

Public Document Pack



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

Monday, 18 November 2019 at 6.30 p.m.
Boardroom - Municipal Building, Widnes

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

Chief Executive

BOARD MEMBERSHIP

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

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The next meeting of the Board is on Monday, 10 February 2020*

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

Part I

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

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

At a meeting of the Employment, Learning and Skills, and Community Policy and Performance Board on Monday, 23 September 2019 in the Civic Suite - Town Hall, Runcorn

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

Apologies for Absence: Councillors J. Bradshaw and Teeling

Absence declared on Council business: None

Officers present: S. Saunders, C. Patino, W. Rourke, A. Jones, P. Corner and N. Goodwin

Also in attendance: P. Atkinson – Science Technology Facilities Council and M. Murphy – Riverside College

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

	<i>Action</i>
<p>ELS10 MINUTES</p> <p>The Minutes from the meeting held on 24 June 2019, were taken as read and signed as a correct record.</p>	
<p>ELS11 PUBLIC QUESTION TIME</p> <p>The Board was advised that no public questions had been received.</p>	
<p>ELS12 PRESENTATION SCI-TECH DARESBUY TALENT AND SKILLS</p> <p>The Board received a report from the Strategic Director – Enterprise, Community and Resources which introduced Mr Phil Atkinson from the Science Technology Facilities Council, who presented an update on the development of a Talent and Skills Strategy at Sci-Tech Daresbury.</p> <p>It was reported that the Talent and Skills Strategy responded to the objective of growing the campus to 10,000</p>	

– 15,000 people by 2037. The Strategy helped understand what the skills challenges were; how interventions would benefit the campus; and what evidence was available to support these interventions. Further, the aim of the Strategy was to attract, develop and retain the wide range of sector talent and skills essential to Sci-Tech Daresbury, Halton, the Liverpool City Region and beyond.

It was noted that the focus would be to enable science and technology companies on Campus to readily access the talent and skills necessary, to enable their growth and scale up. The report provided details of the focus of the Strategy, its actions and the intended outcomes.

Following Members' questions, the following additional information was noted:

- A jobs portal was being developed as part of the Strategy and a link to jobs/careers would be on the Daresbury Sci-Tech website as well. The Divisional Manager for Employment, Learning and Skills also received job vacancy alerts from Daresbury Sci-Tech which were circulated locally;
- One aspect of the Strategy was to give advice to SME's that were struggling to expand due to lack of locally skilled staff;
- Outreach work within the community was being focussed on to highlight the opportunities available to young people by involving local schools, teachers and parents etc; and
- Open days at the site had taken place previously and more were planned in the future – an open week was planned for 2020, more details would be provided to Members when finalised.

RESOLVED: That the Board notes the presentation and comments made.

Operational
Director -
Economy,
Enterprise &
Property

ELS13 PRESENTATION RIVERSIDE COLLEGE

The Board welcomed the Principal from Riverside College, Mary Murphy, who presented an overview of the College's strategic priorities, quality of teaching and learning, enrolments, funding and key developments.

Members welcomed the information provided and were pleased to note the College's successes and examples of case studies where students had gained entry to Universities throughout the Country or were successful in securing permanent employment.

RESOLVED: That the Board notes the presentation and action points.

ELS14 EMPLOYMENT LEARNING AND SKILLS UPDATE REPORT

The Board received a report from the Strategic Director – Enterprise, Community and Resources, which presented to them an overview of employment, learning and skills activities in Halton.

It was reported that the Employment, Learning and Skills Division sat within the wider Economy, Enterprise and Property Department and consisted of the following services:

- Adult community Learning;
- Family Learning;
- Halton Employment Partnership and Employability Programmes;
- Halton People into Jobs, delivering on the following contracts:
 - DWP Work and Health Programme
 - DWP Households into Work
 - DWP/ESF Ways to Work; and
 - ESF/Big Lotto Digital Inclusion Project
- Liverpool City Region (LCR) Apprenticeship Hub (managed on behalf of the Combined Authority).

It was noted that the services / contracts that the Division delivered were 100% externally funded for the past 5+ years by the Department for Work and Pensions (DWP) and the Education and Skills Funding Agency (ESFA). Additionally, the Division had been successful in being awarded European Social Funds (ESF) to deliver a number of projects.

The report provided Members with updates relating to:

- Devolution of the Adult Education Budget (AEB);
- Skills Capital;
- ESF Calls; and
- The Skills and Apprenticeship Hub.

Members noted the introduction of new courses teaching website design, marketing and digital advertising and marketing with film, which would fill a gap that existed in these areas. They also welcomed the bid that was being made by Halton on behalf on the Liverpool City Region

(LCR) for the National Youth Employment Initiative (YEI) funding.

Further, since the publication of the agenda, it had been confirmed that the Apprenticeship Hub would continue to be hosted and managed in Halton on behalf of the LCR (discussed in paragraph 3.4.13), this was also welcomed by the Board.

RESOLVED: That the report be noted.

ELS15 COMMUNITY DEVELOPMENT SERVICE ANNUAL REPORT FOR 2018/19

The Board received a report from the Strategic Director – Enterprise, Community and Resources, informing them of the operational delivery for the Community Development Service for the period 1 April 2018 to 31 March 2019.

It was noted that the Community Development Service helped support local community groups or organisations with their formation and facilitated the delivery of community led initiatives and activities. The team also had a combined role in managing Area Forum projects delivery, enabling Elected Members to respond to community concerns and aspirations. This combined role generated effective community engagement with Council departments, services and partner organisations and contributed to building resilience in Halton's communities.

The report set out how the Community Development Team's Officers worked within their respective neighbourhoods and described the relationships fostered over the years. It was noted that the amount of funding from external sources in the year 2018/19 had increased considerably from the year before, this was welcomed by Members. Examples were also provided of projects and groups that the Community Development Team were working in partnership with across the Borough. Detailed information was provided on projects funded through the Local Area Forums, which included the costs and areas (with reference to the Council's priorities) where the spend had been made for each.

The consensus of the Board was that the work, knowledge and guidance provided by the Community Development Team was invaluable to Members and assisted in the harnessing of community spirit within their respective Wards.

RESOLVED: That the report and comments made be noted.

ELS16 COMMUNITY CENTRES ANNUAL REPORT FOR 2018/19

The Strategic Director – Enterprise, Community and Resources, presented the Board with information on the Council's Community Centres Service for the period 1 April 2018 to 31 March 2019.

It was reported that the Community Centres Service provided for the management and delivery of services from five buildings: Castlefields, Ditton, Grangeway, Murdishaw and Upton. The centres delivered programmes of community activities with varying models of community cafes and service outlets. It was noted that these centres provided a community hub, a central point at the heart of the communities where they were located, for residents to enjoy chosen activities and receive services in their neighbourhoods.

Members were provided with a summary of service performance which included centre usage and operating costs. The report went on to include the profile for each community centre which included key performance indicators to illustrate the performance of each over a three year period.

RESOLVED: That the report be noted.

ELS17 ECONOMIC PROGRESS AND ECONOMIC PROFILE

The Board received a report from the Strategic Director, Enterprise, Community and Resources, which presented Halton's current economic profile and provided an update to Members on developments in the economy in recent years.

Members were referred to the current economic profile at Appendix 1 and Officers presented an in-depth assessment based upon the information provided as an evidence base for '*Halton 2030*' which was a vision for how Halton's economy would look in the future; set out the future challenges; and how the Borough might respond to these challenges.

In summary the update included: The Economic Overview; Enterprise and Jobs; The Resident Population; Skills; and Land, Infrastructure and Transport.

A query relating to economic inactivity and the definition of a 'discouraged worker' would be provided to Members following the meeting along with the presentation slides.

Operational Director Economy, Enterprise & Property -

RESOLVED: The Board notes the update.

ELS18 SCRUTINY TOPIC GROUP ITEMS 2019/20

The Board received a report which requested them to propose the establishment of a topic group for Members during 2019/20.

It was noted that each year the PPB chose a scrutiny topic that had the potential to inform and/or change service delivery and may result in an amendment or improvement of a Council policy. Members discussed ideas for this year's topic and provided several suggestions – the effects of Brexit on the Borough; the Local Industrial Strategy; and Traded Areas in the Borough.

The Board agreed that *Traded Areas in the Borough* would form the Scrutiny Topic for 2019/20, and that it would be open to all Members of the Board. In the first instance the date of the initial meeting and agenda would be forwarded to all Members of the Board.

RESOLVED: That the Board

- 1) agrees to the establishment of a scrutiny topic group named *Traded Areas of the Borough*; and
- 2) agrees that all Members of the Board were welcome to participate.

