implemented and monitored.</p>

Officer/Member involvement

Members

All Members of the ELS&C PPB were given the opportunity to be involved in the Scrutiny Topic Group review. The following members took part in the Scrutiny Topic Group.

Chair of the scrutiny topic group – Cllr Sue Edge
Cllr Peter Lloyd Jones
Cllr Andrew McManus
Cllr Stan Parker

The Scrutiny topic Group was supported by the following council officers:-

Wesley Rourke - Operational Director, Economy Enterprise & Property
Tim Leather - Lead Officer – Business Improvement & Growth
Debbie Houghton – Principal Policy Officer

Other officers and guest speakers will be invited to participate in the Scrutiny Topic Group as appropriate.

METHODOLOGY DETAIL**a) Presentations**

The following officers gave presentations as part of this scrutiny review:

Name of officer	Title of Presentation
Tim Leather	Halton's approach to Inward Investment
Mark Basnett	Inward Investment proposals being considered by the Liverpool city Region.
Paula Cain	A Business Perspective of Halton's inward investment offer

b) Site Visit

A site visit was arranged for members of the ELS&C PPB to the following businesses.

- **Sigmatex Group, Manor Park Runcorn**
- **Whitford Group, Manor Park Runcorn**
- **Fresenius-Kabi, Manor Park Runcorn**

Presentations delivered as part of the review

- [Employment, Learning, Skills & Community Scrutiny Panel
Inward Investment in Halton - A Halton Perspective](#)
- [Employment, Learning, Skills & Community Scrutiny Panel
Inward Investment in Halton - A LCR Perspective](#)
- [Employment, Learning, Skills & Community Scrutiny Panel
Inward Investment in Halton – A Business Perspective](#)

REPORT TO:	Employment, Learning & Skills and Community Policy & Performance Board
DATE:	21 st September 2015
REPORTING OFFICER:	Strategic Director, Community and Resources
PORTFOLIO:	Neighbourhood, Leisure & Sport
SUBJECT:	Community Development Service
WARD(S)	Borough-wide

1.0 PURPOSE OF THE REPORT

To provide an annual report on Community Development service delivery for the period 1st April 2014 to 31st March 2015.

2.0 RECOMMENDATION: That:

Members consider and comment upon the report.

3.0 SUPPORTING INFORMATION

3.1 Community Development supports the creation, development and sustainability of independent local community groups. This generates the capacity for effective and inclusive community engagement with council departments and services thus enabling the delivery of a plethora of community initiatives to tackle strategic objectives and community needs. The Community Development team have both a strategic and neighbourhood role in co-ordinating partnership support to respond to community concerns and aspirations and create cohesive neighbourhoods which are participative and vibrant with a strong sense of community connectedness.

4.0 COMMUNITY DEVELOPMENT

4.1 The team currently consists of six members of staff including one Senior Officer which equates to 4.4 FTE. The team has reduced resources in line with the Council's efficiency agenda. The Community Development Officers are neighbourhood based and their work programme is aligned to the Area Forum patches. They work alongside community groups helping them develop their skills and knowledge to support community action. This often involves advice and guidance around committee structures, financial arrangements, policies and regulations which need to be developed and observed as well as assisting in delivery community action. Community development is the only role that has this as its core purpose. It strengthens local belonging and addresses inequalities. It provides a conduit between communities and the public sector which fosters a relationship that:-

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

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

4.2 A performance framework is in place for community development activity. In 2014/15 the Service’s performance indicators can be seen below.

	2014/15	2013/14
Total number of volunteers	788	991
Number of groups worked with	128	133
Number of people benefiting from activity	15,895	14,624
Number of partners involved	71	82
Number of events/initiatives supported	48	47
Funding secured from CD intervention		
From external sources	£348,739.00	£160,547.00
From internal sources	£167,387.00	£127,840.00
TOTAL FUNDING	£516,126.00	£288,387.00

4.3 In 2014/15, for every pound it cost to provide the community development service, a further £2.04 was levered into the borough to support community groups and initiatives. Levels of ‘levered in’ funding has fluctuated over the years. In the previous operating year the figure was £1.30 but it is worth noting that there were a large amount of funding bids this year to bodies such as Wren and the Big Lottery Fund. Bids translating into funds coming into the Borough can involve lengthy timescales and have peaks and troughs as the trend over the last two years indicates.

5.0 GRASS ROOTS DELIVERY

The detail below provides some examples of projects and groups that the team are working with and alongside across the borough.

5.1 **Broadheath, Ditton, Hough Green & Hale**

- **Breaking Common Ground** – Co-ordinated workshops in Hough Green and Halebank with local residents and partners to look at how their communities could be a better place to grow older in. An action plan was developed and CD is supporting the residents to work through this and implement the suggestions.
- **Dovedale Court Residents Association** – this group developed from the Breaking Common Ground event in Hough Green and has been a real success. CD provided support to get the group set up and established with the correct paperwork and the group achieved a lot in a small space of time.

5.2 **Appleton, Kingsway & Riverside**

- **Catalyst** - A huge amount of support has been provided to this group alongside External Funding so that the museum can get back on track financially. Grant applications totalling approximately £95k have been submitted with £43k been granted so far.
- **D'Ukes of Halton** – this project started as a Wellbeing Enterprises initiative and came to an end after 6 weeks. Those attending wanted it to continue so CD supported the group to enable this to happen including a starter grant of £150. The group have gone from strength to strength and are planning to record some of their music and develop a website.

5.3 **Birchfield, Farnworth & Halton View**

- **Farnworth Primary School** – support was provided to the school to help them in sourcing funds so that they could present historical documents about the school to their community.
- **Halton View Action Group** - CD support this group, particularly to keep them updated on what is going on within their community and across the borough and to make sure they are aware of consultations/workshops taking place relating to the issues that are important to them.

5.4 **Grange, Heath, Halton Brook & Mersey**

- **Change the Grange** – CD worked very closely with the Police and Crime Commissioners office to co-ordinate this participatory budget programme. Local residents and groups were supported to apply for funding for projects that would have a positive impact on their community. It was also the residents that decided how the money should be spent and chose which projects they wanted to see happen. In total £30k was spent in the Grange area.

- **Grangeway MUGA** – with a new residential development directly next to the MUGA at the back of the community centre urgent action was required to address issues related to the close proximity of the new residential dwellings to the MUGA. CD worked alongside the Ward Councillors and consultation was carried out to ensure that the proposed measure of higher fencing was agreeable. Funding was sourced and the new fencing has recently been completed.

