

Public Document Pack



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

Monday, 8 February 2021 at 6.30 p.m.
To be held remotely, please contact Clerk
for access

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

Chief Executive

BOARD MEMBERSHIP

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

*Please contact Ann Jones on 0151 511 8276 or e-mail
ann.jones@halton.gov.uk for further information.
The next meeting of the Board is to be confirmed.*

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

Part I

Item No.	Page No.
1. MINUTES	1 - 5
2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)	
Members are reminded of their responsibility to declare any Disclosable Pecuniary Interest or Other Disclosable Interest which they have in any item of business on the agenda, no later than when that item is reached or as soon as the interest becomes apparent and, with Disclosable Pecuniary interests, to leave the meeting during any discussion or voting on the item.	
3. PUBLIC QUESTION TIME	6 - 8
DEVELOPMENT OF POLICY ISSUES	
4. POLICY UPDATE	9 - 16
5. LEARNING AND SKILLS DEVELOPMENT	
(A) ADULT LEARNING SERVICE UPDATE ON TEST AND LEARN PROJECTS	17 - 27
6. ECONOMY	
(A) UPDATE BUSINESS IMPROVEMENT AND GROWTH TEAM	28 - 31
7. SPORTS	
(A) SPORT AND RECREATION TEAM	32 - 42
PERFORMANCE MONITORING	
8. PERFORMANCE MANAGEMENT REPORTS FOR QUARTER 2 OF 2020-21	43 - 64

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, 16 November 2020 held remotely

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

Apologies for Absence: None

Absence declared on Council business: None

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

Also in attendance: One member of the press

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

	<i>Action</i>
<i>The Board took part in a minute's silence in honour of Councillor Morley, who had sadly passed away last week.</i>	
ELS13 MINUTES	
The Minutes from the meeting held on 21 September 2020, were taken as read and signed as a correct record.	
The following updates were provided –	
<u>ELS8</u> – a response had not yet been received from Government following the request to increase the number of apprenticeships. A report is to be presented at the Liverpool City Region's Employment and Skills Board meeting on the same issue and would be shared with Members following the meeting.	Operational Director -
A brief update was provided on the JETS Programme which went live on 5 October 2020.	Economy, Enterprise & Property
ELS14 PUBLIC QUESTION TIME	
It was reported that no public questions had been received.	

ELS15 DWP KICKSTART PROGRAMME

The Board received a report from the Strategic Director – Enterprise, Community and Resources, which provided information on the introduction of the Government's *Kickstart* job creation scheme.

It was reported that the Government had recently launched its job creation scheme *Kickstart* for young people aged 16 – 24 which aimed to provide wage subsidies to employers that created new 6-month work experience placements.

Members were advised that the Executive Board agreed at its meeting held on 15 October 2020 that the Council should apply to become an intermediary in Halton, for the delivery of the Programme. If successful, the Employment, Learning and Skills Division would act as an intermediary for the Programme. It was noted that the forecast number of 6-month placements to be administered by the Division between November 2020 and December 2021 was 100, with the Programme scheduled to end in December 2021 the final placements would therefore run for 6 months up to June 2022.

The report provided detailed information on the *Kickstart* Programme; Halton's approach to this and the resources available and costs associated with becoming an intermediary.

Following Members' queries, the following was noted:

- If an employer was unable to continue with the employment of the young person they would have 6 months' work experience behind them which could assist with securing another job;
- The Council had approximately 30 local companies who were participating in the Programme each with between one and five placements available;
- The Programme was also aimed at working with employers as well, to assist them with their recovery, following the effects of the Pandemic; and
- The costs and calculations discussed in paragraph 5.3 were set following advice from DWP and were agreed by all participating local authorities in the Liverpool City Region, so all were using the same figures.

RESOLVED: That the Board

- 1) notes the report; and
- 2) supports the proposal for the Council's Employment, Learning and Skills Division to act as a *Kickstart* Programme intermediary.

ELS16 PREPARATIONS FOR HALTON'S BOROUGH OF CULTURE 2021

The Board was presented with an update on the preparations being made to deliver Halton's Borough of Culture (BoC) year in 2021.

It was reported that 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 was a non-competitive process, which rotates around the City Region with the aim of encouraging each Borough to develop collaboratively its local talent and potential, whilst reflecting the ambitions and aims of the Regional Culture and Creativity Strategy, which looked to build sustainable capacity across the City Region.

The progress made so far was outlined to Members, which included the emerging programme of activities and also described the potential risks and challenges that could be faced, in light of the Coronavirus Pandemic.

Members welcomed the presentation and progress made to date with the programme of activities and events. They made the following comments / suggestions:

- The opportunity to explore and highlight the 'climate emergency' should not be missed during this year;
- Public art could be displayed in each Borough as well as in a central point;
- There was no reference to the written or spoken word – it would be an opportunity to include schools with a poetry writing competition for example;
- Councillors should be encouraged to participate, particularly those with musical or artistic talents;
- Providing transport for people to cross the bridges would help encourage participation from all communities;
- The immigrant community should be invited to

showcase their cultures in some form;

- A mascot would help promote the BoC year as it would be easily recognisable and they could be placed in different locations in the Borough; and
- The BoC could be advertised outside of the area, which could attract more investment in the Programme.

In response to some comments, Officers advised that the BoC could be used as a toolkit from an inward investment perspective to get businesses involved in celebrating part of history and encouraging them to contribute any artefacts they may have. Although businesses had not been approached yet, due to the Coronavirus complications, this task would be revisited when some improvement in the situation was made. It was also commented that Halton would be producing a booklet to be used to advertise the BoC.

Members were invited to submit any further suggestions they may have to Chris Patino. The Chair requested an update on the BoC for the next meeting.

RESOLVED: That the update and Members comments and suggestions be received.

Operational
Director
Economy,
Enterprise
&
Property

ELS17 COMMUNITY CENTRES ANNUAL REPORT 2019-20

The Strategic Director – Enterprise, Community and Resources, presented the Board with information on the Council’s Community Centres Service for the period 1 April 2019 to 31 March 2020.

It was noted that the incorrect report had been published for this item but the correct one had been circulated to Board Members prior to the meeting.

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. They were also referred to Appendix 1, which gave examples of community centre activities and events in 2019/20, with internet links to the Council's events page where photographs and further details on these events could be found.

RESOLVED: That the report be noted.

ELS18 COVID-19 - LCR HOSPITALITY AND LEISURE GRANT (HLG)

The Board received a report and accompanying presentation on how the Hospitality and Leisure Grant (HLG) provided by the Liverpool City Region (LCR) had gone some way to support local businesses during the Coronavirus outbreak.

It was noted that at the time of writing the report the LCR was placed in a Tier 3 Lockdown. Businesses most affected by the lockdown were identified in order to offer some level of support. It was noted that many of Halton's businesses had been severely affected with many losing several months of trade since the initial lockdown in March, and some were still not fully operational.

An allocation of £1,060,792 had been provided to Halton and Members were provided with an update on the number and the types of businesses eligible for support and the grant allocations awarded to Halton's businesses so far.

RESOLVED: That the report be noted.

Meeting ended at 7.50 p.m.

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

DATE: 8 February 2021

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:	8 February 2021
REPORTING OFFICER:	Strategic Director Enterprise, Community and Resources
PORTFOLIO:	Economic Development
SUBJECT:	Policy Update
WARDS:	Borough wide

1.0 PUPOSE OF THE REPORT

To inform the Board of key recent policy announcements relevant to employment, learning and skills.

2.0 RECOMMENDATION: That the contents of this report are noted.

3.0 SUPPORTING INFORMATION

3.1 The Government's Ten Point Plan for a Green Industrial Revolution

3.2 Tackling climate change is a key priority for the Government, not least bringing forward the date for ending the sale of new petrol and diesel cars and vans to 2030. With the United Nations Climate Change Conference (COP 26) due to take place later this year, it is expected that there will be a continued emphasis on environmental measures. This has placed the adoption of hydrogen firmly at the centre of both industrial policy ('Building a Britain Fit for the Future' 2017) and environmental policy ('Leading the Way to a Low Carbon Future' 2017).

3.3 The Government's commitment to the development of a UK net zero and sustainable economy was restated with the publication in November 2020, of a document 'The Ten Point Plan for a Green Industrial Revolution'. This plan is significant in that it marks a shift in government thinking about the economy and climate change. Principally, this is because it is a critical component of the government's plan for a post-Brexit Britain, as leaving the European Union requires making long-term decisions about Britain's economic future.

3.4 The plan focuses on increasing ambition in the following 10 key areas:

1. advancing offshore wind

2. driving the growth of low carbon hydrogen
3. delivering new and advanced nuclear power
4. accelerating the shift to zero emission vehicles
5. green public transport, cycling and walking
6. 'jet zero' and green ships
7. greener buildings
8. investing in carbon capture, usage and storage
9. protecting our natural environment
10. green finance and innovation

Prominent in the plan, is confirmation of a new wave of offshore wind and nuclear development. There is also the promise of more research and development support for green aviation and shipping. This demonstrates that the government appears to be serious about tackling hard to abate emissions and creating new Zero Carbon Clusters.

Implications for Halton

Halton has a number of locational advantages and economic characteristics that mean that some of these announcements are an opportunity to benefit people and businesses in the Borough. These locational advantages and economic characteristics can be summarised as:

- Halton is a large and significant centre of manufacturing industry;
- The area is an established centre for hydrogen production;
- We are a maritime location with proximity to abundant 'low carbon' off shore energy;
- Close to Hamilton Gas Field in the Irish Sea, that can be repurposed as a location for use in Carbon Capture and Storage.

3.5 Within the 10 point plan the government has placed the expansion of the hydrogen economy firmly at the centre of both industrial policy. It sets out to:

- Create a £240 million 'Net Zero Hydrogen Fund' to finalise a 'hydrogen business model' in 2022;
- Establish 1GW of low carbon hydrogen production capacity by 2025, rising to 5GW by 2030;
- Commence 'local neighbourhood' 20% hydrogen blend trials by 2023 expanding to a 'large village' by 2025 and a 'hydrogen town' by the end of the decade;
- £20m for hydrogen freight, £15m for aviation and £20m maritime development;
- Create a number of industrial '*SuperPlaces*' integrating green hydrogen production, Carbon Capture Storage and Use, and renewables;
- The UK 'indicative' hydrogen funding pot is now around £1bn.

- 3.6 Halton has abundant existing hydrogen assets. Hydrogen has been produced in bulk in Runcorn for well over 100 years. Locally, we have a workforce that is highly skilled and experienced in the manufacture, safe storage and distribution of hydrogen. This is a huge advantage compared to other locations. In addition, Alstom, based in Widnes, have the skills technology and capacity to manufacture hydrogen trains.

Halton is well placed to be at the forefront of a transition to a green hydrogen economy that will bring jobs and investment in new technologies.

It will be necessary to develop proactive strategies and campaigns to optimise opportunities and further proposals will be brought to Members, as soon as it is practical to do so.

- 3.7 In coming months, the Council will be working with partners to consider how we can capitalise on assets in the Borough and align them with policy to seek optimum advantage for our businesses and communities.