Operational Director Economy, Enterprise & Property -

ELS19 PERFORMANCE MANAGEMENT REPORTS FOR QUARTER 1 OF 2019/20

The Board received the performance management reports for Quarter 1 of 2019-20 (1 April 2019 to 30 June 2019) and were requested to consider and raise any questions or points of clarification in respect of these.

It was noted that the key priorities for development of improvement in 2018-19 were agreed by Members and included in Directorate Plans for the various function areas reported to the Board as follows:

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

The report detailed progress against service objectives and milestones and performance targets and provided information relating to key developments and emerging issues that had arisen during the period. Also, progress concerning the implementation of any high risk mitigation measures relevant to this Board was included.

Further to a query, it was noted that Halton's Year of Culture within the LCR was 2021 and themes were being looked at for this that would celebrate what the Borough had to offer, as well as its heritage and industrial past.

RESOLVED: That the Quarter 1 performance management reports be received.

Meeting ended at 8.20 p.m.

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

DATE: 18 November 2019

REPORTING OFFICER: Strategic Director, Enterprise, Community and Resources

SUBJECT: Public Question Time

WARD(s): Borough-wide

1.0 PURPOSE OF REPORT

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

2.0 RECOMMENDED: That any questions received be dealt with.

3.0 SUPPORTING INFORMATION

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

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

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

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

4.0 POLICY IMPLICATIONS

None.

5.0 OTHER IMPLICATIONS

None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

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

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

6.3 **A Healthy Halton** – none.

6.4 **A Safer Halton** – none.

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

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

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

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

DATE: 18 November 2019

REPORTING OFFICER: Chief Executive

SUBJECT: Executive Board Minutes

WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

- 1.1 The Minutes relating to the Community Portfolio which have been considered by the Executive Board 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 and Community Policy and Performance Board

EXECUTIVE BOARD MEETING ON 17 OCTOBER 2019

	SCRUTINY TOPIC GROUP – BETTER JOBS TO MAKE BETTER LIVES
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The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which presented the findings of the Scrutiny Topic Group report on “Better Jobs to Make Better Lives”.

The Board was advised that members of the Employment, Learning and Skills and Community Policy and Performance Board Scrutiny Topic Group had considered how and to what extent any jobs created in the Borough were accessible to local people. It was noted that Members had evaluated the services provided by the Council and, identified the opportunities and challenges in delivery.

The report acknowledged the positive work undertaken to support residents into training or employment. It also considered actions already taken and actions that could be implemented to increase the number of residents accessing jobs in the future. The report set out a number of recommendations for Members’ consideration.

RESOLVED: That the Board approves the conclusions and recommendations contained in the report.

REPORT TO:	Employment, Learning & Skills & Community Policy & Performance Board
DATE:	18 November 2019
REPORTING OFFICER:	Strategic Director, Enterprise, Community & Resources
PORTFOLIO:	Economic Development
SUBJECT:	Business Growth Programme
WARD(S)	Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 This report and presentation will inform Members about the current and future performance of the Business Growth Programme. The report reflects on the changes from Phase 1 of the LCRIBS programme through to Phase 2, now named as the Business Growth Programme, and the nature of support across the Liverpool City Region.

1.2 The report will also inform members of a proposal to extend the current programme by a further 18 months.

2.0 RECOMMENDATION: That

1) **Members note the activities and performance of the Business Growth Programme which will seek to align with the local delivery and with emerging City Region business support delivery; and**

2) **Members note that further engagement with the Combined Authority and MHCLG will be required to consider the implications of an 18 month programme extension – Phase 3 of the Business Programme.**

3.0 SUPPORTING INFORMATION

3.1 Background Information

3.1.1 A number of Liverpool City Region (LCR) public sector partners, specifically Local Authorities Knowsley, Wirral, St Helens, Sefton and Halton, the Chamber of Commerce of Liverpool and Sefton and Wirral, LCR Local Enterprise Partnerships and Liverpool.

3.1.2 Vision came together in December 2015 to deliver the Liverpool City Region Integrated Business Support Programme (LCRIBS) and

promoted under its new title – Business Growth Programme (BGP). Following a change control by the Ministry of Housing, Communities and Local Government (MHCLG) the project has been extended until 31 December 2021 - Phase 2 is currently in progress.

3.1.3 A further extension has been applied for and if successful, Phase 3 will commence January 2021 until June 2023. The project meets a distinct gap in current city region business support delivery, positioned between pre start / start up / post start up delivered by others within the LCR.

3.2 Performance Against Output Targets:

3.2.1 Business Growth Programme Phase 1. 1st January 2016 – 31st December 2018.

Business Growth Programme Phase 1	Target Outputs	Actual Output
Business's Assisted (12 hr)	123	141
Jobs Created	107	53 to date

Business Growth Programme Phase 2. 1st January 2019 – 31st December 2021

Business Growth Programme Phase 2	Target Outputs
Business's Assisted (12 hr)	95
Jobs Created	95

3.3 Performance Against Output Targets To Date:

Enquiries to date: 31

Support Completed and Claimed: 3

Diagnostics Completed and referred for Specialist Support: 7

Diagnostics in process: 3

Following up: 18

Not Eligible: 3

Withdrawn: 3

3.4 One major change to the support process in phase 2 has been the diagnostic process. This has changed from being completed by an external provider, to being completed in house.

4.0 POLICY IMPLICATIONS

4.1 Supporting Phase 3 of the Business Growth Programme will align

with the Council's priorities in improving the economic growth. The programme will do this by aiding SMEs within the Halton area to grow, develop, become more sustainable and increase jobs.

5.0 FINANCIAL IMPLICATIONS

5.1 The Business Growth Programme is currently aided by the ERDF. The cost to the Council for Phase 3 of the programme will be £89,722.66 – 50% of the funds required for the length of the programme from the period of 1st January 2022 until June 2023 with a comparable sum drawn down from ERDF.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children & Young People in Halton

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

6.2 Employment, Learning & Skills in Halton

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

6.3 A Healthy Halton

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

6.4 A Safer Halton

None identified.

6.5 Halton's Urban Renewal

None identified.

7.0 RISK ANALYSIS

7.1 Halton is home to 3,430 active businesses and several global companies. The Business Growth Programme aims to support 95 SMEs to ensure growth and sustainability. The current business survival rates are currently less than the regional and national average. Not supporting the programme will put at risk the development and vision of developing the vision for Economic Regeneration in the area.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 There are no equality and diversity issues.

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

9.1 None.

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

DATE: 18 November 2019

REPORTING OFFICER: Strategic Director, Enterprise, Community and Resources

PORTFOLIO: Employment, Learning & Skills

SUBJECT: Apprenticeships Update Report

WARDS: Borough wide

1.0 PURPOSE OF THE REPORT

1.1 The purpose of the report is to provide an update on the new Skills & Apprenticeship Hub and the Apprenticeship Ambassador Programme launched in January 2019.

2.0 RECOMMENDATION: That Members note the updates in the report.

3.0 SUPPORTING INFORMATION

3.1 Background

The Government introduced a series of reforms to apprenticeships in 2017 including: requiring all large employers to pay an apprentice levy, which could then be used for apprentice training; strengthening the requirement for apprentices to spend 20% of their time in off the job training; lowering the employer contribution for non-levy paying firms; and moving from qualification frameworks to sector determined standards.

This year, Government also reduced the amount of funding available to providers for non-levied employers. The introduction of these reforms has seen apprenticeship starts fall in the City Region as shown in the tables below.

LCR Apprenticeship Starts - All Level						
Age	2016/17		2017/18		2018/19 Q.3	
	Starts	%	Starts	%	Starts	%
16-18	3,720	20%	3,240	26%	2,340	24%
19-24	4,940	27%	3,250	27%	2,580	27%
25+	10,000	54%	5,750	47%	4,670	49%
Total	18,630		12,240		9,590	

LCR Apprenticeship Starts - All Age						
Level	2016/17		2017/18		2018/19 Q.3	
	Starts	%	Starts	%	Starts	%
L2	9,540	51%	5,300	43%	3,570	37%
L3	7,460	40%	5,210	43%	4,180	44%
L4+	1,630	9%	1,730	14%	1,820	19%
Total	18,630		12,240		9,570	

The proportion of 16-18 year olds apprenticeship starts has held up locally, compared to a fall nationally. There has been a shift from Level 2 apprenticeships to Higher and Degree Apprenticeships at Level 4+.