5.6 **Halton Castle, Norton North & South, Windmill Hill**

- **North Cheshire Railway Users Group** – CD has supported this group to co-ordinate and plan a spectacular event to commemorate WW1. They were advised on all aspects of the event including Health & Safety, risk assessments, fundraising, promotion, volunteer management, catering and communication. The event was a huge success and over 600 people were involved and subsequently Runcorn East station won the Cheshire Best Kept Station Youth Challenge Award acknowledging the work carried out by the local schools and young people co-ordinated by Halton Borough Council and NCRUG.

Halton Village Millennium Green – this group were planning an event as well as advising on all aspect of event planning CD also supported them to source funding so that this family fun day could be free to all those who attended.

5.6 **Beechwood & Halton Lea**

- **Halton Lodge Residents Association** – CD supported residents to set up an association as there was little community activity in the area. CD has assisted at meetings, attended estate walkabouts and supported recycling/clean up events along social landlords. CD has also acted as a mediator between other local groups when tensions arose.
- **Haddocks Wood Allotment Association** - CD worked alongside this group to support them to complete an Awards for All application for nearly £10k so that they could install a compost toilet on site so that they could attract more families to get involved with growing and harvesting.

5.7 **Daresbury**

- **Daresbury District Heritage Society** – work started by pulling together individuals from the four separate parish councils of Moore, Daresbury, Hatton & Preston Brook to organise some WW1 commemorations. This has resulted in a successful £10k grant from Awards for All for the independent group now following advice and guidance from their CDO.

6.0 SERVICE EVALUATION

6.1 A service evaluation is carried out annually assisted by the Council's Customer Intelligence Unit. The evaluation was conducted in April/May 2015 achieving a 67% response rate.

The responses demonstrated:-

- 98% of respondents stated Community Development support has made a difference to their group
- 84% of respondents rated the service as excellent and 14% as good
- 98% of respondents would recommend the service to other groups

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

- Funding Advice & Support
- Governance Advice – set up and ongoing management
- Networking and Signposting

6.2 Open comments were received for a number of questions and a snapshot of responses follows:-

6.2.1 Did receiving help from the Community Development Team make a difference to your group?

"It was really useful to help my group to start thinking about becoming self-sufficient, once the funding for my post ends. Karen and her colleague delivered a really good session with the group around roles and responsibilities of committee officers. Karen has also been supportive towards me and assisted with securing further funding. The group need further support at this stage to help them secure funding to cover their basic costs for next year."

"Helpful advice and general support suggestions for contacts and help with grant applications. This has given us the means to increase the size of our group and become more viable and sustainable."

"I received excellent advice on how to procure funding for a specific project and also on ways to publicise"

"The support and guidance of the development team has enabled the Workshop to set up a constitution and structure, enabling us to conduct our activities in a proper fashion underpinning our continued existence. The team have also provided guidance enabling the Workshop to access grant funding for the purchase of instruments and equipment, which is used on a weekly basis."

"Help from the community development team has been a huge benefit to our group! Initially helping with the set-up of the group! Assistance with funding and ongoing advice."

“The community development team has provided invaluable funding advice, done considerable work on our behalf on forms, and also wise counsel on the running of a community centre, interaction with the council and with funders.”

6.2.2 What do you think was most helpful about receiving help from the Community Development Team?

“The level of customer service was excellent in every way.”

“Prompt and efficient response to request for information. The team followed up on the help that was given. Excellent advice was given and the help that I needed was given readily.”

“Information, help, and ideas provided by the team was beneficial for the development of the group being able to contact the team as and when was necessary.”

“They are experts. They understand community development and the dynamics of community organisations. They are on our side, but honest. They have great knowledge of funding opportunities.”

“The expertise is second to none, no problem is too difficult. Advice is always at hand. I cannot praise your team enough.”

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

The majority of responses were all positive in that they didn't have any improvements to suggest, or at least not in a negative way.

Any improvements that were mentioned have been summarised:-

- Better Follow up
- Better promotion
- Provide Networking Opportunities

7.0 COMMUNITY DEVELOPMENT GRANTS

7.1 The Community Development service also administers grants for Starter, Community Development and Voluntary Youth grants. In 2014/15:-

7 new groups were supported with start-up grants of £150.

14 existing groups were supported with their project/group costs.

4 young people were supported with bursaries of £250.

6 voluntary youth groups were supported with their project/group costs.

A breakdown of this expenditure is set out below.

7.2 Starter Grants & Community Development Grants

GROUP NAME	PROJECT	GRANT AWARDED
Starter Grant		
The Wellbeing Choir	Start Up Costs	£150.00
Fairfield Community Guitar Workshop	Start Up Costs	£150.00
Funky Tots	Start Up Costs	£144.00
Friends of Goodier Court	Start Up Costs	£150.00
D'Ukes of Halton	Start Up Costs	£150.00
ASG	Start Up Costs	£150.00
Shaw Development Centre	Start Up Costs	£150.00
TOTAL Starter Grant		£1044.00
Development Grant		
North Cheshire Rail Users Group		£200.00
Runcorn & District Historical Society		£400.00
St Michael's Over 50s Club	Bingo Machine	£126.00
The 8D Association	Dictaphone	£75.00
St Bede's Jubilee Club	Transport Subsidy	£400.00
Halton Village Millennium Green Trust	Summer Fun Day	£400.00
Widnes & District Horticultural Society	Equipment	£400.00
Widnes Rugby League Heritage Group	Website & Promotional Materials	£378.76
Halton Fibromyalgia Support Group	Training and Equipment	£370.40
Preston Brook & District History Group	Exhibition	£200.00
Churchill Bowlers	Insurance	£76.00
Halebank Youth Club	Training	£380.00
Hough Green Millennium Arts Project	Performance Costs	£200.00
Village Life	Christmas Tree & Decorations	£200.00
TOTAL Development Grant		£3806.16
TOTAL		£4850.16

7.3 Voluntary Youth Grants – Group & Bursary Grants

GROUP NAME/INDIVIDUAL	PROJECT	GRANT AWARDED
Bursaries		
Bursary	Mai Thai Boxing	£250.00
Bursary	Dance	£250.00
Bursary	Dance	£250.00
Bursary	Performing Arts	£250.00
TOTAL Bursaries		£1000.00
Youth Development Grant		
Moorfield Junior Bowls	Equipment	£600.00
Ignite Youth church	Summer Camp	£600.00
Finesse Rhythmic Gymnastics Club	Equipment	£500.00
Crafty Kids	Art Equipment and Material	£600.00
HTTK	Food and Arts Activity	£600.00
Oats Science Club	Science Trip	£457.20
TOTAL Youth Development Grant		£3357.20
TOTAL		£4357.20