In conclusion, the Economy, Enterprise and Property Department is currently involved in driving our economy forward, providing essential business support and infrastructure development to promote local growth. A key element going forward will be the promotion of more sustainable technology and solutions. The services provided will in the future need to adapt and change to suit the changing economic environment, including preparing a Sustainability Action Plan for the Borough.

3.8 **Liverpool City Region Marketing and Investment Strategy**

The Liverpool City Region has been through a period of transition over the last 12 months and has revised the way it attracts investors to the area. It has been through an internal restructuring to balance investments aspirations with operations on the ground in response to Covid-19.

Members will acknowledge that the basic principle of marketing is to put customers at the centre of decision making supported by processes and communications that will influence behaviour.

The City Region has attracted approximately £1.4bn inward investment over the last 5 years, this includes the key sectors of manufacturing, health & life sciences and digital. The City Region also has recognised strengths in logistics, port access, professional services and low carbon/renewable energy.

The City Region has an Internationalisation Strategy and has been successful with attracting inward investment. This has been due in no small part to the strength of

the City Region's major prime industries in creating supply chain opportunities, as well as its proximity to customers and export markets through the Port of Liverpool/Free Port.

Priorities

The priorities of the Liverpool City Region are:

Priority 1: Delivering Sector Specific Campaigns – Capitalising on the City Region's sector strengths by delivering inbound and outbound marketing activity that are effective in building leads and nurturing investment enquiries through to conversion.

Priority 2: Always On – Developing content marketing, PR and the quality of our sales materials to ensure the City Region is front of mind with its target markets.

Priority 3: Being brand led – Aligning investment marketing with the City Region's brand narrative and building the profile of Invest Liverpool with 'far' domestic and international markets.

Priority 4: Developing Strategic Marketing Partnerships – Building relationships with partners and intermediaries at local, regional and national level to amplify the City Region's investment proposition, extend the reach of investment marketing and increase content.

Priority 5: Competitive Value Propositions – Working with industry expertise to identify the core strengths of the region's business sectors and where it has competitive advantage.

Strategic Marketing Objectives

The Inward Investment Marketing Strategy has four key strategic objectives:

1. Contribute to increasing the Liverpool City Region's share of UK FDI projects from 1.5% to 2% within 3 years.
2. Deliver targeted inward investment marketing activity capable of generating 400 leads per annum (across all partners) of which 15%/60 leads will turn into bona fide enquiries and realistic targets for investment.
3. Through the deployment of effective sales enabling tools, support the City region's investment services teams to secure 15 investment projects per annum.
4. Increase the level of university spin outs setting up in the region by March 2023.

Delivery Objectives and Activity

In delivering the above the overarching aims of the strategy will be to:

1. Advance the competitiveness of the City Region through regular engagement with industry regarding its competitive value proposition(s).
2. Develop an account management approach to ensure the region can respond swiftly to potential movements of investors overseas and across the UK.
3. Build the international profile and reputation of Invest Liverpool through alignment with the City Region's brand narrative and content development programme
4. Maximising returns on inward investment through collaborative marketing where markets and channels are common

Activity will be detailed against these objectives and progress against the individual actions will be reported to Halton Council on an annual basis.

Liverpool City Region Employment, Learning and Skills Programmes

Members are advised of a number of policy initiatives and programmes that have been announced since the PPB last met. A summary is provided below.

Kickstart

6 month paid work placements for 18-24 year olds – DWP will cover national minimum wage for 25 hours per week.

Kickstart Intermediaries liaise with the DWP and the employer and can offer the wraparound support that is required. Massive backlog of intermediary applications. Halton People into Jobs has submitted an application, initially for 57 Kickstart jobs.

Youth Employment Task Force

If you have new events, courses or programmes taking place throughout December, January or even further in 2021 targeted at 18-24 year olds – please complete the attached Pro Forma Document and we can ensure that these will be integrated within the new website upon launch. The website, which is currently in its ongoing design stages, will also seek to offer a joined-up signposting system for the wide range of Physical LCR Youth Hubs beginning to take shape, some of which are already live.

Youth Hubs

Youth hubs are being rolled out across the Liverpool City Region and future sites in existing local authorities will continue to launch. The CA is continuing to work with partners internally and externally on a communications strategy

to highlight the fantastic work ongoing in many organisations and the LCR Youth Hubs as further young people access services and provision.

Support for 18 year olds

The CA and constituent Local Authorities are concerned about the position that many 18 year olds are now finding themselves in given their previous and current choices, and the options available to them in the labour market. The CA will be putting in the diary a round table in a couple of weeks to hear from partners as to how they see the position from their perspective, and then how the CA/partners might be able to work together on solutions to address this issue. In the meantime, if you have any data or insight, would you please forward it.

Sectoral Work

Members of the Liverpool City Region’s Employment & Skills Board have established Multi-agency public/private sector working groups to understand the employment and skills issues for key employment and growth sectors listed below.

Sector
Visitor Economy (incl retail)
Professional and Business
Advanced Manufacturing
Health, Care and Life Sciences
Construction
Maritime and Logistics
Digital and Creative
Low Carbon and Energy

Liverpool City Region – Local Skills Report

The CA have to produce an updated Skills Report for Government. It will build on the existing LCR Skills Strategy and Skills Investment Statement, underpinned by consistent analytical evidence that facilitates comparative analysis; this will enable them to understand more completely the specific local priorities and actions required. There will be some consultation and engagement undertaken with partners.

Adult Education Budget

The funding allocated to the LCRCA for the second academic year was £53,414,896, however, an additional £2.17m was awarded by the DfE in September 2020 to respond to national priorities and support LCR residents age 19 to complete a second High Value qualification and to deliver additional Sector Work Academy Programmes (SWAPS).

Working in collaboration with Merseyside Colleges Association (MCA) who represent all the LCR based Colleges, the CA has developed and approved a number of new learning aims for delivery this academic year. MCA have identified a number of new skills programmes that focus on the needs of employers in specific sectors, including advanced manufacturing, health and social care, and digital.

4.0 POLICY IMPLICATIONS

There are no further policy implications associated with this report.

5.0 FINANCIAL 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

As set out in the Ten Point Plan referenced above, transition to a zero emission economy will stimulate investment and create new jobs for local people. This will in turn require the learning of new skills and also require action to develop the existing workforce.

6.3 A Healthy Halton

Air quality is the largest environmental health risk in the UK. It shortens lives and contributes to chronic illness. A transition to zero emissions will improve air quality.

6.4 A Safer Halton

6.5 Halton's Urban Renewal

None.

7.0 RISK ANALYSIS

There are no risks identified.

8.0 EQUALITY AND DIVERSITY ISSUES

None identified.

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 and Community Policy & Performance Board

DATE: 8 February 2021

REPORTING OFFICER: Strategic Director, Enterprise, Community & Resources

PORTFOLIO: Economic Development

SUBJECT: Adult Learning Service – Update on Test & Learn Projects

WARDS: Borough-wide

1.0 PURPOSE OF THE REPORT

- 1.1 The Head of Adult Learning Curriculum will present a report to PPB on the Test & Learn projects delivered by Halton Adult Learning Service, which is funded through Liverpool City Region Combined Authority's devolved Adult Education Budget (AEB).

2.0 RECOMMENDATION

The PPB welcomes the progress made to date in managing the Test & learn Projects

3.0 SUPPORTING INFORMATION

- 3.1 The Adult Learning Service is funded through the devolved AEB which is managed by the Combined Authority. The Service receives funding in the form of a grant. As part of the devolution implementation, the Combined Authority allocated an additional £150k to the service to deliver on a couple of pilot (Test and Learn) projects. Halton used the additional funding opportunity to deliver a number of projects including Web Design, Coding, Digital Marketing & Media and Engage with Reading (a programme to train Reading Volunteers to support people in the community to improve their lower level reading ability). The delivery of the projects was via the existing tutor team together with a digital creative company called Mako, who co-delivered the digital Test & Learn elements.
- 3.2 Co-delivery with Mako enabled existing IT to upskill, build capacity and provided them with the ability to take elements of these courses forward into the new academic year, using the grant AEB funding.
- 3.4 The 'Reading Volunteer programme was reported in in the Times education Supplement as a good practice Test and Learn project in Liverpool City Region.
- 3.5 Appendix 1 provides further details of the Test and Learn delivery together with associated data.

4.0 POLICY IMPLICATIONS

- 4.1 These projects have supported in allowing the service to innovate and develop the provision to meet the employment needs in the Digital sector as well as supporting people with lower level reading skills to gain vital skills to improve their employability opportunities and begin their education journey into recognised qualifications in English and IT.

5.0 FINANCIAL IMPLICATIONS

- 5.1 Budgets were managed carefully to ensure spend within these programmes were utilised to best effect. The funding also allowed Halton Adult Learning Service to procure further IT and English resources that can then be used for wider service needs.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Employment, Learning and Skills

The Test and Learn projects supported this priority. Employment, education and raising the profile and achievement in reading was enabled through the Reading Volunteer project. The Digital Test and Learn project offered learners the opportunity to explore digital learning and employment and further education routes. Additionally, the Web Design course supported some learners who were interested in marketing a small business enterprise.

- 6.1.2 In Halton it has been identified that reading levels of all ages are below the expected national average and the 'Reading Volunteer' programme supports learners on a 1:1 basis in developing both their reading ability and confidence, which in turn raises the profile of reading and allows those learners to better support their own children. Additionally, it works to encourage them to develop their reading skills and seek out qualifications to support their employment opportunities.

6.2 A Safer Halton

Part of all the programmes is a focus on safety and safeguarding, whether this is online or when working with volunteers. Learners are taught and understand the important of keeping themselves safe on line and gaining a better understanding of safeguarding when working in the community on a 1:1 basis.

- 6.3 Halton's Urban Renewal
N/A

7.0 RISK ANALYSIS

- 7.1 Funding for these projects has been agreed by LCR and they are managed effectively to ensure no financial risk.

8.0 EQUALITY AND DIVERSITY ISSUES

- 8.1 Those learners with lower reading levels are supported to improve their skills in reading, thus their life chances and opportunities into gaining employment or qualifications are improved.

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

Document	Place of Inspection	Contact Officer
N/A		

Please see the additional report for further details.

Halton Adult Learning. Test and Learn Innovation Projects Report.



Change Your Life
learn something new



*Liverpool City
Region Combined
Authority Test &
Learn Projects at
Halton Adult
Learning.
'An Opportunity for
Innovation and
Growth'*



Overview of the Test & learn Projects

The Rationale

Liverpool City Region Combined Authority Devolved Adult Education budget offered the opportunity and flexibility for Adult Learning Providers to submit and deliver innovation projects with a focused on Digital, English and/or maths aims that linked with local or regional skills needs.

‘Educational attainment levels in the key areas of English, maths and digital have improved – but not enough’.

(Skills Strategy 2018-2023 page 14).

Halton Adult Learning were approved to deliver two projects under the Test & Learn initiative in the academic year 2020-21.