3.2 New Skills & Apprenticeship Hub

Following a recent successful funding application, the Combined Authority is bringing together the expertise of the existing Apprenticeship Hub managed by Halton Borough Council, the City Region's Skills for Growth Service and the work the Combined Authority leads on around specific sectors and careers, under the umbrella of a new 'Skills & Apprenticeship Hub'. The service will have 5 main functions:

- **Promotion of apprenticeships** to schools, young people, parents and broader communities, including facilitating the Apprentice Ambassador Network and supporting 'Be More' ;
- **Employer engagement and brokerage** on identifying skills needs, developing and implementing training plans, promoting apprenticeships and facilitating transfers of apprentice levy;
- **Management of a training fund**, ensuring alignment with local and national policy and with the devolved Adult Education Budget;
- Additional skills **support for specific sectors** and commissioning additional activity to support the narrowing of gaps around females, BAME and those with disabilities; and
- Overall **management and compliance** with funding requirements.

The new Skills & Apprenticeship Hub will be in place from 1st November 2019 and will be promoted under the overarching 'Be More' brand (<https://be-more.info/>). SIF Funding has been secured until March 2022 for this service.

The management and delivery arrangements for the Skills & Apprenticeship Hub will be as follows:



The Apprenticeship Hub team consisting of 5 members of staff, conducted a review in 2018 of many different Ambassador Programmes operating across school and businesses in the City Region and identified that whilst a small number of Apprentice Ambassadors were able to support events and champion the benefits of apprenticeships, not having any formal 'buy in' from their employers often affected their ability to support the programme fully. Extensive research into regional and national Apprenticeship Ambassador Programmes identified that the valuable support of apprentice employers was usually overlooked.

The Apprenticeship Hub launched a new programme in January 2019 that required employers to confirm commitment from both themselves and their apprentice(s) and has resulted in a more robust cohort of Apprenticeship Champions to promote apprenticeships in our City Region.

To date we have 24 committed organisations actively engaged on our programme. We have over 96 active Ambassadors supporting schools and events across the region. Halton organisations include: Science & Technologies Facilities Council (STFC), Emovis, Kids Planet, Alstom, Halton Borough Council and Whitfords, in addition to 5 further organisations in Halton going through the application process.

The impact this has made on our services within schools has been significant, as it inspires our future workforce with inspirational stories from local residents and employers. Recent activity included one of our Ambassadors attending the Heath School in Runcorn, as an ex-pupil at The Heath now working at STFC.

The future of the Ambassador programme will be developed further in partnership with the 'National Apprenticeship Service', after praising our programme and requesting we take responsibility for leading their current programme of Ambassadors (AAN) for the Liverpool City Region.

4.0 POLICY IMPLICATIONS

4.1 None

5.0 OTHER IMPLICATIONS

5.1 The activities undertaken since February 2017 have been delivered using external Education & Skills Funding Agency grant for the 'Apprenticeship Hub' until October 2019, followed by external funding from the Single Investment Fund until March 2022 for the new 'Skills & Apprenticeship Hub', as such there are no financial implications for the Council.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children & Young People in Halton

None identified.

6.2 Employment, Learning & Skills in Halton

The Skills & Apprenticeship Hub has 3 key priority stakeholder groups, namely Employers, Providers and Learners, which aim to promote the growth and type of apprenticeships in the City Region and therefore support employment, learning and skills.

6.3 A Healthy Halton

The potential psychological benefits of apprenticeships include improving the participants' mental health and wellbeing.

6.4 A Safer Halton

None identified.

6.5 Halton's Urban Renewal

None identified.

7.0 RISK ANALYSIS

7.1 There is a risk that apprenticeship performance in the City Region continues to fall below national levels. This is being mitigated by local actions around levy transfers and investing in the Skills and Apprenticeship Hub, and through ongoing discussions with Government by the Combined Authority.

8.0 EQUALITY AND DIVERSITY ISSUES

The service is open and accessible to all Halton residents

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

None under the meaning of the Act.

REPORT TO:	Employment, Learning & Skills & Community Policy & Performance Board
DATE:	18 November 2019
REPORTING OFFICER:	Strategic Director, Enterprise, Community & Resources
PORTFOLIO:	Economic Development
SUBJECT:	Policy Update
WARD(S)	Borough-wide

1.0 **PURPOSE OF THE REPORT**

- 1.1 To inform the Board of recent national policy announcements relevant to the Employment, Learning and Skills Policy Performance Board.

2.0 **RECOMMENDATION:**

- 2.1 **That the report is noted.**

3.0 **SUPPORTING INFORMATION**

- 3.1 A number of policy, legislation, consultation and guidance documents, are issued by government departments and agencies that have varying degrees of relevance to issues on the employment, learning and skills agenda and related topics.
- 3.2 The information provided is not intended to be in-depth but provides a brief summary of key announcements along with observations of local relevance, where appropriate. The Board can then consider whether to initiate more detailed scrutiny and/or report to a future meeting.
- 3.3 The report should be considered alongside the 'key developments' and 'emerging issues' that are set out in the Quarterly Performance Report.

4.0 **NATIONAL POLITICS AND ISSUES**

4.1 **Changes in the Department for Education (DfE)**

Gavin Williamson was appointed as the Secretary of State for Education, replacing Damian Hinds.

Mr Williamson attended a sixth form college to complete his A Levels so it is felt by college professionals that he has a good understanding of the role of colleges. He has announced that he will personally take on responsibility for the apprenticeships and skills brief. A DfE spokesperson

has said “FE and skills will be a priority for this government and the Education Secretary taking the lead for this vital work is a reflection of that commitment.”

An independent commission on the ‘College of the Future’ has been launched and chaired by Sir Ian Diamond to look at what the country (4 nations) needs from colleges from 2030. There will be a set of clear recommendations for each nation published in Spring 2020.

Lord Agnew has been given responsibility as the Minister for the FE sector including quality and improvement.

4.2 **FE and Skills funding**

The Chancellor of the Exchequer, has announced funding of £400m for students aged 16-18 in FE and sixth form colleges, school sixth forms and independent training providers (ITPs).

This will come into effect from August 2020. A further £100m has been allocated to help cover increases in pension costs in 2020/2021. There has been an increase in the funding colleges receive for full time students aged 16-18.

4.3 **Ofsted – Education Inspection Framework (EIF)**

The new EIF was launched in September 2019. This is the framework that colleges including our Adult Education Service will be inspected on. There are two linked themes that run all the way through the framework: the substance of education and integrity. Ofsted say “*We are proposing an evolutionary shift that rebalances inspection to look rather more closely at the substance of education: what is taught and how it is taught, with test and exam outcomes looked at in that context, not in isolation.*”

4.4 **Curriculum Reforms**

T Levels, Applied Generals, Standards There will be changes next year that mean the College will have to change some vocational qualifications with the introduction of more externally assessed units.

4.5 **LCR Apprenticeship Hub**

SIF funding to create a new Skills & Apprenticeship Hub has been secured by the Combined Authority. The funding will enable the existing LCR Apprenticeship Hub Team based at Halton Borough Council and the Skills for Growth Team (based at the Combined Authority) to come together more strategically with other areas of work within the Combined Authority around careers and sectors. The new Skills & Apprenticeship Hub will have 5 main functions:

- Employer engagement and brokerage on identifying skills needs,

developing and implementing training plans, promoting apprenticeships as a means to address those skills gaps, liaising with providers to arrange delivery and facilitating transfers of apprentice levy;

- Back office record processing for skills investments, management of a training fund, ensuring alignment with local and national policy and with devolved Adult Education Budget and upload onto national skills databases;
- Promotion of apprenticeships to schools, young people, parents and broader communities, including facilitating the Apprentice Ambassador Network, supporting Be More and providing additional capacity on apprenticeship policy;
- Additional skills support for specific sectors and commissioning additional activity to support the narrowing of gaps around females, BAME and those with disabilities; and
- Overall management and compliance with SIF and ESF funding requirements.

A hybrid model for the new Hub has been signed off by the Combined Authority, which will see Halton Council continuing to manage the Apprenticeship Hub, the new Growth Company at the LEP – Growth Platform – managing the Skills for Growth service and the Combined Authority overseeing the work around careers and sectors – and having overall management of the project. The new Skills & Apprenticeship Hub started on 1st November 2019.

An application for additional funds through ESF has also been submitted and, if successful, will see the numbers of Apprenticeship Hub and Skills for Growth Brokers increase.

So far, the Combined Authority's Skills for Growth team have supported a number of businesses in transferring unspent levy to smaller businesses. This has enabled 100 new apprenticeship opportunities to be secured. This work will continue as part of the new Skills & Apprenticeship Hub. Further details are included elsewhere on the agenda.

4.6 **Brexit Council & Brexit Executive Team**

A Liverpool City Region Brexit Council, which meets monthly, was established earlier in the year to consider the challenges that leaving the EU could present to the City Region, the potential opportunities and to determine an appropriate response. The Council comprises a cross section of leaders from the public and private sector including Merseyside Police, NHS, Universities, Colleges, CBI, FSB, Chambers of Commerce and the Combined Authority.