8.0 STRATEGIC APPROACHES

- 8.1 Community Development has had a key role supporting a community led approach to Health & Wellbeing over the last two years, involved with many of the strategic groups shaping this agenda in Halton. CD has supported the transition of public health, led on developing the umbrella brand “My Halton Living Life Well” for the Health & Wellbeing board and delivered a programme of Health & Wellbeing grants. The team actively supports community groups in developing initiatives that tackle health challenges and empower residents to have a proactive approach to community wellbeing.
- 8.2 Community Development continues to support the Big Local initiative on Windmill Hill which will bring £1 million of lottery investment to the area over the next ten years. A formal partnership structure that demonstrates a community led approach is now in place to draw down the funding with a strong emphasis on community engagement informing priorities and objectives. CD is leading a key piece of work in collaboration with the CCG to examine access to health care services in the long term for Windmill Hill residents.
- 8.3 Community Development leads a Community Engagement Practitioners Forum which meets quarterly. The Forum is an opportunity for joint training, networking and identifying joint areas of work for front line officers across agencies operating in Halton.

8.4 Community Development supports Community First in the Appleton & Mersey wards alongside External Funding and Halton & St Helens VCA. Community First provides grass roots funding for community groups and voluntary sector organisations. The allocation is £33,910 over 4 years for each area, 2014/15 is the final year of delivery.

8.5 The Community Development Manager is the designated Armed Forces Champion for Halton. This requires liaison with Armed Forces units, developing strong links with veteran support organisations and ensuring policy and services meets the pledges set out in the Armed Forces Covenant.

8.6 Community Development supports a strategic approach to community engagement in Halton at a partnership level. The service enables and facilitates HBC departments and partner agencies engaging with local communities, it supports the third sector infrastructure that provides the platform for community involvement.

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

9.1 **Children and Young People in Halton**

Community services deliver Halton's Got Talent each year engaging with hundreds of young people, signposting to culture and performing arts activities and showcasing youth hubs to increase participation. Intergenerational activity generating cohesion between young and old in communities. Grants for voluntary youth groups and bursary support provide benefits in activities being accessed and opportunities for young people being realised.

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

Employment within the service areas. Volunteer opportunities and skills development in committee skills, capacity building, fundraising, consultation, etc. Support to adult and lifelong learning for community groups and neighbourhood delivery.

9.3 **A Healthy Halton**

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

9.4 **A Safer Halton**

A sense of community and community connectedness reduces residents' fears of crime where they live, they are likely to feel a stronger sense of belonging and safety in an environment where the communities know each other, are active and there are established links to other stakeholders like police, housing, community wardens, etc. Community Development attends Tasking & Co-ordination to contribute to a co-ordinated approach.

9.5 **Halton's Urban Renewal**

Community development contributes to wider community initiatives and regeneration in the areas they are sited. There are numerous community gardening and local environmental projects across the service working jointly with key stakeholders. The service has a key role in Castlefields Regeneration which is now ten years into the programme. Delivering community development within the neighbourhoods linking into the Area Forums provides a mechanism for local people to influence improvements for their area and translate aspirations into objectives.

10.0 **RISK ANALYSIS**

10.1 The service has a robust performance management mechanism.

11.0 **EQUALITY & DIVERSITY ISSUES**

11.1 The Community Development service is open and accessible to all of Halton's Community. The service supports both groups providing general community initiatives and those who represent marginalised sections of the community, ie. Halton Umbrella providing a network for black, minority and ethnic residents, many groups who exist to support disabled, support those suffering severe ill health, etc.

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

None under the meaning of the Act.

REPORT TO:	Employment, Learning and Skills Policy and Performance Board
DATE:	21 September 2015
REPORTING OFFICER:	Strategic Director People & Economy
SUBJECT:	Performance Management Reports for Quarter 1 of 2015/16
WARDS:	Boroughwide

1.0 PURPOSE OF REPORT

- 1.1 To consider, and raise any questions or points of clarification, in respect of performance management for the first quarter period to 30th June 2015.
- 1.2 Key priorities for development or improvement in 2014-17 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board as detailed below:
 - Enterprise, Employment and Skills
 - Community and Environment

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

2.0 RECOMMENDED: That the Policy and Performance Board

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

3.0 SUPPORTING INFORMATION

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

4.0 POLICY IMPLICATIONS

4.1 There are no policy implications associated with this report.

5.0 OTHER IMPLICATIONS

5.1 There are no other implications associated with this report.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

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

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

7.0 RISK ANALYSIS

7.1 Not applicable.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 Not applicable.

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

Not applicable

Priority Based Report

Directorate: Employment, Learning and Skills

Reporting Period: Quarter 1, 01 April 2015 – 30 June 2015

1.0 Introduction

- 1.1 This report provides an overview of issues and progress towards the priority of Employment, Learning and Skills, that have occurred during the period of the report. The way in which traffic light symbols have been used to reflect progress to date is explained within Appendix 1 (section 8).
- 1.2 Please note initials have been provided to indicate which officer is responsible for the commentary to aid Members. A key is provided at the end of the report in Appendix 1 (section 8).

2.0 Key Developments

2.1 Merseyside Business Support Programme (WR)

The programme is now coming to an end. The project closedown plan has been completed and suppliers informed of a timetable for the completion of all outstanding work and invoices. Ongoing tasks include the collection of additional information of the impact of the programme on employment, the final financial claims and ensuring that project documentation is in order to comply with future audits.

2.2 Liverpool City Region Business Growth Grant Programme (WR)

The Liverpool City Region Business Growth Grant can provide grant of between £10,000.00 and £1,000,000.00 to eligible companies across the LCR based on a private sector leverage ratio of 5:1 and the creation of sustainable jobs.

The deadline for final company claims for grant from the RGF 3 element of the programme (grant between £50,000.00 and £1,000,000.00) was Friday 29 May. Halton Borough Council then had two weeks to process all claims and submit a corresponding claim to the LEP to reimburse the Council for grant paid to businesses.

All RGF 4 final claims were processed by the 12 June deadline.

A total of £3,027,954.20 of private sector leverage was invested in the Borough as a consequence of the RGF 4 scheme against total project expenditure of £3,649,077.27.