Project 1- Digital Marketing and Media

This project was divided into three delivery elements to support local residents understand, study and explore employment opportunities in the ‘Digital Employment Sector’ or into further study. The programme was co-delivered by Halton Adult Learning and a local industry specialist company ‘Mako’, with a view to upskilling tutors to take elements of the project forwards into the next academic year using our AEB allocation.

The three elements of the project were :

Web Design

The project supported learners in understanding how to create their own website to either support in current employment and upskill or for those learners that were interested in setting up their own businesses and marketing their product or business idea.

Introduction to Coding

This element was designed to support learners understanding of basic coding. They had the opportunity to code a variety of devices to spark an interesting in this ever growing digital sector.

Digital Marketing & Media

This element of the provision was designed to support those already in employment to upskill in using digital marketing and media tools and platforms to promote their business on a digital platform more effectively. Or to support those learners who had an interest in digital marketing and media into Further Education opportunities or increase their employment prospects.

Overall Figures

	Courses	Learners	Withdrawals	Attendance	Retention	Pass rate	Achievement
Autumn 2019	4	25	3	87.8%	88.0%	100%	88.0%
Spring 2020	4	35	11	77.7%	68.6%	95.8%	65.7%
Summer 2020	4	38	5	98.3%	86.7%	100%	86.8%
Workshops	2	12	0	100%	100%	-	-
Total	12	98	19	88.4%	80.6%	98.7%	79.6%

Retention has created some challenge in terms of personal reasons, health and family commitment. In response to this, workshops were organised to take place during Enrolment Days to ensure potential learners were more aware of the course content and expectations.

However, this was hindered by COVID-19 and those additional workshops could not go ahead. As a result, using remote methods, individual consultations were undertaken with learners for the online course provision to ensure it met their needs and expectations and they had the appropriate level of IT skill and kit to engage fully in the course content.

Retention for the Spring provision was hindered for a number of learners due to COVID-19, some felt uncomfortable coming to Centre in the lead up to lockdown and other could not continue to access

the provision online (5). One learner could not continue with the course as he had gained full time employment. Another could not continue to attend due to his partner's shift change and childcare challenges.

Many of the learners on course didn't have the appropriate kit or were working from home or home schooling children so were unable to transfer to the online provision at that stage to complete the course.

Summer Term was solely remote teaching and delivery, learners were clear about the time commitment and expectations of the course prior to beginning the course which then boosted both Retention and Achievement rates.

Learner Feedback and Evaluations

"Really inclusive class."

"I am particularly impressed that this Coding course went ahead in lock down and was still delivered to such a high standard."

"Provided an inclusive learning environment given the current climate."

"It's been great, particularly during lockdown when I could've felt quite isolated. It's been a positive experience to take part in a long term online learning plan. It's given structure to my week, a point of focus and also allowed me the chance to regularly interact with other people. I've felt part of a learning community which has had a positive effect on my mental health."

"Really well structured and organised lessons, amazing we could do it all amidst a pandemic."

"It's fun! I felt motivated and part of a little gang of learners, which has been particularly uplifting during lockdown when I've been so isolated. I'll be quite disappointed to have my Tuesday evenings to myself again and I'll actually miss seeing the others in the class."

"I enjoyed it, everyone was treated the same everyone had respect"

"The lessons are very well put together and Sean and Lindsey are very helpful and friendly. The information is extensive and I have got a lot out of it"

“They’re friendly, compassionate, and efficient. I really appreciated their attitude to make sure everyone had what they needed and more. Really encouraging atmosphere!”

“The course was well structured and packed with information. Easy to access, lots of support. I really enjoyed the course”

“It has extremely friendly staff who break down the lessons so that they are easy to digest and understand”

“The course was well organised from start to finish, the course organiser and the tutor worked well together. Considering the new format of Zoom lessons they adapted to the situation well. It was the first time that the course was presented this way and it worked extremely well. There were very few IT issues and then they were very minor things that were sorted out there and then. ”

Project 2- Engage with Reading

This project was designed to train ‘Reading Volunteers’ and match them with learners who had lower level reading skills to boost their confidence and ability, encouraging those individuals to pursue English qualifications and to support their progress within or into employment. Additionally, for the Reading volunteers it was an opportunity to give something back to the community, which was highlighted in Times Education Supplement, please see the link below:

<https://www.tes.com/news/how-liverpool-ripped-adult-education-rulebook>

Overall Figures

	Courses	Learners	Withdrawals	Attendance	Retention	Pass rate	Achievement
Spring 2020	1	12	1	88.2%	91.66%	100%	91.6%
Total	1	12	1	88.2%	91.66%	100%	91.6%

Sadly, the Reading Volunteers programme was heavily impacted by COVID, it prevented the volunteers working with their learners as with lockdown there was no opportunity for them to work on a 1:1 basis together in community spaces as originally planned. Also, learners and volunteers didn’t have the technical ability and kit for this to be approached through a remote platform.

Reading Volunteer Feedback and Evaluations

'For something that I can do so naturally, this has been a real awareness into the complexity of the English language.'

'A good balance of teaching and discussion'

'Good level of support from course and aware of what is expected'

'Good all-round knowledge of both how we will help learners and also possible struggles learners may have'

'Lots of information to process and we have received plenty of handouts and paperwork to begin our journey with our learners'

'The tutors have striped everything back to basics to give us a greater understanding of how to teach reading'.

New Test and Learn Projects 2020-21

Reading Volunteers continued

Due to COVID and the lockdown restrictions, Liverpool City Region Combined Authority recognised the impact this had had on Halton Adult Learning's ability to fully deliver the Reading Volunteers and funding was reallocated into a second year of delivery. However, this has been impacted in a number of ways due to National and Local lockdown restrictions. Attracting reading volunteers to the programme whilst delivering on a remote platform has been difficult. Also a number of people keen to train as a reading volunteer have been restricted by lack of kit and IT skill or have wider family or work commitments that have made attending the online course difficult. We have another launch scheduled for Spring term 2 and are currently exploring a 'Digital Equipment Loan scheme' to be able to provide the necessary IT equipment to those who need it to be able to access the provision.

Project 2- Digital Innovation

This new Test & Learn has focused on developing all staff into 'Digital Champions' through the securing of TEAMS as a remotely digital platform for teaching. We have utilised members of the IT staff to become Digital Champions and train the wider team to become proficient and confident in delivering remote teaching and learning on the TEAMS platform. Additionally, a programme has been design to train 'Learner Digital Champions' to act as IT teaching assistant support in classes. Developing their skills and work experience to support them in pursuing Further Education qualifications in digital technology, develop their skills as volunteers to support in wider community projects or to gain work experience to enhance their CV and support with employment opportunities. However, due to the National and Local lockdown restrictions delivering the 'Learner Champions' element has proven difficult as again learners either didn't have the necessary kit, or were working from home or home schooling. A relaunch of this element of the project is scheduled for Spring 2, again supported by the 'Digital Equipment Loan Scheme'.

The third element of the digital innovation project is 'Film Making' which has recently launched successfully with learners gaining skills in creating short films through the use of a variety of equipment, again sparking an interest in these education or career pathways.

Project 3- Enhancing IT, maths and English skills for parents with young children.

This provision is designed to support parents accessing our Children's Centre programmes. It is a combined delivery approach to support parents to up skill their English, maths and digital skills whilst developing their ability to support their child's early speech, language and communication. This is a borough wide focus as GLD scores are low across the borough. The provision works to upskill parents while supporting the development of early speech, language and communication for children aged between 0 to 5 years, contributing to raising skill levels and attainment. Interwoven with this are qualifications that lead to progression into the CACHE Caring for Children Level 1 and Teaching Assistant Level 2 qualifications as well as encouraging parents to undertake Functional Skills qualifications in English, maths and ICT.

The offer promotes a variety of activities that will develop parents' digital skills, along with employability skills, as well as developing understanding in areas such as reading, phonics and mathematical calculations.

The first launch took place in Autumn 2 on TEAMS as a remote learning platform and parents felt it benefitted them well in their own understanding and in supporting their children. However, with the recent lockdown restrictions, many parents have been unable to join these courses as they are home schooling their children. The limited IT equipment has created a barrier for some learners to access

this provision along with the continued closure of the Children Centre's for face to face delivery. These parents will also be considered for the 'Digital Loan Scheme'.

Due to the success of the Coding and Web Design provision last year, this now forms part of our AEB funding provision and continues to prove popular.

REPORT TO:	Employment Learning & Skills Community
DATE	8 February 2021
REPORTING OFFICER:	Strategic Director – Enterprise, Community and Resources
PORTFOLIO:	Economic Development
SUBJECT:	Update Business Improvement & Growth Team
WARDS:	Borough Wide

1.0 PURPOSE OF THE REPORT

- 1.0 The purpose of this report is to update Members on key activities being undertaken and or overseen by the Council's Business Improvement and Growth Team during the COVID-19 pandemic.
- 1.2 Members will appreciate that during the last year, most of the team has been working on supporting local businesses during the pandemic and activities have been changed to reflect this. Some generic business support has continued, and this is summarised below.

2.0 RECOMMENDATION: That:

- 2.1 Members note the activities and performance of the Business Improvement and Growth Team and how this aligns with wider national and city region strategies.

3.0 SUPPORTING INFORMATION

3.1 1. Business Growth Programme – Phase 2

The Business Growth Programme (Phase 2 of the original LCRIBS programme) has been supporting SME's that deliver Business to Business, across the Halton Region. It is part of the Liverpool City Region's Growth Hub Programme, which supports businesses by offering fully funded specialist support through ERDF and Halton Borough Council funding. Businesses are offered an in-depth diagnostic to gauge the type of support required.

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

Performance Targets:

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

Performance To date:

Number of Claims made to date – 40

Number of businesses currently being supported – 15

Number of businesses in the pipeline – 40

Number of businesses withdrawn – 43 broken down as follows:

- Not eligible – 7
- Not engaging – 33
- Unsuitable – 2

Total number of enquiries to date - 138

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.

2. Liverpool City Region Hospitality and Leisure Grants (HLG)

The impact of the Coronavirus is being felt in our communities in many different ways, and Halton's businesses have been severely affected with many losing several months of trade and many are still not fully operational giving the ongoing restrictions and lockdowns.

A presentation was provided to PPB on 16 November 2020 reporting on HLG round 1, setting out how HLG provided by Liverpool City Region, and administered by the six Local Authorities was to rolled out.

A presentation to the PPB will update on how HLG round 1 & 2 has gone some way to support local businesses.

It will provide details on the emerging HLG round 3 and top up grants. This is likely to be launched in early February 2021.

3. Growth Platform

During the past year the Growth Platform has concentrated on working with businesses and designing solutions to meet business needs, especially important during the pandemic. They have been providing support to ease business progress through the pandemic and help emerging from Covid-19 for businesses into post-Covid-19 Support:

Covid-19 Support

Covid-19 Business Advice

Covid-19 Legal and professional services advice

Growth Hub Enquiry management

Business Growth Programme

Post-Covid-19 Support

Covid-19 Recovery Grants

New Markets Support

Officers within the business support team have been liaising with colleagues in the Combined Authority and the Chamber of Commerce to ensure that activities are complementary and do not duplicate existing provision.