A small Brexit Executive Team has been established to consider the challenges and opportunities faced by businesses and residents in the

City Region as a result of exiting the EU. The Team has been tasked with compiling the evidence base and preparing proposals to address the particular challenges and opportunities facing the City Region in relation to:

- business resilience and;
- keeping people in employment and training as the economy transitions to exiting the EU.

The Team is drawn from executives from across the 6 City Region Local Authorities, Growth Hubs, LEP and the CA, particularly those involved in business support, employment, skills and economic policy. The Team has now had 2 meetings and is beginning to map out what support for businesses/employees is available or in progress. It is clear that different boroughs are approaching support specific to the needs of their employers. A half day workshop for the Team and additional colleagues (to be identified) will take place at the end of October, facilitated by Merseyside Police. This will help agree tactical interventions.

There is a small amount of funding from Government to support this work, but clearly the priority is for Liverpool City Region employers/employees to receive the type of support relevant to them. From an employment and skills perspective, the Team will be pulling together the 'offer' available across the City Region and ensuring that this is communicated to employers/employees.

4.7 **Growth Platform - A new company to deliver growth for Liverpool City Region**

A new growth company for Liverpool City Region has been established to help create jobs, build business, attract investment and help our young people. Growth Platform will co-ordinate, manage and promote a wide range of business support, growth, investment, skills initiatives and sector development services across the City Region to make life easier for businesses seeking to start, invest and grow here. The formation of Growth Platform has been spearheaded by the LEP and the Liverpool City Region Combined Authority.

The company will work in partnership with local authorities, businesses, universities and colleges and the third sector.

4.8 **Local Industrial Strategy**

Liverpool City Region's Local Industrial Strategy will set out a long-term economic vision for Liverpool City Region, providing a framework for its investment decisions, and for its conversations with government about how we work together, through devolution, to maximise prosperity for all people and communities.

Founded on a collaborative approach with partners, the Local Industrial

Strategy will articulate how the CA will build on its distinctive economic strengths, tackle its challenges, and develop transformational policies to unlock growth and be a catalyst to the development of an inclusive economy.

Aligned with the drivers of productivity and national Industrial Strategy's Grand Challenges, the Local Industrial Strategy will be focused across four key priorities:

- Good work, health and wellbeing for all;
- Vibrant and connected communities;
- More businesses innovating and growing;
- Clean growth.

The strategy will be underpinned by evidence, and a consultation workshop took place on the 11th October focusing on employment and skills issues. In attendance were reps from colleges, DWP, the CA, local authorities and universities. The final document will be published in March 2020.

An update report was presented to the Combined Authority (CA) on 1st November 2019. See link below.

<https://moderngov.merseytravel.gov.uk/mgCommitteeDetails.aspx?ID=364>

4.9 **Alstom - Social Mobility Foundation for Liverpool**

Alstom has been working with the Social Mobility Foundation (SMF) to set up a Liverpool Office over the past three years. There has been heavy investment (several £100ks) in Liverpool by Alstom and SMF to create a mechanism whereby young talent from disadvantaged backgrounds are mentored and supported in developing a career path through higher education and into the professions. This charity supports young people who are high achieving and from low-income backgrounds to enter top universities and professions. The 5-year Aspiring Professionals Programme (APP) provides students with mentoring, work placements, university application support and a wide range of career/skills workshops, which deliver the tools the young people need to succeed. Applications for the programme are now open, including a new series to support white working class boys in Liverpool, please see the attachments for more information.

5.0 **POLICY IMPLICATIONS**

- 5.1 The varied range of issues covered in this report potentially present a number of challenges and opportunities across a number of the Council's current priorities. Where appropriate a more detailed analysis of the information and relevance to the council will take place.

6.0 **FINANCIAL IMPLICATIONS**

6.1 None identified.

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

7.1 **Children & Young People in Halton**

None identified.

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

None identified.

7.3 **A Healthy Halton**

None identified.

7.4 **A Safer Halton**

None identified.

7.5 **Halton's Urban Renewal**

None identified.

8.0 **RISK ANALYSIS**

8.1 There are no immediate risks directly relating to the information in the report.

9.0 **EQUALITY AND DIVERSITY ISSUES**

9.1 There are no equality and diversity issues.

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

None.

REPORT TO:	Employment, Learning & Skills & Community Policy & Performance Board
DATE:	18 November 2019
REPORTING OFFICER:	Strategic Director, Enterprise, Community & Resources
PORTFOLIO:	Economic Development
SUBJECT:	The Brindley Theatre
WARD(S)	Borough-wide

1.0 **PURPOSE OF THE REPORT**

1.1 To receive a presentation from the Brindley, Arts and Events Manager.

2.0 **RECOMMENDATION: That Members of the Board note the presentation and welcomes the positive progress being made to promote the Brindley Theatre as an important visitor destination.**

3.0 **SUPPORTING INFORMATION**

3.1 Members received an update in February 2017. Therefore, a further update is timely.

3.2 It is anticipated that the Brindley, Arts and Events Manager will update Members on successes and future priorities for the theatre.

4.0 **POLICY IMPLICATIONS**

None identified.

5.0 **FINANCIAL IMPLICATIONS**

5.1 None identified.

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

6.1 The theatre supports the Council's priorities. From an employment learning and skills perspective the theatre is an important selling point when attracting inward investors and businesses to the Borough.

7.0 **RISK ANALYSIS**

7.1 None identified.

8.0 **EQUALITY AND DIVERSITY ISSUES**

8.1 There are no equality and diversity issues.

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

None.

REPORT TO:	Employment Learning and Skills and Community Policy Performance Board (PPB)
DATE:	18 November 2019
REPORTING OFFICER:	Strategic Director – Enterprise, Community & Resources
PORTFOLIO:	Economic Development
SUBJECT:	Borough of Culture Consultation
WARDS:	Boroughwide

1.0 PURPOSE OF THE REPORT

1.1 To invite members to attend a consultation which explores the themes identified for Halton's Borough of Culture year in 2021.

2.0 RECOMMENDATION: That Members consider attending the consultation session to give their views on Halton's Borough of Culture Year themes.

3.0 SUPPORTING INFORMATION

3.1 The award of Liverpool City Region Borough of Culture was inspired by the UK City of Culture programme which followed Liverpool's European Capital of Culture in 2008. The new initiative was launched in 2018 as Liverpool celebrated its 10th Anniversary as the UK's only European Capital of Culture.

The Borough of Culture initiative is a non-competitive process which will rotate around the City Region with the aim of encouraging each Borough to collaboratively develop its local talent and potential, while reflecting the ambitions and aims of the Regional Culture and Creativity Strategy which looks to build sustainable capacity across the City Region.

The Borough of Culture years are allocated across the City Region as follows:

- St Helens – 2018
- Wirral – 2019
- Sefton - 2020
- Halton - 2021
- Knowsley – 2022

The overall aim of the programme is to stimulate talent, aspiration and promote creativity and economic growth through cultural engagement and activity across the City Region. Each Borough needs to weave five key elements into their creative programme:

- Children and Young People – accessing, enjoying, learning and thriving through culture and creative engagement with skills and talent pathways
- Positive Outcomes – wellbeing, health, education, cohesion and future of work
- Communities – increased participation, particularly the ageing society
- Distinctiveness of Place – promoting the creative and cultural offer to local people and visitors
- Infrastructure – leaving a legacy through better infrastructure for culture and creativity

The aim of Halton's Borough of Culture year is to increase participation in quality cultural activity across Halton, helping more people to experience the arts and to benefit from the role that culture can play in transforming lives - improving health and wellbeing, reducing social isolation, increasing community cohesion, inspiring creativity, supporting learning and making Halton a great place to live and work.

This will be delivered under the banner of Celebrate Halton and will look to celebrate Halton's past, present and future through a programme of activity ranging from small community-led activities to large-scale events which bring in national/international artists.

4.0 BOROUGH OF CONSULTATION SESSIONS

- 4.1 A number of consultation sessions will be delivered in November and December by Heart of Glass, an independent National Portfolio Organisation based in St Helens, who will then collate the results and invite participants back to a summary session in January 2020.
- 4.2 Executive Board members, along with senior Council Officers, are invited to attend a session on **Wednesday December 11th 2.00-4.00pm** at the Karalius Suite to represent their Portfolio as it is anticipated Halton's Borough of Culture will cut across many sectors and areas of work, including children and young people, older people, green spaces, local businesses etc.

5.0 POLICY IMPLICATIONS

- 5.1 None identified.

6.0 FINANCIAL IMPLICATIONS

None identified.

7.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

7.1 Children and Young People in Halton

Will be a key target group for Borough of Culture year.

7.2 Employment, Learning and Skills in Halton

It is anticipated that some creative apprenticeships/placements will be an outcome of Borough of Culture year.