To date the RGF 3 programme has created 26 jobs and safeguarded a further 23 jobs.

2.3 3MG (WR)

The Council is waiting to hear if HBC Field has been shortlisted by a transport and logistics operator. The rail scheme is progressing through Network Rail's approval process. Good progress is being made on the construction of a Biomass Plant and a new bridge which will span Stewards Brook.

2.4 Sci-Tech Daresbury (WR)

- Galliford have started on site for both the Tech Space construction and site connectivity.
- The JV and STFC have agreed a price for the hostel plot, which now requires approval.

2.5 European Funding (WR)

The Divisional Manager worked with colleagues across the city region in submitting a £31m ESF/YEI/YCU funding outline proposal to DWP called 'Ways to Work'. Full applications will be required if the outline bid is successful.

2.6 Tutor Coaching and Training (WR)

Three colleagues are undertaking ILM 3 coaching training to establish a coaching programme within the service that will provide Tutors with the support they need to develop their practice, create opportunities to learn and apply new skills and promote professional discussion. The coaching of the Tutors will positively impact on the learning of our service users.

2.7 MIS – Adult Learning (WR)

A new Management Information System (MIS) called PICS went live for the Adult Learning Team in Q1. This replaced the existing Capita Unit-e system and will bring a £15k saving per annum to the team.

2.8 Merseylink (WR)

The Division continued to work with Merseylink on delivering pre-employment programmes, volunteer training and supporting recruitment campaigns. The second year of Timebank support was launched in quarter 1 and Halton Borough Council submitted a couple of applications relating to the play areas in Victoria Park, Widnes.

2.9 Library Service Efficiency review (CP)

New library service staff structure has now been in place since April 13th. All vacant posts have now been filled and following a period of transition the service is now operating at full head count. The mobile library has now been removed from service.

The newly created Library Development Team are working on a number of projects to deliver the library strategy priorities.

2.10 Summer Reading Challenge (CP)

This year's Reading Agency Summer Reading Challenge has a record breakers theme and launches 10th July. The Summer Reading Challenge encourages children aged 4 to 11 to read six books during the summer holiday. They will be rewarded with stickers and incentives as they go along and all children who complete the challenge will receive a certificate and medal. Events to support the challenge will take place in every Tuesday.

2.11 Community Library Service (CP)

The first stage of the development of a comprehensive library service to be delivered outside the static buildings has begun with the migration of mobile library users to the home delivery

service. Next step is a pilot programme of service delivery in a number of care / residential homes beginning in September.

2.12 Society of Chief Librarians (SCL) Universal Offers – Learning Offer (CP)

Work has begun on the fifth Universal Offer due for launch this autumn. The aim of the SCL Learning Group is to ensure all library authorities in England sign up to a baseline offer that includes access to free internet, learning resources, and community spaces. In addition SCL are developing national partnerships around online learning, code clubs and family literacy.

The new offer will underpin and support the existing universal offers (health, information, reading, digital), and has a strong connect with the Children’s Promise, digital offers and supports the broader reading offer programme which includes Reading Ahead. The Library Strategy and Development Manager is the NW lead on this project.

2.13 Sports Strategy Delivery 2015/16 (CP)

Theme 1: Increase Participation and Widen Access

During June Sport England released Active People quarterly 2 results, Halton Participation rates:

- 3 x 30 mins per week, formerly NI8, 25.2% (highest rate Halton has recorded in the survey) Wirral 26.3%; Warrington 25.3% all other Merseyside L.A’s below Halton with Liverpool showing a significant decrease 18.9%
- 16+ years 1 x 30 per week 35.1% (up on last year but down on results from last quarter 36.8%)
- 14+ years 1 x 30 per week 37.2% (same as previous results)

Get Active Project quarter 1 new participants registered 562, Parkrun – 1189, total for project = 1751. 19 new classes on the Get Active with Exercise Trends timetable, including Pram-fit, Meta-fit, Zumba, Fitclub, Outdoor fitness, Pilates and Yoga. (38 classes in total on the new timetable). All participants attend a minimum of 6 activity sessions once they have signed up. Lots of new sessions will be programme in at Frank Myler.

Get Halton Cycling in partnership with British Cycling project started in May – 12 month programme.

Walking Football for over 50 men has now been formalised, the group will continue at KLC on Thursday mornings, 15 regularly attending.

Sportivate for ages 14 – 25 years. Y5 Q1 & 2 ongoing, sessions include American Football, Runnercise and Netball. Plan for Y5 Q3 & 4 to be submitted 24th July – new activity planned in partnership with Widnes Vikings and Halton Young Addaction.

As a result of the Street Games Pop Up Tennis Project during summer 2014, Cronton College were given the opportunity to take 4 students and a staff member for some coaching at the National Tennis Centre at Roehampton followed by a trip to Wimbledon, to watch Tennis on Court 1 on July 1.

Facilitated a partnership with Places for People Leisure and Riverside College, PFP submitted an application to Street Games and received CLUB1 funding for activity targeted at increasing female participation for 14 – 25 year olds.

In addition to all the new activities the Sports Development Team continues to support over 50 established community classes and the many and varied voluntary sports clubs operating throughout Halton. Events and tasters during quarter 1:

- Walk down memory lane events delivered for Dementia awareness week Widnes and Runcorn.
- Spring Watch walks delivered for Wellbeing Enterprise Widnes and Runcorn.
- Taster Tai Chi sessions delivered to Breath-easy support groups Widnes and Runcorn.
- Push and Tone taster delivered to Brookvale children's centre (offered to all children's centres).
- Yoga taster delivered to Widnes Sangaku karate club.
- Archery Taster delivered to men's badminton group based at Kingsway Leisure Centre
- Archery Taster delivered to Southlands Court.
- Multi-generational archery taster delivered St Georges Court.
- Widnes Tennis Academy Promotion at Morrisons and Open Day – 50 new members.

Halton Sports Coach Scheme Q1:

Has delivered over 100 hours of coaching from grass roots to excellence at schools, special schools, clubs, charities & organisations. 1653 contacts made in schools; 203 in community settings and 159 adults received training.

Sports coaching and support Schools SLA provides a professional coaching service, 27 packages have been purchased for 2015.

Leisure Centre Activity:

Sports centre visits April – June 152,564 up slightly on last year, the sales team have been working hard to sign up new members. A large number of members moved to the new low cost Gyms in Runcorn and Widnes.