4. One Front Door

Mid-way through this financial year there was a change of staffing in the delivery structure of One Front Door providing the Board and management with the opportunity to review the way in which the service operates. This also provided the opportunity to challenge operating practices and review activity. The investment context of the last 12 months is the pandemic and curtailment of business travel opportunities. The revised headline targets are to contribute to increasing the Liverpool City Region's share of UK investment projects from 1.5% to 2% within 3 years and create a target to generate 400 leads per annum for investment.

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 Liverpool C.A. are discussing Phase 3 of the programme and how businesses will benefit support business moving forward. Phase 3 of the programme will potentially run from the period of 1st January 2022 until 30th June 2023 and will require match funding of £85,799.

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

No implications.

7.0 RISK ANALYSIS

The Business Growth Programme aims to support 95 SMEs to ensure growth and sustainability. Since the first COVID-19 lockdown in March 2020 businesses went into panic; as they emerged out of the first lockdown, more support was required in the areas of digital marketing, strategic sales and marketing and also strategic business planning, indicating that businesses required support to reach a wider market and in some cases alter their business strategy. The impact of COVID-19 has hit the Global economy hard; businesses would benefit from the support that the Business Growth Programme could offer moving forward into Phase 3.

8.0 EQUALITY AND DIVERSITY ISSUES

There are no equality and diversity issues.

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

'None under the meaning of the Act.'

REPORT TO:	Employment, Learning and Skills, and Community, Policy and Performance Board
DATE:	8 th February 2021
REPORTING OFFICER:	Strategic Director - Enterprise, Community and Resources
PORTFOLIO:	Community and Sport
SUBJECT:	Sport and Recreation Team
WARD(S)	Borough-wide

1.0 **PURPOSE OF THE REPORT**

- 1.1 To provide members with a report for 2020 on the Council's Sport and Recreation Service. Reporting on the Leisure Centre Service for the Financial Year 19/20 and March 2020 to December 2020, 'COVID Year'.

2.0 **RECOMMENDATION: That:**

- i) **The report be noted**
- ii) **Members comment on the service delivery**

3.0 **SUPPORTING INFORMATION**

- 3.1 The report provides information on the months leading up to the Covid-19 pandemic and how and what the service have delivered during the last 12 months. It has been an extremely difficult time for the service, for staff, regular customers and engagement with residents. Activities are an essential component in supporting and developing the infrastructure of the community, to improve the quality of life both physically and mentally.
- 3.2 The service actively works with partner organisations, such as, Halton Sports Partnership, in order to facilitate development through a better understanding of the issues and a sharing of resources to achieve success. Without the contribution from our staff and partners, much of the work highlighted within this report would not have been possible.

4.0 **SPORT AND RECREATION TEAM**

- 4.1 The team has two distinct areas:
- Sports Development Team – development of programmes and activities to support the local infrastructure and encourage residents to start and

stay active. Including day-to-day operations at Frank Myler Pavilion and facilitating Grass Sport hire booking/s.

- Management of the Councils 3 Leisure Centres. Kingsway Leisure Centre, Brookvale Recreation Centre and Runcorn Swimming Pool.

The Sports Development Team, is a small team and day to day duties include:

- finding and training staff, coaches and volunteers for projects
- promoting and running projects and activities
- monitoring and evaluating projects
- finding funding, managing resources and budgets
- putting local and national policies into practice
- attending meetings, seminars and conferences
- coaching or supervising sport

The team has undergone a number of changes in 2020 with 4 colleagues moving on. There was a reduction in the support provided during 2020, whilst posts remained vacant; and staff redeployed for some of their time to support the corporate service COVID-19 response. There are currently 2 full time Officers. The following is a snap shot of local projects delivered.

5.0 **SPORTS DEVELOPMENT DELIVERY 2019/20**

5.1 **Theme 1: Increase Participation and Widen Access**

5.1.1 **Active Halton overview**

The year started by providing support to **100+ weekly activities on the Active Me Timetables** keeping timetables up to date on various platforms, liaising with community groups and coaches. Promote classes and disseminate information, from very gentle movement classes, through to energising high impact classes. Estimated 75,000+ attendances a year in community classes. Signpost general enquiries and support individuals so they attend sessions that best meet their needs. During the pandemic face to face contact and meetings ceased and thus the support moved to telephone, online and digital platforms, examples as follows:

- Staying Active at home during COVID-19 web page created end March, advice and exercises to do at home, daily posts, tweets, YouTube page
- Staying Active at home guidance published in Inside Halton, circulated to 35,800 households
- £41,473 Sport England Emergency funding awarded between 12 clubs.
- Mental Health awareness training to clubs, link to Merseyside Sports Partnership
- Updates given to clubs in Halton Sports Partnership network, funding opportunities, advice on virtual sessions and how to come back from lockdown

- Different intensity activity levels so something for the whole community, (yoga, gentle circuits, HIIT, LBT, abs& stretch, box fit, activities to keep children active)
- Engaged in A Better Health and other campaigns to support good health
- Mindfulness delivered to staff feeling stressed, staff Health support page set-up including exercise videos
- Case study published in Liverpool Echo - partnership with MSP, Sport England

5.1.2 **Frank Myler Pavilion and Sports Ground**

Pre pandemic 34 community bookings in indoor facility and 5 bookings for the MUGA, 10 football teams on site using 10 pitches. Unfortunately, the Pavilion closed to the public during March 2020. The Pavilion expected to open, one day a week, mid-January 2021. A staggered reopening will take place, due to a number of reasons including:

- social distancing restrictions, (the activity room can accommodate 10 participants, thus some classes have moved to larger halls)
- high number of participants 65 years+ (risk too high to recommence)
- significant number of different instructors deliver at site (need to limit)
- instructors who are no longer delivering (change of career)
- Centre Assistant vacant posts (recruitment now in progress).

Grass pitches at the site have been open/closed since September 2020, with access given to the external toilet. (No changing room provision or wider building access).

5.1.3 Due to the suspension of football and rugby league matches Grass Sports Hire facilitated a 75% refund of fees to all teams. It is likely that a refund of fees will be required for 2020/21 season.

5.1.4 **Halton Sports Coach Scheme**

Sports coaching and School support SLA.

In 2019/20, 18 primary and special schools signed up for the SLA programme, which provided high quality professional service during curriculum and extra curriculum time. The programme reached 6,000+ pupil contacts and 500 teacher observations and training. Due to COVID-19, the service suspended the programme in March 2020. The Community Sports Coach (CSC) has recently retired. The CSC developed and delivered the programme since its inception in 2013 and made a significant impact, linking young people into community sport clubs/activity.

Community Sports Coaching

Online coaching sessions, support and ideas provided to sports club coaches and casual workers including:

- Two virtual Couch to 2k programmes delivered

- Two family activity sheets produced and sent out through a variety of settings to the community
- May half term activity leaflet put out on social media for children to complete throughout the week
- Family Games posted

All CSC programmes now on hold until the service has capacity to complete a review with schools, community groups and coaches.

6.0 Leisure Centre Activity 2019/20

6.1 The leisure centre service had a productive year and were on their way to achieving their key target of improving participation (more residents, more active, more often) versus previous year (18/19) by a minimum of 1.5% (8k improvement). Unfortunately, in March 20, when the Nation was struck by a Pandemic (COVID-19), leisure centres were ordered to close to the public. This resulted in the service not meeting their key participation target, although they were very close:

6.2 Participation Numbers 18/19 Vs 19/20:

	FY 18/19 Actual	FY19/20 Actual	
Kingsway (KLC)	278,256	281,431	+3,175
Brookvale (BRC)	221,568	210,463	-11,105
Runcorn Pool (RSP)*	44,806	24,108	-20,698
TOTAL	544,630	516,002	-28,628

(*RSP- Swimming Lessons and all School Swimming removed from this site due to staffing resources and changing facilities. Sessions transferred to BRC and KLC)

Health and Fitness Membership across the sites – 2,800

- Junior-Gym (11-15 year olds) – 550 Live Memberships

Health and Fitness Membership visits (Gym & Class Users) – 95,000

Learn to Swim Programme – 1,200 Memberships

Learn to Swim Programme visits (children learning to swim) – 53,000

Total 227,000 swim visits

- School Swimming – 36 schools accessing lessons
- School Swimming – 900 children learn to swim each week
- Aqua-Babes – 3,000 visits
- Swim Clubs (Halton) – 6,500 visits
- Swim Clubs (Runcorn Reps) - 2,500 visits

6.2.1 Other activity visits during 19/20:

- Children in Care (CIC) free swim/gym memberships – 16
- Indoor/Outdoor Football – 25,000
- Squash – 6,000
- Badminton – 6,000
- Basketball - 125
- Table Tennis - 400

- Parties – 8,500
- Walking Netball - 350
- Cheshire Junior Netball Leagues – 3,400
- Walking Football for over 50's – 1,728
- Bowls – 2,820
- Kops N Kids – 1,000
- Trampolining - 400
- Athletics – 1,000

6.3 The Council's leisure centres provide access to affordable leisure activities, which support the health and wellbeing agenda across the borough. People, who are physically active, reduce their risk of developing major chronic diseases, such as, coronary heart disease, stroke and type 2 diabetes by up to 50% and the risk of premature death by about 20 - 30%. Inactive people spend 38% more days in hospital.

6.4 **Key highlights from 19/20:**

6.4.1 **Swimming**

Sport Works – 'learn to swim' programme

- Sport Works (Manchester & Cheshire) is an award-winning provider of Sport, Exercise and Educational programmes throughout the UK. Sport Works delivers a range of community services targeted at children and young adults with a disability or additional need.
- Active Halton Leisure Centres established a partnership with Sport Works to deliver swimming lessons for children, aged 4-11 years, with disabilities/special educational needs at Kingsway Leisure Centre. The team designed and developed. Sessions led by Level 2 Swimming Instructor with 1:1 support in the water and inclusive swim awards/badges available to participants. 12-week trial programme commenced in Feb, 2 x 30 minute lessons (six spaces per lesson). Active Halton delivered Swim England 'Aquatic Helper' training to Sport Works volunteers on site to facilitate the delivery of the programme.



6.4.2 **Learn to Swim (LTS) programme development – rebranding, pool layout, programme framework (teaching outcomes), staff training & development plans**

- Revised pool layout and use of pool platforms
- Rebranding – new logo/promotional images
- Introduced Active Halton LTS Framework (aligned with Swim England)
- Introduce the ‘12 week’ Active Halton teaching plan
- Working partnership with Swim England – LTS programme development. Bespoke online training (with resources and teaching videos) to be delivered in Jan 20 to support/facilitate programme changes/developments



6.4.3 **School Swimming programme development**

- Pool layout review beginners/non-swimmers in small pool (KLC)
- Review of class numbers, timetabling, bookings/operations
- School Swimming Charter to be implemented across all sites
- National Curriculum Training Programme (NCTP) to be offered to teaching staff across Halton – school staff to support swimming lessons to ensure more children meet the national curriculum outcomes.