7.3 A Healthy Halton

It is anticipated that there will be some wellbeing outcomes from participation in Borough of Culture year.

7.4 A Safer Halton

None identified.

7.5 Halton's Urban Renewal

It is anticipated that there will be some form of public art element to Borough of Culture year.

8.0 RISK ANALYSIS

8.1 None identified.

9.0 EQUALITY AND DIVERSITY ISSUES

9.1 There are no Equality and Diversity implications arising as a result of the proposed.

10.0 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: 18th November 2019

REPORTING OFFICER: Strategic Director (Enterprise Community and
Resources)

SUBJECT: Performance Management Reports for
Quarter 2 of 2019/20

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 second quarter period to 30th September 2019.
- 1.2 Key priorities for development or improvement in 2019 -20 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to the Board as detailed below:
- Enterprise, Employment and Skills
 - Community and Environment

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

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

2.0 RECOMMENDED: That the Policy and Performance Board

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

3.0 SUPPORTING INFORMATION

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

4.0 POLICY IMPLICATIONS

- 4.1 There are no policy implications associated with this report.

5.0 OTHER IMPLICATIONS

- 5.1 There are no other implications associated with this report.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

- 6.1 Departmental service objectives and performance measures, both local and national are linked to the delivery of the Council's priorities. The introduction of a Thematic Priority Based Report and the identification of business critical objectives/ milestones and performance indicators will further support organisational improvement.
- 6.2 Although some objectives link specifically to one priority area, the nature of the cross - cutting activities being reported, means that to a greater or lesser extent a contribution is made to one or more of the Council priorities.

7.0 RISK ANALYSIS

- 7.1 At the time at which annual business plans are developed, Directorate Risk Registers are also refreshed and updated. Progress concerning the implementation of any high risk mitigation measures, relevant to this board, are included as Appendix 1 of the performance management report for the second quarter period.

8.0 EQUALITY AND DIVERSITY ISSUES

- 8.1 Not applicable.

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

- 9.1 Not applicable

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

Reporting Period: **Quarter 2 – 1st July 2019 – 30th September 2019**

1.0 Introduction

- 1.1 This report provides an overview of issues and progress against key service objectives/milestones and performance targets, during the second quarter of 2019/20 for service areas within the remit of the Employment, Learning, Skills and Community (ELSC) Policy and Performance Board.
- 1.2 Key priorities for development or improvement in 2019-20 were agreed by Members and included in Directorate Plans, for the various functional areas reporting to Employment, Learning, Skills and Community (ELSC) Policy & Performance Board i.e.
 - Employment, Learning and Skills
 - Library and Culture and Leisure Services
- 1.3 The way in which traffic light symbols have been used to reflect progress to date is explained within Section 8 of this report.

2.0 Key Developments

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

Employment, Learning & Skills

- 2.2 With support from HBC's External Funding Team, the Division submitted a number of external funding bids in Q2:
 - Skills Capital – a range of digital and break out area equipment for Kingsway Learning Centre c.£500k
 - Skills Capital – Improved Facilities bid for Kingsway Learning Centre c. £500
 - ESF/YEI - this bid would enable a large scale young person's employment programme which would create nearly 200 paid ILM work placements, with a focus on the adult social care sector in the borough – c. £4.2m
- 2.3 ESF – proposal to create a new Skills & Apprenticeship Hub overseen by the LCR Combined Authority. This bid would enable the continuation of the LCR Apprenticeship Hub and the CA's Skills for Growth Service. The outcome of a SIF bid to complement the ESF bid will be known in Q2. If successful, the Skills & Apprenticeship Hub team will be scaled up across the whole Liverpool City Region circa. £5m.
- 2.4 Devolution of the Adult Education Budget came into play on 1st August 2019. This sees the budget for HBC's adult learning team managed by the Combined Authority. As well as the grant funded AEB providers (local authorities and FE colleges), the Combined Authority commissioned a range of other providers to deliver on AEB. During Quarter 2 the Divisional Manager met with a number of these providers to ensure no duplication in the borough.

- 2.5 Constructive discussions between the ELS Division, HBC's Adult Social Care Service and Riverside College took place in Q2 with regards to a joint project to help train and recruit local people into jobs within the 4 care/nursing homes recently brought into council ownership.
- 2.6 A staffing restructure within Halton People into Jobs was completed in Quarter 2 and the new staff structure is now in place. HPIJ still remains on a Performance Improvement Plan with Ingeus in relation to the challenging DWP Work & Health Programme.

Library and Culture and Leisure Services

- 2.7 The Library service is presently working with the Audience Agency which is a National Portfolio Organisation which assists the cultural sector to build reach, relevance and resilience through the use of research and insight. This will allow the service to better understand audience needs and provide tools to increase understanding and participation.
- 2.8 The Library Service has been accepted onto the national Change Creation Programme - specifically designed for leaders who have a change or development that will make their organisation more resilient and who know that working together with other like-minded leaders generates amazing results. Halton Libraries will be part of a cohort which includes arts organisations from across the country.
- 2.9 A new Leisure Centre on Moor Lane is planned and work has commenced with Wates Group, who are one of the largest privately-owned construction, development and property services companies in the UK, to confirm the Project Brief and Preconstruction Agreement. Stakeholder and partner consultation will commence shortly and it is expected that the new build would be completed by autumn 2022. Executive Board will be provided with a further progress report in quarter 4.
- 2.10 Blood Pressure Readings can now be taken by Fitness Advisors at Brookvale Recreation Centre and Kingsway Leisure Centre, with Runcorn Swimming Pool, to follow in October. This enables the Leisure Service to add further value to the health awareness agenda across Halton.
- 2.11 On-line Payments will be introduced to enable customers to join Halton Leisure Centres online without the need to visit a centre. This will be a more efficient, accessible and convenient service for customers and will free up valuable staff resources, enabling Fitness Advisors to concentrate on improving retention and generating more customers/income etc. Anticipated implementation date is December 2019, with a January 2020 launch.
- 2.12 Promoting physical activity in the Leisure area continues to be a key priority. Nationally there is an increased focus on improving the physical activity levels within the general population. Halton continues to recognise its importance, supported by a number of national initiatives, designed to act as a catalyst for a change in attitude towards physical activity.
- 2.13 These include revised 'Physical Activity Guidelines from the Chief Medical Officer (CMO) 2019': The adult recommendation remains at 150 minutes per week but changes include 'Having no minimum amount of minutes required (minimum was 10 mins in 2011 guidance).
- 2.14 'Motivate to Move (M2M) 2019' is a guide for Health Professionals on the benefits of Physical Activity. The purpose of the M2M document is to give all health professionals, GP practices the tools and information to enable them to educate, motivate and encourage patients about the benefits of physical activity. The document presents evidence of the main health benefits for 23 health conditions where physical activity can promote improvements to health, Inc. cardio disease, cancer, diabetes, mental health etc. It recognises that most patients do not like being told what to do/told to exercise, and that most patients have negative thoughts about exercise. The report gives advice to health professionals/GPs regards a guiding style of consultation using motivational interviewing as opposed to direct advice.

2.15 'We Are Undefeatable' campaign 2019 is a new Health campaign launched in September 2019 to support the 15 million people who live with long-term health conditions to become more physically active. Led by 15 leading health and social care charities and headed up by Sport England the advertising campaign sets out to reassure the 1 in 4 people living with long-term health conditions regards the health benefits of physical activity. Includes TV, Radio and social media adverts.

Community Centres

2.16 The table below shows the income targets for the Council's Community Centres and indicates the current income position as at the end of September 2019. The final position for the first 6 months of the year is likely to be slightly higher than indicated as some outstanding income is yet to be credited to the respective accounts. Across the service, a large amount of income is received in quarter four and it is expected that most of the centres should exceed income targets.

Centre	Income Target	Income (to date)
Castlefields	£95,070	£49,725
Ditton	£96,570	£39,195
Grangeway	£71,140	£37,195
Murdishaw	£54,170	£14,700
Upton	£99,710	£41,900

2.17 During the school summer holidays (August) Castlefields hosted their annual summer fayre. There were a number of stalls, arts and craft activities and live entertainment provided by Aladdin's Cave. The event was attended by approximately 300 people.

2.18 In September staff from Castlefields Community centre organised, for the second year in succession, a coffee morning in support of Macmillan. The event was well supported by local businesses and well attended by local residents and helped raise £610 for the charity. Further information is available here: <https://hbcnewsroom.co.uk/brewing-up-funds-for-macmillan-at-castlefields/>

2.19 Similarly to Castlefields, August saw Murdishaw Community Centre host its annual summer fayre. There were a number of stalls, birds of prey exhibition and live entertainment provided by Aladdin's Cave. The event was attended by approximately 250 people.