Children in Need Grant

On behalf of the Halton Sports Partnership, the Sports Development Team secured a Children in Need grant of £9,700 to deliver 4 multi sports clubs in Halton, 2 in Runcorn and 2 in Widnes. The aim is to engage young people aged 8 to 18yrs, and will start in September 2015 for one year.

The project will deliver a number of out of school hours sports clubs and as the project develops every week, the children and young people will feedback and assist the coaches with the planning of the sessions, changing what and how it is delivered. Through this initial involvement in planning and having a say in what is delivered, will then hopefully turn them from participants to becoming leaders and volunteers, not only in this project but also in their school lives and in any other clubs or organisations they may be involved with. The Halton Sports

Partnership have a Volunteer Scheme for ages 8yrs+ where they can volunteer up to 200 hours in various sporting scenarios and receive recognition for the volunteering they do. It is hoped that this mentoring we will be doing with the children and young people will carry on throughout their lives, in all walks of life. It is hoped that this pilot will leave a legacy of a community sports club at each of the sites once the funding has finished. The sites will be in the Kingsway, Hough Green, Halton Castle and Grange wards.

Founders Walk – 24 July 2015

The Rugby League are organising a Founders walk, which is a 120 mile walk from 19th July-24th July 2015 going to all 22 original ground sites, with Runcorn and Widnes on the final day. They will leave Warrington on Friday 24th July 2015, walk to Runcorn for a short stop off at Canal Street and then walk over the bridge to the Stadium before leading off a Community Walk to Wilmere Lane. The Council is working in partnership with the Widnes Vikings to support and promote this initiative.

Blue Plaques

To commemorate 120 years of the commencement of the game of Rugby. A blue plaque is being erected close to the site of all the Founder clubs original grounds. A blue plaque will be put at St Edward's Catholic Primary School, Runcorn and at the Select Security Stadium Halton, Widnes. These will be unveiled at the beginning of September, as close to the date of the first matches. A Masters will also take place to mark the occasion.

Theme 2: Club Development

Sports Fair booklet has been produced to advertise the many opportunities available to residents, over 60 activities will be delivered over Sports Fair Week 18 – 26 July. Most will be delivered by our voluntary sports clubs in the borough with additional sessions being delivered in Leisure Centres and by the Sports Development Team. This will go out electronically to as many partners as possible in addition to hard copies being delivered to HDL's, Libraries, Leisure Centres, Community Centres and the Halton Sports Partnership database.

Club Matters, Sport Englands, new online tool provides free guidance, support and learning on all aspects of running a club. Club Matters is a convenient and flexible tool designed to fit around volunteers, with practical guidance to help clubs attract and retain members, to improve and develop skills and build a club that lasts. Sports Development Officer will have access to additional resources to assist clubs with club accreditation, development plans etc.

75 clubs receive direct mailings, providing updates, such as, grants opportunities, coaching courses receive ongoing support with club accreditation.

New Boxing Club support for set up at Riverside Boxing Club.

Halton Sports Awards – nominations now open, with the evening being on Thursday 24 September at Select Security Stadium Halton.

Theme 3: Coach Education and Volunteering

Coach education courses

Coach education & volunteering – Street Games dance activators course delivered at Brookvale Recreation Centre in partnership with OBA

Theme 4: Sporting Excellence

Sports specific development work with local clubs continues to support talented athletes, coaches and officials to reach their full potential.

Theme 5: Finance and Funding for Sport

Sports Development Grant Scheme

Q1: 3 bursaries and 1 group grants Sports Development Grants

Name	Support towards	Award
Halton Lions	Support for new team	£300
William Avon	Training at Blackpool FC	£200
Alex Shaw	Representing GB Hockey	£200
Sammi Simpson	Representing England RL	£100

Theme 6: Sports Facilities

Assisted Kingsway Boxing Club re-location to Optimum Fitness, supported them applying for an Area Forum grant of £6000.

Assisted Liverpool County FA – facilitating all football clubs to register with Whole Game Website.

Supported Halton Spartans to secure 5 Home Games at the Stadium, on-going support for Development and Funding

Liverpool Road Playing Fields Project

The building has been partially handed over and contactors are working through the snagging list. There have been a number of issues accessing a BT line, hopefully this will be resolved soon and the building will be fully operational over the summer. Sports coaching will be provided, for young people, over the school holidays and a programme of indoor activity classes will commence for the community.

Assisting a number of clubs with their facility improvement plans and funding applications including:

- St Michaels Football Club
- Widnes Tennis Academy
- West Bank Bears RL
- Runcorn Rowing Club
- Halton & District Junior League
- Runcorn Boys Club
- Halton Borough FC
- Cronton Villa FC

3.0 Emerging Issues

3.1 Growth Hub (WR)

The Liverpool City Region Local Enterprise Partnership (LEP) has developed a proposal to create a 'Growth Hub' for the city region. A Growth Hub is not a physical entity but rather a virtual organisation to provide business support services across the City Region.

At a city region level an initial funding package of £550,000.00 has been agreed between the LEP and BIS to support the development of a LCR Growth Hub. The LEP plan to recruit a team of 'Business Brokers'. A core team of Business Brokers will be based at the LEP and a single Business Broker will be based within each Local Authority area, embedded within the Local Authority.

Halton Borough Council and Halton Chamber of Commerce and Enterprise submitted a joint response to the Growth Hub tender as Halton Growth Hub Partnership.

3.2 Pan-Merseyside CRM (WR)

As part of the development of a LCR Growth Hub the LEP has also proposed a pan-Merseyside CRM system to manage investment projects, commercial property enquiries and future grant and business support programmes.

The BIG Team have been working closely with developers Alcium and the Council's ICT Team to migrate data from the existing system to the new Evolutive system. It is anticipated that the system will go live from the first week in August 2015.

Halton Borough Council will be the first LCR Local Authority to adopt the system

3.3 European Funding (Business Support) (WR)

Government published the first round of calls for the European Structural and Investment Funds in March 2015. The calls were for Research and Innovation, Low Carbon, SME Support, Access to Employment and Technical Assistance.

A consortium made up of the LCR Local Authorities, the LCR LEP and some, but not all, LCR Chambers of Commerce submitted an Expression of Interest (EOI) under Priority 3c 'SME Support' to government for funding from the European Programme 2014-20.

The project will provide eligible SME's across the Liverpool City Region, who would not typically engage with providers of business support, with the capacity and support they need to grow and prosper. The project will be a bridge between start-up support and more bespoke, intensive or specialist support typically provided by the private sector.