6.5 **Partnership and Collaboration**

6.5.1 **Kops N Kids Summer Programme**

- Kops N Kids 2019 summer holiday programme, over 4 weeks 287 children registered for the programme with an attendance of 2459 (average of 246 children per day).
- Brookvale Recreation Centre worked in partnership with Cheshire Police, Onward Housing, Riverside Housing, Commissioners Office, Residents and Young People Volunteers, Local Parish Councils, Everton in the Community, Sports Development and St Helens Rugby; Asda and Arriva provided food and free travel to Brookvale Recreation Centre for the programme.
- The Kops N Kids programme designed to support and meet Halton Borough Councils aims and objectives, as well as supporting other local partner's aims and objectives.
- All young volunteers gained AQA qualifications through the programme and these were funded by Onward Housing.



6.5.2 Following the success of the summer programme, activity delivered at Brookvale Recreation Centre to reduce Anti-Social Behaviour over the October half term, in particular on the 30th October.

Kops N Kids October programme:

- 180 attended the half term programme
- Involved families and children from 1-16 years.
- Relationships improved with local partners and Cheshire Police.



6.5.3 **Riverside College**

- Worked in partnership with Riverside College to provide additional sports and Physical Education Facilities for their students at Kingsway Leisure Centre.

6.5.4 **Widnes Walking Football Club**

- Throughout 2019/20 worked with Widnes Walking Football Club and helped them to expand the club. They now play 3 days per week for 2 hours. Interest in walking football amongst the over 50's continues to grow. The club also delivered coaching courses at Kingsway Leisure Centre.

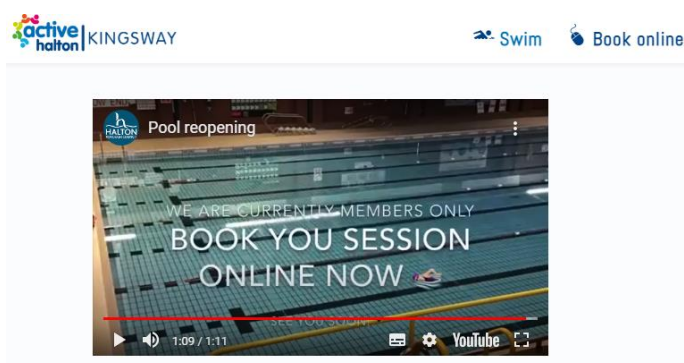
7.0 **2020 March to December (COVID Year)**

7.1 **What follows is an insight into some of the key things that Leisure Centres have engaged in since March 2020:**

- 7.1.2 Kingsway Leisure Centre, Brookvale Recreation Centre and Runcorn Swimming Pool closed to the public on 19th March. All staff asked to stay at home from 23rd March until early July. During this time, the service redeployed many staff to assist in other service areas, such as, Open Spaces, Corporate Service and Care Homes, the staff did a tremendous job, some learning new skills and all assisting the Council with its response to the unexpected pandemic.
- All direct debits (DD) frozen during national lockdowns. Regular communication and live classes (over 200 live classes) delivered throughout the first closure.
 - Fitness team delivered live workouts on Facebook, 3 per weekday, 150 posted, videos available on website for those without social media
 - Delivered 25 home workout videos on Instagram
 - Breathing and water confidence ideas for in the bath for learn to swim children
- 7.1.3 The Government gave permission for Leisure Centres to reopen from 25th July, albeit with restrictions in place. Prior to reopening the service managers reviewed all the Government guidance and industry guidance from Ukactive, Swim England, Royal Life Saving Society (RLSS) and Swimming Teacher Association (STA). Risk assessment and building control documents were populated and produced to ensure that once open building were COVID secure.
- 7.1.4 The extent to what activities the sites offered and the opening hours were determined following staff discussions (occupation and environmental risk assessments, extensive training and availability). Discussions with other colleagues, regarding reception screens, hand sanitisers, cleaning, barriers, signage, PPE, also contributed towards opening and operational plans. All staff received extensive training and induction at Brookvale, prior to returning to work on the front line.
- 7.1.5 Permission given to deliver a 4 week Summer Holiday Activity Programme, for under 18s at Brookvale, all participants took part in an activity session and received a packed lunch; the team also facilitated activity at the Stadium.
- 7.1.6 Phased approach to opening the facilities to the public. Dry side activities of gym and fitness classes started at Brookvale on 3rd August, with the swimming pool opening a week later. Operations reviewed daily and amendments made using feedback from staff and customers. Difficult trying to facilitate customers from three sites wanting to use Brookvale, due to restricted capacity and opening hours. Meetings between Brookvale and Ormiston Bolingbroke Academy staff to ensure safety and to agree on Covid19 secure operations once school open and using joint use areas.
- 7.1.7 A few maintenance and repair issues completed, at Kingsway, before it opened to the public. Kingsway opened for dry sided activities on 14th September, followed by the swimming pool on 21st. Kingsway opening welcomed; in particular, the swimming pool participation numbers, hourly

slots can accommodate 16 customers. Bigger spaces allow for increased numbers at activities. Programmes have been adapted to suit the users, such as, junior lane swimming to accommodate the Swimming Clubs etc.

- 7.1.8 Bookings system introduced for all customer. Thus, customer numbers adhere to national guidance and cleaning breaks, access and exits managed appropriately. Customer numbers and the range of activities on offer have been severely restricted. Although there have been some recent exemptions, i.e. supervised activities for under 18s, the footfall allowed in the building is significantly lower, as such, 'pay as you go' visits have only recently been introduced.
- 7.1.9 Walk through visual video tours produced for Brookvale and Kingsway so customer know what to expect when they turn up at site. Information regarding the reopening, clear, and concise DD information sent to customer and posted on the Councils website.
- 7.1.10 Face Coverings worn by staff and customers in all public areas.
- 7.1.11 Customer feedback excellent, no safety concern, weekly visit circa 600 at Brookvale; 1000 at Kingsway.



<https://youtu.be/Y4HuMdwkvaw>

8.6 Sports Facilities

- 8.6.1 Leisure centres have invested in new online technology to enable them to offer Online Bookings and Joining to the residents of Halton. Online booking available and online joining to be rolled out asap (Jan 2021).
- 8.6.2 Planning application submitted for the New Leisure Centre, Moor Lane, Widnes and approval granted, subject to conditions. Two-year construction programme anticipate completion during 2023.
- 8.6.3 Refurbishment of Brookvale All Weather Pitch project progressing with the Football Foundation. Subject to a successful grant application, anticipate installation date of September 2021.

9.0 POLICY IMPLICATIONS

- 9.1 Production of the Active Halton strategy on hold until Sport England launch new strategy, thus local outcomes to link to the National Strategy, this process delayed. Sport England's strategy launch date scheduled for 26.1.21.
- 9.2 The Active Halton steering group have continued to meet throughout the year to work on local delivery plans and projects.
- 9.3 The benefit gained from being Active or involved in sport contributes towards achieving wider council priorities. Benefits that sport can bring to people and to society: physical wellbeing, mental wellbeing, individual development, social and community development and economic development. The Sport and Recreation service and the voluntary sector sporting community make a significant contribution to the Public Health agenda.

10.0 OTHER/FINANCIAL IMPLICATIONS

- 10.1 The service recognises the importance of the right offer for communities to support health inequalities and economic recovery; however, the financial viability is creating the need for strategic exploration.
- 10.2 Short, medium and long-term impact of the pandemic on the service is unknown. Staff are working hard on recovery and reinvention plans, but will need the opportunity for further customer engagement as and when guidance changes. The medium and long-term positions look very challenging with our facilities predicting a worse financial picture for 2021-22 than pre-lockdown.
- 10.3 There is a need to find the right strategic approach to secure the balance between community needs and affordability for local authorities. This is nothing new, but the pace of this journey has accelerated significantly.
- 10.4 The Leisure Centres require specialist staff to open the buildings to the public, specifically the swimming pool. The service has experienced service delays, due to vacant posts and sickness.

11.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

11.1 Children & Young People in Halton

The service engages with thousands of young people through a variety of coached activities, learn to swim programme, signposting to community sports clubs and activity to support and increase participation. The pandemic has significantly affected service delivery.

11.2 Employment, Learning & Skills in Halton

Sports Development provides volunteer opportunities and skill development in coaching, administration, fundraising and access to resources for those

learning new skills. Support adult and lifelong learning, through fitness referral programmes. Learning has continued online and with course adaptations. External opportunities have been limited, especially, where practical assessments/demonstration involve contact. Lifeguard training has continued to take place in small bubbles.

11.3 A Healthy Halton

Sport and Physical Activity links directly with priorities in Halton's Health and Wellbeing strategy, prevention being the key. Physical activity links with prevention of certain cancers, mental health problems and falls. We need to put the customer first, focus on those least active and transform how activity is provided, this has never been so important. Keeping active has been a focus throughout the pandemic it will continue to be a priority as the Nation moves forward.

11.4 A Safer Halton

The connection between sport and reducing anti-social behaviour and the fear of crime supported by key research. Sports activities and competitions, sports volunteering, sports leadership, sports training help develop individuals and communities, encourage healthier and more productive lifestyles and create inclusive communities and neighbourhoods that provide a shared identity and sense of place.

11.5 Halton's Urban Renewal

The service supports groups looking to improve the areas where they live/work.

12.0 RISK ANALYSIS

12.1 Delivery and income affected significantly by participation restrictions.

12.2 Some Council Leisure Centre stock is old and of poor quality.

13.0 EQUALITY AND DIVERSITY ISSUES

13.1 The Sport and Recreation service is open and accessible. The service supports groups and individuals to be and stay active.

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

14.1 None

REPORT TO:	Employment, Learning and Skills Policy and Performance Board
DATE:	8 February 2021
REPORTING OFFICER:	Strategic Director (Enterprise Community and Resources)
SUBJECT:	Performance Management Reports for Quarter 2 of 2020/21
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 2020.
- 1.2 Key priorities for development or improvement in 2020 -21 were agreed by Members for the various functional areas reporting to the Board as detailed below:
 - Enterprise, Employment and Skills
 - Community and Environment

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

- 1.3 Information concerning the implementation of high risk mitigation measures relevant to this Board is provided in 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 2020 – 30th September 2020**

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 20/21 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 2020-21 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 emergence of the global COVID19 pandemic early in 2020 has had a significant and unavoidable impact upon Council services the full extent of which is yet to become known. The Council, along with key partner agencies, has prioritised its resources upon mitigating the serious risks to public health, the protection of vulnerable residents, and the social cohesion of the local community. In developing appropriate responses to emerging national and local priorities this situation is likely to remain the case for the foreseeable future.
- 1.4 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 During the period there has been a rollout of the online and remote delivery of all customer and learner facing activities within Adult Learning provision, Halton People into Jobs and Apprenticeship support. This has included the piloting of Microsoft Teams in Adult Learning and Learn Live within the Apprenticeship Service as a means of sustaining effective service provision during the current COVID pandemic.
- 2.3 A 15 week Skills Capital Work Programme commenced in Kingsway Learning Centre. The project which is funded through the Strategic Investment Fund and has a value of £720, 000, has 2 elements i.e. Improved Facilities and Equipment
- 2.4 A new subcontract called Job Entry Targeted Support (JETS) was awarded to Halton People into Jobs and delivery commenced during Quarter 2. This is a separate strand of the existing Work and Health Programme provision already delivered by HPIJ. Its purpose will be to help people who have been

unemployed and in receipt of benefits for at least 13 weeks, to find sustained work. Recruitment has now commenced.