2.20 A group led by a member of staff from Upton Community Centre has established a local community garden group. With the support of Area Forum, flower beds have been installed at the centre. The group has worked with the Community Payback team to clear the area from debris, making the area safe for its users and continues to work with Rainbows, Young Addaction and Halton Day Services to encourage children and vulnerable adults to participate in the initiative.

2.21 During the school summer holidays (August) the Upton Community Centre scheduled a four week programme of activities for children aged 7-14 years old. The centre, in partnership with HBC Sports Development team, delivered a variety of sports sessions including indoor archery, football, table tennis and indoor climbing. The sessions were very popular with approximately 180 children attending the eight sessions in total. Climbing wall sessions in particular proved very popular with the majority of sessions being oversubscribed. A number of parents commented on how valuable these events have become during the summer holidays and expressed their hope for the sessions to continue in the future.

2.22 Running from Monday 17th June 2019 to Sunday 4th August 2019 service users of the Community Centres were given the opportunity to provide feedback on Halton's Community Centres through customer satisfaction surveys. The Survey was available in each of the centres and online via the Community Centres and HBC websites. Overall responses were positive and the feedback obtained will be reviewed and, where appropriate and possible, comments will be used to help provide service improve improvements.

3.0 Emerging Issues

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

Employment, Learning & Skills

3.2 The sustainability of the Apprenticeship Hub Team managed by the Division is due to be confirmed in Q3 (4th October) at a meeting of the Combined Authority, where SIF funding bid will potentially be awarded. The funding will see a merger of the successful Apprenticeship Hub Team and the Combined Authority's Skills for Growth Service into a new Skills & Apprenticeship Hub which will have a number of functions:

- Employer engagement and brokerage around skills
- Back office record processing
- Promotion and celebration of apprenticeships to schools, young people, parents and broader communities
- Additional skills support for specific sectors and support the narrowing of gaps around females, BAME and those with disabilities

3.3 The outcomes of various European Social Fund bids will hopefully become known in Quarter 3. If successful, the Kingsway Learning Centre adult learning facilities and equipment would be significantly improved and digitalised. In addition, the existing Ways to Work programme would see it continuing until June 2023.

3.4 Quarter 2 saw the 2 Test & Learn Pilots associated with Adult Education Budget devolution being implemented. One is around digital marketing/web design and the other around a reading volunteer programme. These new additions to the adult learning curriculum will enable a wider audience to be catered for.

Library and Culture and Leisure Services

3.5 Leisure Centre membership has been stable in recent months. However, JD Gyms are opening a gym in November on Widnes Shopping Park, this will have significantly more equipment and classes available and this may impact upon and present a challenge to retaining Kingsway Leisure Centre members.

4.0 Risk Control Measures

4.1 Risk control forms an integral part of the Council's Business Planning and Performance Monitoring arrangements. As such Directorate Risk Registers were updated in tandem with the development of the suite of 2019 – 20 Directorate Business Plans.

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

5.0 High Priority Equality Actions

- 5.1 Equality issues continue to form a routine element of the Council's business planning and operational decision making processes. Additionally the Council must have evidence to demonstrate compliance with the Public Sector Equality Duty (PSED) which came into force in April 2011.
- 5.2 The Councils latest annual progress report in relation to the achievement of its equality objectives is published on the Council website and is available via:






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

6.0 Performance Overview

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

Employment, Learning & Skills

Key Objectives / milestones

Ref	Milestones	Q2 Progress
EEP 01a	To increase the Business Support Key Account Management (KAM) portfolio to 60 by September 2019	
EEP 01b	To increase the KAM portfolio to 75 by March 2020	
EEP 05a	To submit one bid for external funding to help sustain the service by April 2019	
EEP 05b	To extend the LCR Apprenticeship Hub Team by April 2019	
EEP 05c	To support 15% of those households registered on the Households into Work into work by December 2019	

Supporting Commentary

EEP 01a/b

Because of competing priorities the current resource dedicated to KAM is reduced. The number of companies receiving KAM has, therefore, remained fundamentally static and the likelihood of meeting the target for increasing the portfolio is diminished.

EEP 05a/b/c

A number bids to the European Social Fund have been submitted in Quarter 2, and the LCR Apprenticeship Hub Team has been extended, as detailed within the Key Developments section of this report.

To date 15.8% of households have been supported into work.

Key Performance Indicators

Ref	Measure	18 / 19 Actual	19 / 20 Target	Q2 Actual	Q2 Progress	Direction of travel
EEP LI 07	Number of companies benefitting from the Council's intensive Key Account Management Service.	55	60	56		
EEP LI 08	Number of Enrolments (Adult Learning).	1,618	2950	2490		
EEP LI 09	Number of People supported into work.	351	300	75		
EEP LI 10	Percentage of learners achieving accreditation.	25%	42%	27%		
EEP LI 11	Total number of job starts on DWP programme (Ingeus).	51	156	28		N/A
EEP LI 12	Number of new starts into permitted/paid work for local people with disabilities (over 12 month period).	55	75	28		
EEP LI 13	Number of Businesses Supported.	220	500	83		

Supporting Commentary

EEP LI07 - As reported immediately above the KAM position remains static at quarter 2.

EPP LI08

Due to the academic year running August 2018 – July 2019 there are 2 sets of figures to report at Quarter 2.

Up to 31st July – there have been 2490 enrolments this academic year compared to 2201 in 17/18 (increase of 12%) An effective programme of marketing and promotional activities in the summer of 2018 resulted in **2490** adults enrolling on Adult Learning programmes in the 2018/19 academic year (August 2018 – July 2019). There was an increase of 52% of new learners in the 2018/19 academic year.

Up to September 30th – we had 498 enrolments compared to 557 in 17/18. The start of term was later this year (23rd September) and this will contribute to the slight decrease in figures but they are expected to rise for the next quarter.

N.B. a small proportion of learners make a direct financial contribution to their learning activity. Last year 26 learners paid 100% of fees and 39 Paid 50%. That is 2.6% of learners that pay something towards a course. With the introduction of the low wage pilot, the figure has reduced and is currently 11 paying learners which accounts for 1.6% of total enrolment.

EEPLI 09

More than 75 people were supported into work during quarter 2 but as yet further information is awaited from employers so the additional job starts have not yet been claimed. Cumulative job starts claimed to date for the 19 / 20 year is 140.

EEP LI10

Up to 31st July - 381 learners achieved accreditation in the academic year 2018/19, which is a 2% increase from the previous academic year.

The number of accredited qualifications was negatively impacted due to lack of tutor availability to continue the Functional Skills ICT Level 1 and Level 2 provision and low achievement in Level 1. A new ICT tutor has been recruited for the 2019/20 academic year. A long-term absence for one tutor also impacted on the achievement of accredited qualifications in Employability Skills.

Note – due to the increase of number of learners attending non-accredited courses, this has an effect on the overall total percentage of learners achieving accreditation. Only 32% of all learners were registered on an accredited course.

Up to 30th September – no learners have achieved accreditation as no assessments have been submitted

EEP LI11



There were 28 job starts in total for quarter 2 on the Work and Health Programme with the cumulative total for 19/20 being 44.

EEP LI12

28 individuals with health conditions/ disabilities were supported into paid employment during quarter 2 with the cumulative total for 19/20 being 48.

Community Services

Key Objectives / milestones





Ref	Milestones	Q2 Progress
CE 02a	Deliver a programme of extended informal learning opportunities meeting identified local targets - March 2020	
CE 02b	Develop a programme of cultural activity meeting identified local targets – March 2020	

Supporting Commentary

A programme of activity has been delivered in Quarter 2 including IT Clinics, school class visits, science club, and STEM activities (science, technology, engineering, maths) such as coding and digital circuits.

Additionally in respect of cultural activity a programme of activity has been delivered in Quarter 2 including the introduction of Premium Content – top quality cultural activity priced at a newly introduced rate as part of the library service exploration into increasing income generation, demonstrating value and developing new audiences.

Key Performance Indicators

Ref	Measure	18 / 19 Actual	19 / 20 Target	Q2 Actual	Q2 Progress	Direction of travel
CE LI 07	Number of active users (physical & digital resources) of the library service during the last 12 months.	614, 391	615,000	590,677		
CE LI 08	Number of physical and virtual visits to libraries (annual total)	636, 827	700,000	344,414		
CE LI 09	Increase in percentage of the population taking part in sport and physical activity at least twice in the last month (KPI 1 from Active Lives survey)	75.6%	76%	Refer Comment	Refer Comment	Refer Comment
CE LI 10	Percentage of people physically inactive (KPI 2 from Active Lives survey)	27.9%	27.5%	Refer Comment	Refer Comment	Refer Comment

Supporting Commentary

CE LI 07 / 08 - Both library usage measures remain positive at quarter 2 despite a national decline. External funding and improved partnerships have both been used effectively to further support cultural and learning activities.