The project will provide participating SME's with the following quantifiable outputs:-

- An intensive Business Diagnostic
- A Strategic Business Plan
- A dedicated Relationship Manager
- Informed brokerage into commercial business support

- More intensive support, where appropriate, focusing upon the management of people, processes and resources

The Halton element of the overall project will be for a project spend of £530,073.00 and will aim to assist 164 companies and create 140 new jobs.

3.4 Mersey Gateway Regeneration (WR)

On the 1st June the Regeneration Team commenced a 12 month project to explore securing local economic benefits from the Mersey Gateway Project, following its completion. The main focus being:

- Identifying development site / site assembly opportunities resulting from the construction of the bridge;
- Place-making benefits through local infrastructure (highway / landscape) projects;
- Place-promotion & marketing opportunities.

There are 6 Spatial areas of focus: - 1) Rock Savage / M56 J12., 2) Halton Lea / Hallwood Park; 3) Astmoor; 4) West Bank / South Widnes (including SJB de-linking); 5) Ditton / A562 corridor; 6) Runcorn Old Town SJB De-linking.

Upon completion of the 12 month project, a report will be presented which will set out a deliverable programme of actions that can be taken forward to help secure investment in Halton and improve perceptions of the area. Costs and benefits for each action will be outlined.

3.5 Employment, Learning & Skills (WR)

The ESF/YEI/YCU full application will need to be completed over the summer and this will require working collaboratively on the bid with city region colleagues. It is hoped, if successful, the Ways to Work project will commence in the autumn.

4.0 Risk Control Measures

4.1 Risk control forms an integral part of the Council's Business Planning and performance monitoring arrangements. As such, Directorate Risk Registers were updated in tandem with the development of the 2015-17 Directorate Business Plans. Progress concerning the implementation of all Directorate high risk mitigation measures relevant to this Directorate will be reported at quarter two.

5.0 Progress against high priority equality actions

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

5.2 The council's latest annual progress report in relation to achievement of its equality objectives is published on the Council's website.

6.0 Performance Overview

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

Priority: Supporting growth and investment

Key Milestones and Measures

CED 063: Inward investment enquiry conversion rate				SCS ELS02: Increase the proportion of business diversity within the following sectors: knowledge economy, superport, low carbon/green, visitor economy				SCS ELS01: Increase the number of active enterprises within the borough			
Current progress	Target	Quarterly Progress	Direction of Travel	Current progress	Target	Quarterly Progress	Direction of Travel	Current progress	Target	Quarterly Progress	Direction of Travel
71%	10%			27.8%	28.5%			2915	2800		

Ref	Milestones	Quarterly progress
CED11a	Undertake evaluation of Business Support Programme by September 2015	
CED11b	Development of a marketing and promotions plan for the boroughs markets by June 2015	

Ref	Measure	14/15 Actual	15/16 Target	Current	Direction of Travel	Quarterly progress
SCS ELS03	Increase the number of people classed as self-employed	6.1%	7.25%	6.4%		
CED060	Occupancy of HBC industrial Units	89%	90%	90%		
CED061	Occupancy of Widnes Market Hall	85%	95%	82%		

Ref	Measure	14/15 Actual	15/16 Target	Current	Direction of Travel	Quarterly progress
CED062	Number of inward investment enquiries per annum	239	250	38 (Q1 only)		
CED064	Number of funding enquiries per annum	113	110	35	N/A	
CED065	Proportion of successful funding bids	N/A	25%	80%	N/A	
CED078	Number of new business start ups	20	25	Division no longer has a usiness start-up service so can no longer report on this measure		

Supporting Commentary (key measures and notable exception reporting)

Conversions of investment enquiries has exceeded all expectations due to a number received in 2014/15 which have only come to fruition in quarter 1 2015/16, and the lower numbers received within the quarter. Sustaining this level of conversion will be unlikely.

Compared to last year the number of applications for Widnes Market Hall has declined. The economic recession continues to affect retailers along with competition from supermarkets, out-of-town shopping centres and online shopping. During the quarter five new traders started trading, and three businesses have changed ownership. It is hoped this will ensure their long-term sustainability. Ten traders have left the market during the quarter, many of which have only traded for a few months. Development of a marketing and promotions plan for the boroughs markets is being finalised and is scheduled for completion in August 2015.

Priority: Raising skills levels and reducing unemployment

Key Milestones and Measures

CED073: Number of starts on DWP programme Ingeus				CED066: Number of new apprenticeship starts in Halton Borough Council				SCS ELS 05: Increase the percentage of people achieving NVQ Level 4 and above			
Current progress	Target	Quarterly Progress	Direction of Travel	Current progress	Target	Quarterly Progress	Direction of Travel	Current progress	Target	Quarterly Progress	Direction of Travel
63	1118	?	↓	13	5	✓	↑	26%	25%	✓	↑

Ref	Milestones	Quarterly progress
CED12b	By March 2016 provide a comprehensive programme of training through targeted 'Inspire' and 'Continuous Improvement Workshops'	✓
CED12c	Submit proposal for year 2 delivery of the Youth Employment Gateway (Work Factor) programme by November 2015	✓
CED12d	Complete the annual Matrix review to retain Matrix accreditation across the ELS division by December 2015	✓
CED12e	Deliver year 5 of the A4e/Ingeus Work Programme contracts (initially 5 year contracts) by June 2015	✓
CED12f	Secure extension to the A4e/Ingeus Work Programme contracts (initially 5 year contracts) by June 2015	✓

Ref	Measure	14/15 Actual	15/16 Target	Current	Direction of Travel	Quarterly progress
SCS ELS04	Reduce the proportion of people with no qualifications	11%	11%	10%	↑	✓
CED067	Overall success for learners through the adult learning programme	Available at end of Quarter 2				

Ref	Measure	14/15 Actual	15/16 Target	Current	Direction of Travel	Quarterly progress	
CED068	Number of tutors graded good or outstanding	Available at end of Quarter 2					
CED071	Number of new (additional) interventions undertaken by the service	N/A	3	1	N/A		
CED072	Number of starts on DWP programme A4e	115	454	29	N/A		
CED074	Achieve 128% performance against DWP targets on A4e Work Programme contract for customer groups Payment Group 1, Payment Group 2, Payment Group 6a, Payment Group 6b	N/A	128%	Customers into work: PG1 – 120% PG2 – 150% PG6a – 100% PG6b – 0% Job outcomes: PG1 – 60% PG2 – 71% PG6a – 100%			
CED075	Achieve 128% performance against DWP targets on A4e Work Programme contract for customer groups Payment Group 1, Payment Group 2, Payment Group 6a, Payment Group 6b	N/A	128%	Customers into work: PG1 – 45% PG2 – 178% PG6a – 188% PG6b – 267% Job outcomes: PG1 – 136% PG2 – 221% PG6a – 188% PG6b – 133%			
CED076	Monthly reviews of performance of the Work Programme contract undertaken	100%	100%	100%			
CED077	Number of new starts into permitted/paid work for local people with disabilities	44	15	7			

Supporting Commentary (key measures and notable exception reporting)

The number of starts on the DWP Work Programme continue to be lower than targets set. All reviews of performance are undertaken and the contracts for Ingeus and A4e have been extended for a 5th year.