- 2.5 An expression of interest and application was submitted to the Department of Work and Pensions for the Employment Learning and Skills Division to act as an Intermediary/Gateway Provider for the Government's new Kickstart programme, which launched in Quarter 2. The programme is for 16-24 year olds who are on Universal Credit and at risk of becoming long term unemployed. Each Kickstart paid placement is for 25 hours per week for 6 months.
- 2.6 Council staff made significant efforts to re-open its Halton People into Jobs premises at Church Street, and the Acorn Learning Centre site during Quarter 2. COVID-safe checklist were developed and deployed effectively in order to sustain accessibility of provision.
- 2.7 Council staff continue to work closely with the Liverpool City Region Combined Authority on the people elements of Build Back Better, including plans for a Response to Redundancy project and the establishment of Liverpool City Region Youth Employment Task Force and Physical Youth Hubs in each borough.
- 2.8 Work with HBC's 14-19 Team continued regarding the Supported Internship Programme. Plans are underway for the Division to take over the delivery of this programme from spring 2021 (currently it is delivered by Riverside College, who are supportive of the move to the Council). Whilst the Division is currently in receipt of funding from the ESFA, a revision to its status will be required as Supported Internships funding is for 16-18 year olds

Library and Culture and Leisure Services

Library Services

- 2.9 As would be expected the provision of library services has been significantly affected during the first half-year period as a result of the prevailing COVID pandemic. Staff within the service worked quickly to introduce digital platforms to provide service continuity to users and an intensive social media campaign has been undertaken to engage audiences and highlight resources to both existing and potential customers.
- 2.8 This has proved successful and the use of digital newspapers and magazines has increased by 100% alongside e-Book and e-Audio loans increasing by 70%. The first half-year has also seen a 350% increase in new membership.

Community Centres

- 2.16 Following a period of closure, the Council's 5 Community Centres reopened on Monday 3rd August. Since their reopening, the Centres have been operating with some restrictions upon activities and access to services. At the time of writing this report, the cafés located in Castlefields and Upton Community Centres were operating a 'take-out' service only and there was no access to any of the public access computers. At the end of the period the Sports Hall at Upton also remains closed.
- 2.17 During the period to September there was an 80% reduction in usage across the service compared to the same period last operating year. Whilst this is disappointing, it is expected and attributable to the national lockdown and the temporary closure of the centres. Since reopening, the usage at the centres has gradually increased. Whilst attendance figures are still not comparable to last year's attendances for the same period, it is interesting to note the increase in certain categories of usage.

- 2.18 The increases in usage are consistent with the types of activity that has been permitted to continue in the venues, in line with Government guidance, with increases seen to activity that falls within the following categories; Statutory Agencies, Lifelong Learning and Sports Development.
- 2.19 Whilst it is likely that some of our regular hirers may not return to the centres in the near future, it is encouraging to see that the centres are able to react positively to the constantly changing demand for space for the delivery of different types of activities and that they continue to remain key to local communities for the delivery of services.

Sports and Recreation

- 2.20 During the first quarter period Kingsway and Brookvale Leisure Centres and Runcorn Pool remained closed to the public in response to national lockdown measures and a number of staff were redeployed to other service areas. Unfortunately this meant that no income could be derived from subscriptions and customer Direct Debits were frozen.
- 2.21 A phased approach taken to reopening the facilities, starting with the delivery of 4 week Holiday Activity at Brookvale (numbers were low compared to programme delivery last year), all participants received packed lunch, the team also facilitated activity at the Stadium. Dry side activities of gym and fitness classes started on 3rd August, with swimming pool opening a week later. Operations reviewed daily and amendments made using feedback from staff and customers. Difficult trying to facilitate customers from the three sites wanting to use Brookvale, with restricted capacity and opening hours. Meetings between Brookvale and OBA staff to ensure safety and to agree on Covid19 secure operations once school opened.
- 2.22 Kingsway had a number of maintenance issues, which had to be resolved before it reopened to the public. Kingsway opened for dry sided activities on 14th September, followed by the swimming pool on 21st. Kingsway reopening was welcomed; in particular, the swimming pool participation numbers (hourly slots can take 16 customers) and programmes have been adapted to suit the users, such as, junior lane swimming to accommodate the Swimming Clubs etc.
- 2.23 Walk through visual video tours have been produced for Brookvale and Kingsway Centres so customers knew what to expect when they arrived at the facility. Information regarding the reopening of facilities and clear, and concise Direct Debit information has also been sent to customers and posted on the Councils website. Face Coverings continue to be worn by staff and customers in public areas and Customer feedback has been excellent, with weekly visit circa 600 at Brookvale; 1000 at Kingsway.
- 2.24 Sports development staff have continued to support and provide advice to local groups and individuals throughout the pandemic and community activities were delivered over the summer holidays at the Stadium which involved 649 participants each of whom were provided with a packed lunch.
- 2.25 Grass sports activities recommenced as of 12th September with 100 local teams being allocated a Council pitch. Although the Winter Pitch assessment was completed the summer pitch assessment was delayed as a consequence of the COVID situation and this will delay the production of the Playing Pitch Strategy until 2021.
- 2.26 The Staying Active webpage set-up March, which received 600 views first day, and was updated with information for older adults <https://activehalton.co.uk/staying-active-at-home-during-covid-19/> It provides access to 100's of online classes and advice provided on the active Halton webpage.

2.27 In addition staff have continued to deliver training and to research online resources to support the community and Council staff and this has included, for example,

- Suicide Awareness training; Walking for Back pain; Stress management; Psychological First Aid; Mindfulness; inc deliver mindfulness to staff; Physical Activity and Mental Health; Active Ageing and Covid –William Bird; Dementia Adventure skills.

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 Whilst the Employment Learning and Skills Division has been able to open some premises to staff and the general public, social distancing and other Covid restrictions will mean that a blended approach of face to face and remote support will be in place for many months to come. This has required staff to quickly upskill in new ways of working, particularly via online platforms and whilst this has been a steep learning curve for many, staff have demonstrated a willingness and commitment to successfully acquire new skills in a very short space of time to support service delivery

3.3 Work is underway in Quarter 2 to reopen the Kingsway Learning Centre site to learners/customers once capital works are complete. The improved facilities include a new lift, a learner break out area and a new Adult Learning Reception on the first floor. New IT equipment, vending machines and corridor display units are amongst the items purchased with Equipment funds. Additionally the Halton People into Jobs staff will be relocated from the Widnes Direct Link facility during quarter 3.

3.4 Apprenticeship Support by the Be More team have a number of targeted deliverables as part of their Strategic Investment Fund contract with the Combined Authority (CA). These include large skills shows and an Apprenticeship Graduation Ceremony. Given current Covid measures, there is a strong possibility that these events will not be possible and the Council will work with the CA and appointed contractors on alternative options.

Library and Culture and Leisure Services

3.5 The temporary loss of library buildings as cultural spaces has had a negative effect on cultural engagement for communities. Current restrictions around delivering live events will continue to impact on the arts sector and on the mental health and wellbeing of residents that benefit from engaging with arts and culture. However during the pandemic public libraries continue to be well used and have remained responsive and adaptable to reconnect communities to vital resources that support wellbeing, learning, information & reading.

3.6 The trusted reputation of library services, working with key partners and making novel alliances, provides a valued platform for engaging and supporting communities in this new normal. Effectively communicating new initiatives to dispersed communities and teams across the Borough will play a pivotal role in successful delivery.

3.7 The leisure centres have introduced a booking system (no turn-ups) and capacity for all activity has been necessarily reduced as a consequence of the ongoing COVID situation. At the time of writing industry surveys suggested that 70 – 80% of gym members would return within a couple of week of reopening. Approximately 40% members have cancelled; this is comparable with neighbouring authorities.

- 3.8 However participation numbers are not expected to rise to pre Covid levels for a considerable period of time and this will likely have a significant and unavoidable impact upon future income. As a result alternative service delivery models are being explored such as the introduction of Peak and Off Peak sessions and allowing casual users to ‘pay and play’ which would require a pre-registration system for Test and Trace to be developed.
- 3.10 Regrettably whilst social distancing measures remain in place Runcorn Poll, does not have a viable operating model given the structural limitations of the building and by necessity staff have been temporarily deployed elsewhere.

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 manage and sustain employment support programmes Work Programme by March 2021	

Ref	Milestones	Q2 Progress
EEP 01b	To prepare an Economic Reset Plan for the Borough by July 2020	
EEP 05a	To prepare funding bids to support Halton's Borough of Culture 2021 by November 2020	
EEP 05b	To implement the Adult Education Test & Learn Pilots and prepare evaluation report by January 2021	

Supporting Commentary

EEP 01a

The ELS division manages a number of employment support programmes. The landscape is constantly changing but the team has been successful in securing funding from the European Social Fund, and other government contracts. The team will continue to seek funding to support these initiatives.

EEP 01b









The pandemic has resulted in the business improvement and growth team allocating time and resources to supporting businesses to access grants. However, it is important to think beyond the current crisis and develop a longer term strategy to support the borough's economy. A reset plan is now being prepared.





EEP 05a/b

In 2021 Halton becomes the Liverpool City Region's borough of culture. It will be necessary to seek matching funding to develop a programme of activities to complement funding provided by the Combined Authority.

Following the review of the Adult Education Budget, the ELS division applied for funds to deliver test and learn pilots aimed at promoting innovation and best practice across the City Region. It was proposed that the adult learning team would consider piloting activities that are focused on ICT and digital participation.

Key Performance Indicators

Ref	Measure	19 / 20 Actual	20/21 Target	Q2 Actual	Q2 Progress	Direction of travel
EEP LI 08	Number of Enrolments (Adult Learning).	TBA	TBA	1532		
EEP LI 09	Number of People supported into work.	TBA	TBA	141		
EEP LI 10	Percentage of learners achieving accreditation.	TBA	42%	22%		
EEP LI 11	Total number of job starts on DWP programme (Ingeus).	TBA	TBA	43		

Ref	Measure	19 / 20 Actual	20/21 Target	Q2 Actual	Q2 Progress	Direction of travel
EEP LI 12	Number of new starts into permitted/paid work for local people with disabilities (over 12 month period).	TBA	TBA	23		
EEP LI 13	Number of Businesses Supported.	TBA	TBA	396		

Supporting Commentary

EPP LI08

In the 2019/2020 academic year there were 1532 enrolments. Due to COVID restrictions, summer term enrolments could not be undertaken which has impacted on our ability to reach the expected target this academic year

EEPLI 09

141 people supported into work/jobs confirmed in Quarter 2. Cumulative since April 239 people have been supported into work/job starts.