CELI 09/10 - Figures are not yet available for these measures and the focus in Halton will continue to encourage walking opportunities.

7.0 Financial Statement

ECONOMY ENTERPRISE & PROPERTY DEPARTMENT

Revenue Budget as at 30 September 2019

	Annual Budget £'000	Budget To Date £'000	Actual £'000	Variance (overspend) £'000	Forecast Outturn Position £'000
<u>Expenditure</u>					
Employees	4,522	2,326	2,293	33	65
Repairs & Maintenance	2,137	1,059	936	123	246
Premises	63	53	53	0	(1)
Energy & Water Costs	683	275	278	(3)	(7)
NNDR	530	524	532	(8)	(6)
Rents	301	173	173	0	0
Economic Regeneration Activities	34	5	4	1	2
Supplies & Services	1,643	874	877	(3)	(7)
Grants To Voluntary Organisations	58	25	25	0	0
Transfer to Reserves	217	117	117	0	0
Total Expenditure	10,188	5,431	5,288	143	292
<u>Income</u>					
Fees & Charges Income	-348	-185	-185	0	0
Rent – Commercial Properties	-1,106	-436	-394	(42)	(84)
Rent – Investment Properties	-44	-21	-21	0	0
Rent – Markets	-771	-378	-373	(5)	(9)
Government Grant Income	-1,691	-400	-400	0	0
Reimbursements & Other Grant Income	-212	-129	-127	(2)	(4)
Schools SLA Income	-512	-485	-478	(7)	(13)
Capital Salaries	-113	-90	-90	0	0
Transfers From Reserves	-940	-592	-592	0	0
Total Income	-5,737	-2,716	-2,660	(56)	(110)
Net Operational Expenditure	4,451	2,715	2,628	87	182
<u>Recharges</u>					
Premises Support	1,868	934	934	0	0
Transport	28	14	14	0	0
Asset Charges	4	0	0	0	0
Central Support Services	1,975	1,003	1,003	0	0
HBC Support Income	-6,560	-3,185	-3,185	0	0
Net Total Recharges	-2,685	-1,234	-1,234	0	0
Net Department Expenditure	1,766	1,481	1,394	87	182

Comments on the above figures

Finance has worked closely with Departmental colleagues to update the projections to try and achieve a balanced budget. The department continues to identify financial resources available to support the delivery of the service and allocate resources where needed most, whilst ensuring budget pressures are met.

The repairs and maintenance budget is forecast to be under budget, due to the works for new office accommodation at the Stadium being funded from capital.

Whilst the department can maintain effective control over expenditure, income still remains a budget pressure as majority of the income is externally funded and difficult to project.

Budgeted employee spend is based on full time equivalent staffing numbers of 127.

Due to a number of properties becoming vacant and some subsequently being disposed, rental income has reduced this financial year, causing budget pressures. Operating costs continue to be incurred where commercial properties become vacant.

School SLA income will not be achieved again this financial year. Although the department has increased the SLA charges for 19/20, 100% of the costs are not being recovered because of the need to use causal/agency staff to cover sickness/leave in delivering the service. A review of SLA charges will be undertaken ahead of the next financial year.

The Department has put a hold on all vacancies within the various service areas to ensure the staff turnover saving target is met and also help reduce the negative variance within the income budgets.

The 19/20 savings target put forward by the Department has been achieved in year and every effort will be made to ensure that expenditure on controllable budgets is kept to a minimum within the financial year.

The outturn forecast is currently projecting an under spend at 31 March 2020 in the region of £182k.

Capital Projects as at 30 September 2019

	2019-20 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
3MG	126	40	40	86
Sci-Tech Daresbury – EZ Grant	96	40	40	56
Solar Panel Golf Course	1,209	21	21	1,188
Murdishaw Redevelopment	38	0	0	38
Venture Fields	41	0	0	41
Former Crossville Depot	127	127	127	0
Linnets Club House	50	32	32	18
Advertising Screen at The Hive	100	0	0	100
Equality Act Improvement Works	300	198	198	102
Widnes Market Refurbishment	100	32	32	68
Broseley House	15	12	12	3
Kingsway House Moves	464	119	119	345
The Croft	30	0	0	30
Moor Lane Depot	247	4	4	243
Manor Park	37	0	0	37
Total	2,980	625	625	2,355

Comments on the above figures.

Sci-Tech Daresbury EZ Grant – The remaining draw down for the project is being progressed by the Joint Venture. The project is currently out to tender with a contract award expected in September. Final draw down is expected in Quarter 3.

Solar Panel Golf Course – A main design, build, install and maintenance contractor has now been awarded and a final design has been agreed. Construction is likely to start on site during November with a view to complete and connect by March 2020.

Linnets Club House – All works completed to the junior block, new water and electrical supply works completed and the generator has been removed from site. All works to the new Linnets changing pavilion and ventilation system completed (retentions and final payments still to be made).

Widnes Market Refurb – Re-roofing works (including internal decoration works) complete; the remaining Widnes Market projects are currently being reviewed and prioritised in line with the remaining budget.

Murdishaw Regeneration – The department is exploring options for Council investment into projects which will further the masterplan. Currently costing up bus stops on Barnfield Way, new signage and improvement to the community centre. Will also cost further highways improvements to local centre.

COMMUNITY & ENVIRONMENT DEPARTMENT**Revenue Budget as at 30 September 2019**

	Annual Budget £'000	Budget To Date £'000	Actual £'000	Variance (overspend) £'000	Forecast Outturn Position £'000
<u>Expenditure</u>					
Employees	14,453	7,150	7,228	(78)	(134)
Premises	2,034	1,169	1,236	(67)	(143)
Supplies & Services	1,005	636	647	(11)	(23)
Book Fund	135	74	71	3	5
Hired & Contracted Services	932	269	289	(20)	(40)
Food Provisions	450	208	207	1	4
School Meals Food	1,919	777	765	12	24
Transport	115	45	44	1	2
Agency Costs	394	245	196	49	64
Waste Disposal Contracts	6,140	166	166	0	(55)
Grants To Voluntary Organisations	67	12	12	0	47
Grant To Norton Priory	172	86	87	(1)	(1)
Rolling Projects	26	26	26	0	0
Capital Financing	46	46	56	(10)	(10)
Total Expenditure	27,888	10,909	11,030	(121)	(260)
<u>Income</u>					
Sales Income	-1,672	-846	-629	(217)	(434)
School Meals Sales	-2,305	-844	-789	(55)	(110)
Fees & Charges Income	-5,909	-2,911	-2,590	(321)	(651)
Rents Income	-207	-101	-107	6	12
Government Grant Income	-1,198	-1,198	-1,021	(177)	(177)
Reimbursements & Other Grant Income	-675	-174	-142	(32)	(64)
Schools SLA Income	-1,349	-1,349	-1,405	56	56
Internal Fees Income	-141	-67	-89	22	43
School Meals Other Income	-254	-105	-103	(2)	(4)
Catering Fees	-114	-25	-20	(5)	(30)
Capital Salaries	-173	-86	-88	2	5
Transfers From Reserves	-106	-96	-96	0	27
Total Income	-14,103	-7,802	-7,079	(723)	(1,327)
Net Operational Expenditure	13,785	3,107	3,951	(844)	(1,587)
<u>Recharges</u>					
Premises Support	1,499	749	749	0	0
Transport Recharges	2,365	1,194	1,099	95	191
Central Support Services	3,892	1,946	1,946	0	0
Asset Charges	146	0	0	0	0
HBC Support Costs Income	-647	-434	-434	0	0
Net Total Recharges	7,255	3,455	3,360	95	191
Net Department Expenditure	21,040	6,562	7,311	(749)	(1,396)

Comments on the above figures

The net Department spend is £749k over budget at the end of Quarter 2 and the estimated outturn overspend for 2019/20 is £1.396 million.

Employees spend is over budget, primarily due to staff turnover saving target which is not being achieved in many areas due to the need to maintain front line services. This is a particular issue for Schools Catering due to the service operating over a large number of sites, with a small number of permanent staff at each site, meaning cover for staff absence is essential.

There has been a staffing restructure at the Stadium which came into effect in mid-June and this has resulted in a reduction in spend on permanent salaries. Spend on casual staff has decreased by 36k compared to the end of Quarter 2 in 2018/19, despite an increase in casual pay rates. The increase in casual pay rates continues to have a significant effect on The Brindley and the Stadium which rely on large numbers of casual staff due to the uncertain nature and timing of events.

There has been an error with the Matrix contract for agency staff which has led to the Council being undercharged over a number of years. The Department has incurred charges of £74k in respect of this error in the current year.