There have been some positive improvements in the number of new apprenticeships within Halton Borough Council which have exceeded the target set for the year.

Priority: Enhancing residents' quality of life

Key Milestones and Measures

SCS ELS09: Increase the gross weekly earnings by residents				CE LI2: Diversity –number of community groups accessing stadium facilities				CE LI4: Number of active users (physical & digital resources) of the library service during the last 12 months			
Current progress	Target	Quarterly Progress	Direction of Travel	Current progress	Target	Quarterly Progress	Direction of Travel	Current progress	Target	Quarterly Progress	Direction of Travel
£458	N/A			26	15			13576	16500		N/A

Ref	Milestones	Quarterly progress
CED12a	Work with colleagues to roll out a digital inclusion strategy across the borough by March 2016	
CE1 a	Continue to deliver new Sports Strategy (2012-15) by March 2016	
CE1 b	Prepare 2016-2020 Sports Strategy	
CE1 c	Active people survey results report adult sports participation rates in Halton continue to be maintained or increase compared to previous years by March 2016	
CE2 a	Identify area for improvement of community usage of the stadium to maintain and improve the health of Halton residents in line with the Business Plan and Marketing Plan	
CE4 a	Implement the action plan for delivery of the Library Strategy 2013-16 by March 2016	
CE4 b	Deliver a programme of extended informal learning opportunities including support for digital inclusion meeting identified local targets	

Ref	Measure	14/15 Actual	15/16 Target	Current	Direction of Travel	Quarterly progress
CED070	Number of residents supported to get online	Available at end of Quarter 2				

Ref	Measure	14/15 Actual	15/16 Target	Current	Direction of Travel	Quarterly progress
CE LI4	Number of active users (physical & digital resources) of the library service during the last 12 months	N/A	16,500	13,576	N/A	?
CE LI4 a	Number of physical and virtual visits to libraries (annual total)	598,632	612,000	Due to technical faults not available at present		
CE LI5	Percentage of adult population (16+) participating in sport each week	25%	24%	Available at Q4 only		

Supporting Commentary (key measures and notable exception reporting)

Weekly IT Clinics has been delivered at both Halton Lea and Widnes Libraries as part of the roll out for digital inclusion. Weekly workclubs sessions supported by GMB have also been delivered this quarter.

The Library strategy is being delivered. Meeting the priority of inspiring a community of readers and learners the following activities have been delivered;

- Schools – 7 schools have been engaged in activities with the service this quarter with 426 children and young people participating in class visits.
- Reading Groups – 17 Reading Group sessions have been held this quarter with 90 attendees.
- Rhymetime – 690 children and parents attended 42 Rhymetime sessions in this quarter.

7.0 Financial Summaries

ECONOMY, ENTERPRISE & PROPERTY DEPARTMENT

SUMMARY FINANCIAL POSITION AS 30th JUNE 2015

	Annual Budget £'000	Budget to Date £'000	Expenditure to Date £'000	Variance to Date (overspend) £'000
<u>Expenditure</u>				
Employees	4,242	1,073	1,099	(26)
Repairs & Maintenance	2,485	399	398	1
Premises	41	36	36	0
Energy & Water Costs	599	95	98	(3)
NNDR	544	504	501	3
Rents	446	120	120	0
Marketing Programme	23	3	3	0
Promotions	9	4	4	0
Supplies & Services	1,726	290	285	5
Agency Related Expenditure	42	2	3	(1)
Grants to Non Voluntary Organisations	323	301	301	0
Surplus Property Assets	-685	-75	0	(75)
Revenue Contrib'n to / from Reserves	35	35	35	0
Total Expenditure	9,830	2,787	2,883	(96)
<u>Income</u>				
Fees & Charges	-654	-268	-274	6
Rent - Markets	-766	-164	-166	2
Rent - Industrial Estates	-605	-120	-123	3
Rent - Investment Properties	-627	-111	-119	8
Transfer to / from Reserves	-518	-518	-518	0
Government Grant – Income	-1,827	-537	-537	0
Reimbursements & Other Income	-46	-32	-36	4
Recharges to Capital	-227	-3	-3	0
Schools SLA Income	-510	-437	-434	(3)
Total Income	-5,780	-2,190	-2,210	20
NET OPERATIONAL BUDGET	4,050	597	673	(76)
Premises Support Costs	1,924	508	508	0
Transport Support Costs	32	5	5	0
Central Support Service Costs	2,049	542	542	0
Asset Rental Support Costs	2,543	0	0	0
Repairs & Maint. Rech. Income	-2,558	-640	-640	0
Accommodation Rech. Income	-2,763	-691	-691	0
Central Supp. Service Rech. Income	-2,061	-515	-515	0
Total Recharges	-834	-791	-791	0
Net Expenditure	3,216	-194	-118	(76)

Comments

Spend against the employee budget is higher than the profiled budget as at quarter 1. This relates to the staff turnover savings target which has not been achieved due to low turnover of staff within the Department.

Premises costs have remained constant during Quarter 1. Property Services will continue to utilise council accommodation wherever possible and outsource accommodation space to external

agencies to generate additional income, at the same time as aiming to continue to keep expenditure to a minimum.

It is anticipated that the Surplus Property Assets savings target will not be fully achieved by year-end. An action plan has been developed and is being implemented in conjunction with the Members Asset Review Panel, to assist with achieving the savings target at the earliest opportunity.

NNDR budgets are under budget, as most of the Investment Properties are fully occupied (HBC not being liable for many empty rates at present).

In order to ease budget pressures spending will be restricted in-year on Supplies & Services; Promotions and Marketing has also been kept to a minimum in an effort to achieve savings for the Department.

It is projected Investment Properties and Industrial Estates rental income will remain constant during the year and envisaging minimal change in the occupancy rates.