EEP LI10

In the 2019/2020 academic year, 185 learners achieved accreditation (22%). The service implemented the Awarding Body requirements for Centre Assessed Grades and learners who completed assessment activities were submitted for accreditation. Learners who were unable to access remote teaching, Learning and assessment were given priority to continue their learning when face-to-face provision recommenced in September 2020.



Although close to target (25%), a percentage of accreditations were lost due to COVID and our summer accreditation programmes being unable to run. The service is currently working towards the target of 42% for the 2020/21 academic year. It is too early in the teaching, learning and assessment cycle for learners to achieve accreditation

EEP LI11 / 12

43 starts on DWP/Ingeus Work and Health Programme in Quarter 2. 61 cumulative starts since April. COVID19 has significantly affected referrals from Jobcentre Plus.

23 people with disabilities/health conditions supported into work in Quarter 2. Cumulative since April 37 people have been supported into work.





Community Services**Key Objectives / milestones**

Ref	Milestones	Q2 Progress
CE 02a	Deliver a programme of extended informal learning opportunities meeting identified local targets - March 2021	
CE 02b	Develop a programme of cultural activity meeting identified local targets – March 2021	

Supporting Commentary

In the face of the COVID pandemic work has continued to successfully deliver programmes digitally and additional information is provided within the Key Developments section of this report.

Key Performance Indicators

Ref	Measure	19 / 20 Actual	20 / 21 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.	TBA	TBA	834, 514		
CE LI 08	Number of physical and virtual visits to libraries (annual total)	TBA	TBA	744, 970		

Supporting Commentary

CE LI 07 / 08 the number of active users at quarter 2 is showing a positive trend and as would be expected the number of virtual visits to libraries has increased in light of the COVID situation.

7.0 Financial Statements

ECONOMY ENTERPRISE & PROPERTY DEPARTMENT

Revenue Operational Budget as at 30 September 2020

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	4,472	2,129	2,145	(16)	(31)
Repairs & Maintenance	2,205	995	895	100	200
Premises	76	64	64	0	0
Energy & Water Costs	694	252	234	18	33
NNDR	472	464	486	(22)	(22)
Rents	179	63	63	0	1
Economic Regeneration Activities	34	5	0	5	10
Security	471	168	168	0	0
Supplies & Services	260	212	197	15	15
Supplies & Services - Grant/External Funded	1,022	386	386	0	0
Grants to Voluntary Organisation	150	19	19	0	0
Covid-19 Discretionary Business Support Grants	831	831	831	0	0
Capital Financing	21	21	21	0	0
Transfer to Reserves	210	122	122	0	0
Total Expenditure	11,097	5,731	5,631	100	206
Income					
Fees & Charges	-876	-301	-301	0	(1)
Rent - Commercial Properties	-780	-319	-221	(98)	(216)
Rent - Investment Properties	-39	-17	-17	0	0
Rent - Markets	-570	-200	-198	(2)	(2)
Government Grant Income	-1,615	-1,012	-1,012	0	0
Reimbursements & Other Income	-1,044	-178	-178	0	0
Schools SLA Income	-440	-434	-434	0	0
Recharges to Capital	-206	-67	-67	0	0
Transfer from Reserves	-794	-244	-244	0	0
Total Income	-6,364	-2,772	-2,672	(100)	(219)
Net Operational Expenditure	4,733	2,959	2,959	0	(13)
Covid Costs					
Staffing	0	0	1	(1)	(1)
Repairs & Maintenance	0	0	26	(26)	(51)
Security	0	0	16	(16)	(16)
Supplies & Services	0	0	74	(74)	(84)
Covid Loss of Income					
Rent - Commercial Properties	-197	-197	0	(197)	(312)
Rent - Investment Properties	-5	-5	0	(5)	(5)
Rent - Markets	-209	-209	0	(209)	(235)
Covid Grant Funding	0	0	-528	528	704
Net Covid Expenditure	-411	-411	-411	0	0
Recharges					
Premises Support	1,777	888	888	0	0
Transport Support	28	14	14	0	0
Central Support	2,082	1,041	1,041	0	0
Asset Rental Support	4	0	0	0	0
Recharge Income	-6,592	-3,296	-3,296	0	0
Net Total Recharges	-2,701	-1,353	-1,353	0	0
Net Departmental Expenditure	1,621	1,195	1,195	0	(13)

Comments on the above figures

Finance continue to work closely with the Department to ensure that a balanced budget is achieved.

Whilst effective control over expenditure can be maintained, income remains a budget pressure, as the majority of the income is generated externally.

It is projected that the saving measures put forward by the Department for 2020/21 will be met.

However, future revenue savings are becoming increasingly hard to find, given the number of employees within respective business units. In addition, the department consists of 134.4 staff, of which 73 are externally funded, through grant/capital or external sources. There are three vacancies in the department at present. One vacancy is being recruited to whilst the remaining vacancy within the Investment & Development Division will not be filled and any savings will be used towards meeting the staff turnover saving target of £0.092m

The Repairs & Maintenance Programme is projected to be under budget this financial year. An assessment has been carried out to identify work that is not committed and which can be delayed until the next financial year to help balance the budget.

The negative variance in recent years for Energy & Water Costs was addressed at budget setting time. Due to the majority of staff now working from home the budget continues to show a positive variance this financial year. This may increase during the next few months depending on the working from home situation.

Some buildings have been acquired as part of a particular regeneration scheme and currently remain vacant. As a result, in the interim, operating costs will have to be funded internally until the buildings are demolished. This with the additional cost of NNDR on empty buildings is causing a significant budget pressure.

The report shows how much Grant/External Funding the Department receives for Supplies & Services. This highlights the difficulties the department is faced when making savings on controllable budgets.

Adult Learning Division has contributed £0.122m as match funding towards the Ways to Work Programme. During the last 4 year this has generated £1.808m in matched funding, creating an employment programme of £4.773.

Commercial Property rent continues to be the main budget pressure for the department. During the last few years, the Council has disposed of many properties, either in preparation for regeneration projects but also to generate capital receipts, which have been reinvested in Council services. This loss of rent has not been reflected in the future setting of income targets.

Capital grant conditions allowed the Council to recharge staff time to projects.

A balanced budget is forecast this financial year.

Covid Costs

The majority of the costs for COVID are related to loss of income. The market tenants and some commercial property tenants were given a three month rent free period in April. The department is forecasting that the Flea Market at Widnes Market will not open until at least January.

Additional costs for the department relate to the purchase of PPE equipment, adaptations to corporate buildings plus security on the Ice Rink whilst it was being used by the Council. It is also projected that additional cleaning will be required in the next few months.

Capital Projects as at 30 September 2020

	2020-21 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
3MG	72	21	21	51
Foundry Lane Residential Area	150	112	112	38
Equality Act Improvement Works	303	58	58	245
Widnes Market Refurbishment	149	88	88	61
Broseley House	24	20	20	4
Solar Farm	699	637	637	62
Solar Farm Extension	67	49	49	18
The Croft	30	0	0	30
Murdishaw Redevelopment	38	0	0	38
Kingsway Learning Centre Improved Facilities	470	321	321	149
Kingsway Learning Centre Equipment	281	10	10	271
Halton Lea TCF	721	8	8	713
Sci Tech Daresbury – Project Violet	6,389	128	128	6,261
Runcorn Town Centre Redevelopment	750	34	34	716
Total	10,143	1,486	1,486	8,657

Comments on the above figures.

Sci Tech Daresbury Project Violet- Project Violet commenced on site in August 2020 and the groundworks are commencing to schedule

Widnes Market - Evaporative cooler works completed. Initial redecoration works completed. Further phases of works planned for the remaining allocation

3MG -Alstom have confirmed they will expand on their existing site rather than purchase more land from the Council. CDP have confirmed they will acquire all the remaining land, including the public open space.

Solar Farm - All commissioning and testing has been completed. The system passed the Plant Performance Ratio test in September 2020 and the commissioning certificate was completed in August 2020.

The Council formally took over the site in September 2020.

Equality Act Improvement Works - The installation of a stair lift to improve access within Kingsway Learning Centre is currently on site and the Council is planning for various upgrade works to be undertaken later in the year following on from the various access audit reports carried out by consultants Cassidy & Ashton

Broseley House - Only one tenant now remains and notice has been served on them with a view to having them vacate the building when their lease expires in June 2021. Once vacated the building will be demolished and the site brought forward for redevelopment. Minimum works will be carried out until then so there should be little expenditure over the short term.

Kingsway Learning Centre Improved Facilities – Works are progressing well and on budget, phases 1 and 2 have been handed back to the end user, The Council have a delay on the lift installation and the sliding folding partition but the rest of the works are progressing well

Halton Lea TCF – The project for the Community Shop is near completion.

Foundry Lane – The Foundry Lane project relates to the regeneration of the Foundry Lane industrial estate in Halebank. Over the next 5-10 years, the aim is to regenerate the 8ha site from its current low quality/value industrial usage, to a thriving mixed tenure housing estate of approx. 400 units. The project is currently at procurement stage in order to appoint a long term Development Partner.

Murdishaw –The Council is awaiting confirmation of the masterplan in partnership with Onward Homes. Outcome delayed due to Covid. Currently liaising with Onward to agree priority schemes. Hope to identify quick win projects for delivery in Q3/4.

COMMUNITY & ENVIRONMENT DEPARTMENT**Revenue Budget as at 30 September 2020**

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn (Overspend)
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	13,636	6,570	6,165	405	493
Premises	2,176	1,314	924	390	463
Supplies & Services	979	491	475	16	9
Book Fund	155	40	40	0	0
Hired Services	541	155	66	89	179
Food Provisions	85	15	12	3	2
School Meals Food	1,384	154	134	20	0
Transport	157	86	91	(5)	(10)
Area Forum	210	34	34	0	0
Contribution to Archives	57	0	0	0	0
Levies	31	31	30	1	1
Waste Disposal Contract	6,188	0	0	0	136
Grants to Voluntary Organisations	84	0	0	0	65
Grant to Norton Priory	172	86	87	(1)	(1)
Capital Financing	0	0	50	(50)	(50)
Rolling Projects	0	0	86	(86)	(86)
Total Expenditure	25,855	8,976	8,194	782	1,201
Income					
Sales Income	-737	-450	-203	(247)	(325)
School Meals Sales	-1,274	-100	-86	(14)	(40)
Fees & Charges Income	-3,484	-2,281	-2,128	(153)	(345)
Rents Income	-78	-39	-28	(11)	(22)
Government Grant Income	-1,077	-1,077	-943	(134)	(134)
Reimbursements & Other Grant Income	-547	-108	-95	(13)	44
Schools SLA	-1,208	-1,208	-1,309	101	101
Internal Fees Income	-380	-166	-37	(129)	(320)
School Meals Other Income	-130	-22	2	(24)	(31)
Catering Fees	-14	-9	-9	0	0
Capital Salaries	-173	-60	-57	(3)	(7)
Transfers from Reserves	-133	-38	-38	0	18
Total Income	-9,235	-5,558	-4,931	(627)	(1,061)
Net Operational Expenditure	16,620	3,418	3,263	155	140