Budgeted employee spend is based on full time equivalent staffing numbers of 481.

Premises costs are £67k over budget at the end of Quarter 2. Repair and maintenance costs at the leisure centres are significantly over budget due to the poor condition of the ageing buildings. There has been a significant increase in both electricity and gas costs, which have impacted all of the sites managed by the Department. The biomass boiler at Brookvale Recreation Centre has been out of order for part of the year, meaning that gas has had to be purchased at additional cost from the backup supply from Ormiston Bolingbroke Academy.

Hired & contracted services spend is currently £20k over budget, mostly due to spend on acts at The Brindley. Artists performing at The Brindley are paid based on a percentage split of ticket sales. Ticket sales have been increasing year on year, and are forecast to increase again in 2019/20, therefore payments made to artists have had to increase due to the contract terms.

No invoices relating to the main waste disposal and recycling contracts have been received for 2019/20 which makes this area extremely difficult to project for. Projections based on similar tonnages to 2018/19 would lead to an overspend of approximately £55k across all of the contracts once reconciliations have been carried out by Merseyside Recycling and Waste Authority.

Sales income has underachieved by £217k in Quarter 2. The main issues are with catering sales at the Stadium and in the Commercial Catering division. Sales income at the Stadium has been adversely affected by lower attendances at Widnes Vikings matches since their relegation from Super League. Low Commercial Catering sales have been an issue for several years and the situation has not improved so far in 2019/20.

Registrars income appears to be recovering after a poor year in 2018/19 which was caused by a nationwide reduction in marriage rates. The General Register Office has increased statutory registration fees this year which is likely to lead to increased income for the service.

Fees and charges income is once again the main area of budgetary pressure within the Department. There is no major concert planned at the Stadium for 2019/20, therefore the associated £105k income target will not be achieved. Stadium executive suite hire dropped significantly last year due to the relegation of Widnes Vikings, and it is impossible to project anything more positive for the new season starting in early 2020. Fees income at the leisure centres is likely to underachieve in 2019/20.

A major reason for this is due to difficulties in the recruitment and retention of swimming and fitness instructors, leading to cancelled swimming lessons and a lack of fitness classes, and should therefore be

considered alongside a significant staffing underspend across the centres. There is also a new gym opening in Widnes in the autumn which could adversely impact membership income at Kingsway Leisure Centre.

The cancellation of the Vintage Rally means that the associated income target of £38k will not be achieved, while some costs for the event have already been incurred. Although some areas are struggling to achieve their budgeted fees and charges income, there are other areas within the Department that are performing well.

Crematorium fees are up by £68k on their Quarter 2 position last year, with the new resident's funeral package proving popular, as well as growth in the contract to provide cremations for a supplier of forest funerals. The green waste collection licence fee was increased for 2019/20 which has led to £87k more income being achieved in the first two quarters this year in comparison to last year.

Government grant income will underachieve in 2019/20 due to a shortfall in the Universal Infants Free School Meals Grant due to more schools converting to academy status. The shortfall in 2019/20 is £179k. This has had a significant impact on the Schools Catering budget.

Transport recharges are currently lower than expected in Open Spaces and Waste and Environmental Improvement leading to an underspend of £96k at the end of Quarter 2.

The outturn forecast is currently projecting an overspend at 31 March 2020 of £1.4m.

Capital Projects as at 30 September 2019

	2019/20 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
Stadium Minor Works	39	20	0	39
Stadium Pitch	21	0	0	21
Children's Playground Equipment	154	85	42	112
Landfill Tax Credits Scheme	20	2	2	18
Upton Improvements	13	5	0	13
Crow Wood Park Pavilion	320	217	217	103
Crow Wood Park Play Area	20	10	10	10
Open Spaces Schemes	560	200	249	311
Peelhouse Lane Cemetery	939	400	92	847
Peelhouse Lane Cemetery – Enabling Works	11	5	7	4
Phoenix Park	3	3	3	0
Victoria Park Glass House	305	144	144	161
Sandymoor Playing Fields	40	25	27	13
Bowling Greens	32	10	2	30
Widnes & Runcorn Cemeteries – Garage & Storage	190	100	179	11
Town Park	200	75	7	193
Litter Bins	20	0	0	20
Community Shop	50	0	0	50
Libraries IT Equipment	94	83	83	11
Total	3,031	1,384	1,064	1,967

Comments on the above figures.

Stadium Pitch - It was necessary to replace the iPitch last year as the previous pitch did not meet FIFA standards for football matches. The work is mostly complete and the pitch is now in use. The contractor needs to come back on site to complete some follow up works later this year.

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

Crow Wood Park – This project comprises a replacement park building, upgrades to paths and entrances and further play provision, and is now more than 50% complete.

Open Spaces Schemes – This covers spending on a variety of externally funded projects, including works to Runcorn Locks, Sunnybank Park, Phoenix Park BMX Track, Runcorn Station Quarter, Hale Lighthouse Approach and Runcorn Hill Bowling Green.

Peelhouse Lane Cemetery – Work on the drainage at the site has now been completed. The main cemetery infrastructure works have now commenced and should be largely completed by the end of 2019/20.

Phoenix Park – Work at the site has been completed and the retention payment has been paid.

Sandymoor Playing Fields – The all-weather pitches and courts have now been completed and the grass pitches and planting are now in the establishment phase.

Widnes & Runcorn Cemeteries - Garage & Storage – Work at the Runcorn site is now complete and at the snagging stage. Work at the Widnes site is substantially complete, although there are still some contract invoices to be received.

Town Park –. The first phase of works on the southern paths have commenced and should be completed by the end of the year.




Community Shop – It is anticipated that the Council will release the funding to Community Shop in Quarter 3.

Libraries IT Equipment – The equipment has recently been installed in the libraries and is now in use. Most of the equipment has now been paid for, although there is an invoice for new coin boxes that has yet to be received.





8.0 Application of Symbols

Symbols are used in the following manner:

Progress Symbols

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

Direction of Travel Indicator

Green 	Indicates that performance 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.

Appendix 1 - Implementation of High Risk Mitigation Measures – Quarter 2 to 30th September 2019

The purpose of this report is to provide an update concerning the implementation of mitigation measures for those areas of risk which have been assessed as high within the Directorate Risk Registers and are relevant to the remit of the Employment, Learning, Skills and Community Policy and Performance Board.

Business Area – Economy, Enterprise and Property

Assessment of current risk		Impact (Severity)	Likelihood (Probability)	Score (I x L)		
ECR R21	Economic Climate resulting in demand for employment support activities outstripping supply of projects	4	4	16		
ECR R22	Reductions in real term of Education and Skills Funding Agency adult learning budgets resulting in less people learning at pre level 2	4	4	16		
ECR R25	Backlog of maintenance on buildings may increase as funding reduces due to financial pressures	4	4	16		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
R21 a	<i>Via the Employment Learning & Skills Partnership through the enhanced partnership model, undertake a mapping of partners' roles and responsibilities and agree key priorities</i>	Operational Director	Annually	3	3	9
R22 a	<i>Work closely with partners to promote a cross-sector approach to addressing issues e.g. Halton Employment Partnership.</i>			2	2	4

Progress update

ECR21 – The Council's has worked with the Combined Authority to identify and access a number of funding streams to respond to demands on the service. These include an allocation from the Adult Education Budget, the Strategic Investment Fund and also the European Social Fund.

ECR22 Resources in marketing, promoting and attracting enrolments have been used to improve the unit cost of delivering the service. The department has also worked to access other funding sources to complement funding received from the EFSA. In line with the risk control measures, the Halton Employment Partnership takes a proactive approach to encouraging partners/providers to update it on activities and services being delivered so that duplication and overlap of effort can be minimised.

Appendix 1 - Implementation of High Risk Mitigation Measures – Quarter 2 to 30th September 2019

Business Area –Community and Environment

Assessment of current risk		Impact <i>(Severity)</i>	Likelihood <i>(Probability)</i>	Score (I x L)		
ECR R29	Cost of using the stadium to disadvantaged/community groups.	4	3	12		
ECR R30	Lack of knowledge of the benefits of the Halton Leisure card.	4	3	12		
<i>Risk control measure(s)</i>		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
<i>R29 a</i>	<i>Ensure all community user groups are made aware of discounts available.</i>	Operational Director	Quarterly	2	2	4
<i>R30 a</i>	<i>Work closely with Sports Development team to actively promote the HLC to all low income/community user groups.</i>			2	2	4

Progress update

R29a The Stadium is presently producing a leaflet that will highlight the benefits of being a charity or charitable organisation and the discounts available to them, a number of groups presently benefit from these rates.

R30a Work is ongoing with the appropriate people to make them aware of our Leisure Card, and it is publicised in all our Leisure Buildings.