Market rental income is slightly above budget at the end of Quarter 1. Both market hall and open market income has remained stable during the first quarter of the year.

Work will continue with Managers to deal with any in-year budget pressures. In overall terms it is anticipated that net expenditure will be over budget by year-end. In the main this is due to the savings target against surplus property assets. However work is being undertaken to minimise this where possible.

ECONOMY ENTERPRISE & PROPERTY CAPITAL PROJECTS

SUMMARY FINANCIAL POSITION AS AT 30th JUNE 2015

	2015/16 Capital Allocation £'000	Allocation To Date £000's	Expenditure to Date £'000	Variance to Date (overspend) £'000
Castlefields Regeneration	635	19	19	0
3MG	3,493	121	121	0
Widnes Waterfront	1,000	0	0	0
Johnsons Lane Infrastructure	450	0	0	0
Decontamination of Land	6	0	0	0
Sci Tech Daresbury	10,965	5	5	0
Former Crossville Depot	518	25	25	0
Fairfield Primary School	380	0	0	0
Fairfield High Site - Contingency	64	9	9	0
Peel House Lane Cemetery	1,017	1	1	0
Peel House Lane Roundabout & Cemetery Access	53	2	2	0
John Briggs House	350	0	0	0
Travellers Site - Warrington Road	1,286	604	604	0
Widnes Town Centre Initiative	21	0	0	0
Lower House Lane Depot – Upgrade	38	4	4	0
Equality Act Improvement Works	250	10	10	0
Grand Total	20,526	800	800	0

Comments

The timing of spend for Castlefields Regeneration scheme is unknown as the main expenditure item relates to a compulsory purchase order claim (which is likely to be referred to Lands Tribunal).

The bulk of the capital allocation for 3MG will be used to fund the construction of rail sidings which will commence in quarter 2.

Widnes Waterfront and Bayer project will only commence once the developer has an end user in place so timing of spend is hard to predict at this moment in time.

Decontamination of Land allocation will fund final contract retention payment.

Sci Tech Daresbury spend will relate to purchase of Tech Space building which is expected to be towards the end of the financial year.

In regards to Peel house Lane scheme, Officers are meeting up on a on a regular basis to progress the works and also financial profile remains estimated subject to the results of the tender.

Johnsons Lane road construction has been completed up to its wearing course and currently work is being carried out to secure the remaining sites from unauthorised use.

COMMUNITY & ENVIRONMENT DEPARTMENT**Revenue Budget as at 30 June 2015**

	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance To Date (overspend) £'000
Expenditure				
Employees	12,018	3,022	3,039	(17)
Other Premises	1,182	479	471	8
Supplies & Services	1,565	374	347	27
Book Fund	142	35	35	0
Hired & Contracted Services	1,151	225	239	(14)
Food Provisions	652	163	162	1
School Meals Food	2,077	389	382	7
Transport	54	9	5	4
Other Agency Costs	674	169	142	27
Waste Disposal Contracts	5,160	525	536	(11)
Leisure Management Contract	1,496	260	280	(20)
Grants To Voluntary Organisations	322	137	131	6
Grant To Norton Priors	222	115	117	(2)
Rolling Projects	20	21	21	0
Capital Financing	9	2	0	2
Total Spending	26,744	5,925	5,907	18
Income				
Sales Income	-2,259	-607	-563	(44)
School Meals Sales	-2,180	-349	-357	8
Fees & Charges Income	-3,235	-1,029	-1,000	(29)
Rents Income	-235	-48	-63	15
Government Grant Income	-1,186	-8	-8	0
Reimbursements & Other Grant Income	-516	-96	-100	4
Schools SLA Income	-79	-79	-83	4
Internal Fees Income	-120	-25	-30	5
School Meals Other Income	-2,270	-1,373	-1,375	2
Meals On Wheels	-196	-49	-37	(12)
Catering Fees	-225	-39	-15	(24)
Capital Salaries	-53	-13	-13	0
Transfers From Reserves	-32	0	0	0
Total Income	-12,586	-3,715	-3,644	(71)
Net Controllable Expenditure	14,158	2,210	2,263	(53)
Recharges				
Premises Support	1,947	522	522	0
Transport Recharges	2,390	165	164	1
Departmental Support Services	9	0	0	0
Central Support Services	3,146	845	845	0
Asset Charges	3,005	0	0	0
HBC Support Costs Income	-382	-382	-382	0
Net Total Recharges	10,115	1,150	1,149	1
Net Departmental Total	24,273	3,360	3,412	(52)

Comments on the above figures:

The net budget is £52,000 over budget profile at the end of the first quarter of the 2015/16 financial year.

Employee expenditure is subject to savings this year which have yet to take effect so the position is slightly worse than anticipated at this stage of the year. The use of agency staff across the

department has fallen significantly since the introduction of the apprenticeship schemes and vacant posts being filled.

Other Agency costs are £27,000 under budget mainly due to underspending on the Area Forums for projects not yet started.

The Leisure Contract is now in its final year and will end in January 2016, the contract price exceeds budget and will overspend this year.

Expenditure on Waste contracts is currently over budget to date and will remain a pressure throughout the year. This budget will be closely monitored to ensure expenditure is brought back in line.

Sales income, Fees & Charges and Internal Catering Fees across the Department will significantly struggle to achieve income targets for the year. Last year income for these specific areas underachieved by over £322,000, although this was partially offset by other income streams. Sales targets have increased this year and as a result income budgets will be closely monitored and if necessary income targets will be realigned where possible. Income relating to the collection of green waste, approved as a saving item for 2015/16 is on target with the budget for the year.

8.0 Appendix 1 – Explanation for use of symbols

8.1 Symbols are used in the following manner:

Progress	Milestone	Measure
Green 	Indicates that the milestone is on course to be achieved within the appropriate timeframe.	Indicates that the annual target is on course to be achieved.
Amber 	Indicates that it is uncertain or too early to say at this stage whether the milestone will be achieved within the appropriate timeframe.	Indicates that it is uncertain or too early to say at this stage whether the annual target is on course to be achieved.
Red 	Indicates that it is highly likely or certain that the objective will not be achieved within the appropriate timeframe.	Indicates that the target will not be achieved unless there is an intervention or remedial action taken.

8.2 Direction of Travel Indicator

Where possible 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.

8.3 Key for Operational Directors

- WR** Wesley Rourke, Operational Director, Economy Enterprise and Property Services (EEP)
- CP** Chris Patino, Operational Director, Community and Environment Services (CE)