Covid Costs					
Community Development	0	0	1	(1)	(1)
Community Safety	0	0	9	(9)	(9)
Leisure & Recreation	0	0	7	(7)	(16)
Open Spaces	0	0	248	(248)	(299)
Schools Catering	0	0	19	(19)	(19)
Waste & Environmental Improvement	0	0	3	(3)	(592)
Shielding Hub	0	0	25	(25)	(25)
Avoided Costs					
Commercial Catering	98	24	0	24	98
Community Development	35	27	0	27	35
Leisure & Recreation	368	126	0	126	368
Open Spaces	712	245	0	245	712
Schools Catering	972	651	0	651	972
Stadium	451	92	0	92	451
Covid Loss of Income					
Commercial Catering	-110	-34	0	(34)	(110)
Community Development	-269	-147	0	(147)	(269)
Leisure & Recreation	-1,091	-653	0	(653)	(1,091)
Open Spaces	-1,263	-514	0	(514)	(1,263)
Schools Catering	-1,497	-954	0	(954)	(1,497)
Stadium	-682	-215	0	(215)	(682)
Waste & Environmental Improvement	-12	-12	0	(12)	(12)
Government Grant Income	0	0	-1,676	1,676	3,249
Net Covid Expenditure	-2,288	-1,364	-1,364	0	0
Recharges					
Premises Support	1,640	820	820	0	0
Transport Support	2,360	1,184	1,073	111	223
Central Support	4,170	2,085	2,085	0	0
Asset Rental Support	146	0	0	0	0
Recharge Income	-488	-244	-244	0	0
Net Total Recharges	7,828	3,845	3,734	111	223
Net Departmental Expenditure	22,160	5,899	5,633	266	363

Comments on the above figures

The net Department spend is £0.266m under the available budget at the end of Quarter 2 and the estimated outturn underspend for 2020/21 is £0.363m under budget.

The Department has been greatly affected by Covid-19 in the first half of 2020/21. Many services were halted for at least part of the first half of the year, whilst others have had to make changes to working methods and service delivery, all of which have had an impact on the Department's budgetary position. As such, the estimated Department outturn for 2020/21 has changed considerably from 2019/20, with the caveat that there are many uncertainties around when and how service provision can begin to return to normal. The assumptions used in preparing these figures are that The Brindley will remain closed for the rest of 2020/21; Kingsway Leisure Centre and Brookvale Recreation Centre will remain open for the rest of the financial year with reduced capacity; Runcorn Swimming Pool will remain closed until next year; functions at the Stadium will not be able to take place for the rest of the year and any matches staged will be behind closed doors; Community Centres and Libraries will remain open but will operate with restrictions on services in line with Tier 3 guidance; and a full School Meals service will continue to be offered from September, albeit with disruption caused by increased student absences and partial school closures. Any changes to these assumptions will result in major changes to the Department's financial position.

Employee expenditure is £0.405m under budget at the end of Quarter 2. The underspend relates to a large number of unfilled vacancies in the Leisure Centres, The Brindley and within Open Spaces. Site closures and reductions in service delivery have allowed vacancies across the Department to be held open for longer than usual which has also contributed to the underspend. As services are now beginning to resume, some of these vacancies have now been filled and it is not anticipated that an underspend of this scale will continue into Quarters 3 and 4. Savings on casual staff and overtime from sites that are currently closed have been classed as costs avoided due to Covid-19 and have been netted off reported Covid-19 income losses.

Premises costs are £0.390m under budget at the end of Quarter 2. Utilities and repair costs have reduced considerably whilst sites have been closed, although these will likely increase again now sites have started to reopen. The outturn position is currently projected to be £0.463m under budget due to ongoing closures at The Brindley and Runcorn Swimming Pool, a reduction in services offered at the Stadium and reduced energy usage at the Leisure Centres due to restricted capacity.

Spend on Supplies and Services is currently £0.016m under budget and spend on Hired Services is currently £0.089m under budget. This underspend has been generated by reduced spending on services that were temporarily halted, and spending is expected to return to normal once sites reopen.

No invoices have been received for the waste disposal contracts in 2020/21. Estimated expenditure has therefore been calculated based on the average cost per tonne in 2019/20. Any changes to these costs could have a large impact on the Department's outturn budget.

The overspend on Rolling Projects partially relates to emergency works to the Sankey Canal which have been necessitated by the closure of Fiddlers Ferry Power Station. Once the preliminary stages of the work are complete, a report will be taken to the Board which will set out options to fund the project.

An estimate of the income loss due to Covid-19 has been made based on the income received by the Department in 2019/20 and has been reported separately from the normal operational income. The underachievement of Sales Income of £0.247m at the end of Quarter 2 therefore relates to shortfalls in catering income from Commercial Catering and the Stadium which have been ongoing issues for many years.

Minimal income has so far been received for School Meals sales due to schools only being open for a very limited number of children in the summer term. It is extremely challenging to estimate the income which is likely to be received during the rest of the year as the service has been subject to considerable disruption since resuming fully in September, many schools have had to send large numbers of children home to self-isolate. Sales income will also be affected by the economic downturn due to a likely increase in free school meals numbers and possible reductions in the amount of household income available for discretionary spending. These factors mean that any projections relating to the School Meals service are subject to a high degree of uncertainty and could change considerably by the end of the 2020/21 financial year.

Fees & Charges Income is £0.153m under budget at the end of Quarter 2. This relates to historic shortfalls in income in the Leisure Centres and the Stadium, offset by an increase in income for Cemeteries, the Crematorium and green waste licences.

The shortfall in Government Grant income relates to the Universal Infants Free School Meals Grant.

The Department has incurred £0.312m of additional costs due to Covid-19 at the end of Quarter 2. £0.217m of these costs relate to the rental of the ice rink for use as a temporary morgue and the installation of a temporary cremator to cope with additional service demand. There were also £0.020m of additional costs incurred due to the School Meals service requiring to operate throughout the school holidays, and £0.015m of food costs relating to the Shielding Hub for distribution to vulnerable residents. The estimated additional costs for the whole of 2020/21 are £0.961m. The majority of the additional costs are in relation to waste disposal, caused by a significant increase in the amount of waste generated from households during lockdown.

This has increased considerably from the estimated cost at Quarter 1 due to the Liverpool City Region being subject to Tier 3 restrictions from October. It has now been determined that the temporary cremator will be required to be in place throughout the rest of 2020/21 at an additional cost of £0.020m. There are also additional costs being incurred relating to PPE and cleaning requirements in buildings which are open to the public.

Covid-19 related income losses across the Department in Quarter 2 are estimated at £2.529m, offset by £1.165m of avoided costs for casual and agency staff, overtime, food and bar provisions, and costs of artists performing at The Brindley.

It has been assumed that all additional costs and loss of external income that can be attributed to Covid-19 will be covered by government grant funding. This includes a grant of £0.231m awarded by the Arts Council to assist with the running costs of The Brindley, as well as to purchase equipment to enable the theatre to reopen safely in 2021/22. The only impact of Covid-19 which is shown as having an effect on the Department's financial position is therefore the loss of internal income which cannot be offset by grant funding. This loss of income will be offset by a reduction in expenditure across other Departments. This has the largest impact on the Stadium and the Community Centres, all of which receive significant income from internal room hire.

Transport recharges are currently £0.111m under budget, which is projected to increase to £0.223m at the end of 2020/21. This is consistent with the historical trend of reduced transport running and maintenance costs within the Department.

Capital Projects as at 30 September 2020

	2020/21 Capital Allocation £'000	Allocation to Date £'000	Actual Spend £'000	Total Allocation Remaining £'000
Stadium Minor Works	69	33	33	36
Children's Playground Equipment	120	20	20	100
Landfill Tax Credits	10	0	0	10
Upton Improvements	13	0	0	13
Crow Wood Play Area	90	6	6	84
Crow Wood Pavilion	1	1	1	0
Peelhouse Lane Cemetery	349	300	308	41
Victoria Park Glass House	25	20	20	5
Sandymoor Playing Fields	27	0	0	27
Town Park	246	20	14	232
Open Spaces	542	150	154	388
Bowling Greens	5	4	4	1
Widnes & Runcorn Cemeteries – Garage & Storage	3	3	3	0
Litter Bins	20	20	20	0
Brookvale Recreation Centre Pitch	488	0	0	488
Moor Lane Leisure Centre	4,986	984	984	4,002
Total	6,994	1,561	1,567	5,427

Comments on the above figures.

Stadium Minor Works – There have been major works carried out to modernise the Bridge Suite, including upgrading to energy efficient LED lighting.

Children’s Playground Equipment - This is an ongoing project which includes spend on improvements within the Borough’s playgrounds.

Crow Wood Park – The park building and the external works are substantially complete and the next phase of landscaping works is now under way.

Open Spaces Schemes – This covers spending on a variety of externally funded projects, including works to Sunnybank Park, Hale Lighthouse Approach, Birchfield Gardens and several projects in the Runcorn Hill area.

Peelhouse Lane Cemetery – The major hard landscaping is nearing completion. The final planting needed to complete the scheme will take place in the autumn.

Victoria Park Glass House – Works to the glass house are now complete. Works to the garden are currently being carried out.

Sandymoor Playing Fields – The main work has been completed and the site has now been handed over to the Parish Council. There will be some soft landscape establishment works to complete over the next year.

Widnes & Runcorn Cemeteries - Garage & Storage – Work at both sites has now been completed, with the exception of some final establishment works. There will be a retention payment due in 2020/21.

Town Park – The southern paths phase is nearing completion, with only reinstatement works remaining to be completed.




Bowling Greens – Works related to the removal of the bowling green is now substantially complete.

Moor Lane Leisure Centre – Works currently on hold due to potential compulsory purchase orders (CPO) on site.





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 2020

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	COVID-19 pandemic resulting in a 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		
Risk control measure(s)		Lead Officer	Timescale Review	Residual Impact	Residual Likelihood	Residual Score
<i>R21 a</i>	<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
<i>R22 a</i>	<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 is working with the Combined Authority to deliver the Economic Recovery Plan for the City Region. This has identified and allocated resources to deliver several new employment initiatives, for which revenue funding has been made available.

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.

Business Area –Community and Environment

Appendix 1 - Implementation of High Risk Mitigation Measures – Quarter 2 to 30th September 2020

Assessment of current risk			Impact (Severity)	Likelihood (Probability)	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		
Risk control measure(s)			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
<p>R29a In the past, there are a number of clubs and charities that have been using the stadium facilities. They are aware of discounts available, such as, Table Tennis, Karate, Ladies Gym, Kickboxing, Let's Go Club, Chemics Café. We also support with Widnes Vikings and a number of charitable organisations. Any discounts are discussed and agreed by Stadium Management.</p> <p>At the moment any income generated is being underwritten by the COVID-19 emergency fund, and in fact, alternative uses have been identified for the stadium, for example, Testing and Vaccine 'roll-out'</p> <p>R30a Despite the continued promotion of the offer, the uptake of the card has declined over the last few years. This could be down to the fact that the discounts and number of providers listed on the card has reduced.</p>