

REPORT TO: Business Efficiency Board

DATE: 8 June 2016

REPORTING OFFICER: Strategic Director – Community and Resources

SUBJECT: Procurement Strategy 2016-19

1.0 PURPOSE OF THE REPORT:

1.1 The purpose of this report is to seek approval to the Council's Procurement Strategy 2016-19.

2.0 RECOMMENDATION: That the Councils Procurement Strategy 2016-19 as presented in Appendix 1, be approved.

3.0 SUPPORTING INFORMATION:

3.1 The Procurement Strategy presented in Appendix 1 has been refreshed following the completion of the period of the previous strategy, which covered 2013-2016. The new Strategy follows the format recommended by Local Government Association's "National Procurement Strategy for Local Government in England 2014". This is underpinned by four key areas:

- Making Savings
- Supporting Local Economies
- Leadership
- Modernising Procurement

3.2 The Strategy is structured around these four key areas, providing a position statement on each as at March 2016, together with the achievements made to date. The Strategy provides an overview of the Purpose, Vision, and Context as well as Key Objectives for the Council's approach to procurement.

3.3 Halton has progressed rapidly over the past few years in terms of ensuring that procurement is recognised as a strategic function. Not only has this been successful but the Council's approach has been recognised nationally.

3.4 The Public Services (Social Value) Act 2012 requires public authorities to have regard to economic, social and environmental wellbeing in connection with public services contracts within the meaning of Public Contract Regulations 2015. Halton has embraced this requirement and taken it even further by commencing a campaign to drive Social Value into all procurement activity where relevant and proportionate.

3.5 In June 2015 the Executive Board approved a Social Value Framework for Procurement, underpinned by a Charter and Policy. This has been utilised to date in seventeen procurement exercises, the outcomes of which are presented in Appendices 2 and 3.

3.6 The Procurement Division has also worked with regional and national public sector organisations providing direct procurement support and training, conducted peer-reviews and has supported certain partners with implementation and leadership of procurement improvement.

4.0 POLICY IMPLICATIONS

4.1 None.

5.0 FINANCIAL IMPLICATIONS

5.1 None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 **Children & Young People in Halton**

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

6.3 **A Healthy Halton**

6.4 **A Safer Halton**

6.5 **Halton's Urban Renewal**

The Procurement Strategy is intended to improve procurement practice across the Council and reduce costs, which may affect all of the Council's priorities.

7.0 RISK ANALYSIS

7.1 Given the financial pressures facing the Council, the implementation of this Strategy will assist in reducing costs and balancing the budget, whilst also avoiding the risk of procurement challenge.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 None.

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

9.1 There are none under the meaning of the Act.

Halton Borough Council

Procurement Strategy

2016-2019

Procurement Strategy 2016-2019

Foreword

The Council's contracted spend with third parties exceeds £90m per annum. Over three quarters of the Council's suppliers are Small Medium Enterprises (SMEs) and this position has been maintained for the last three financial years.

As well as ensuring the Council delivers value for money when procuring supplies, services and works, it also has a duty to use its purchasing power to help in the delivery of its wider corporate priorities of; A Healthy Halton; Employment, Learning and Skills in Halton; A Safer Halton; Halton's Children and Young People; Environment and Regeneration which is underpinned by our sixth priority; Halton and Corporate Effectiveness and Business Efficiency.

This is delivered through a commitment to transparency, by advertising all procurement opportunities above £1,000 via the Chest (Procurement e-portal). Our processes are risk-based, clear and simple and fully compliant with the 2015 Public Contract Regulations.

Procurement can directly support the Council in adding value, by driving social value into all procurement where relevant and proportionate. To date the Council is seeing significant added benefit by doing this for the Borough.

An effective Procurement Strategy will support the Council's commitment to transform the way it does business. The Strategy will act as a 'vehicle for change' helping the Council to meet the financial challenges it faces. The Strategy sets out how effective procurement has already helped to deliver efficiencies and savings and how we will continue to use procurement to deliver both savings and social value gains.

The Council is committed to further developing collaborative relationships with other public sector partners, particularly in the Liverpool City Region. It recognises that this is the next step to delivering further savings, by becoming a larger buyer and influencing the market together, but without compromising social value.

I support and commend this Strategy as a reflection of the excellent position we are now in, which can be evidenced with national awards received by Halton and continuous business improvement.

I would also like to thank the Business Efficiency Board for the work and support it provides to this very important area of the Council's activities.



Cllr Mike Wharton

Executive Member for Resources

Procurement Strategy 2016-2019

Purpose

The main purpose of the Procurement Strategy is to provide the Council with a structured approach, which will ensure the Council achieves value for money in all of its procurement activity.

The approach will enable the Council to undertake procurement on a commercial basis, in order to maximise savings and cost reductions through embedded, continuously improving procurement processes.

In addition, the Council will develop wider collaboration with public sector partners, in order to deliver benefits from regional economies of scale.

Vision

To continue to secure full internal compliance with the Council's procurement rules and processes; to work together with public sector partners and the business community to develop innovative procurement solutions that deliver quality and value for money from supplies, services, and works and achieving broader social value.

Context

Halton has historically spent over £90 million per annum on third party contracts which deliver services to the residents of the Borough. The significant financial pressures resulting from reductions in Government

funding and rising demand make this strategy a key tool in reducing costs whilst maintaining service levels and quality wherever possible.

The reductions in the Council's funding come at a time when demand for Services has never been greater. With an ageing population and an increasing number of looked after children, social care spend is growing. With funding reductions of this magnitude, it is even more important to use the resources available to the best possible effect.

We will need to rethink the services we deliver; ensuring that they are both cost effective, maintain or improve quality and that they address the needs of the residents of Halton at a time when every pound spent must deliver real value. Effective procurement has therefore never been more important. We need to spend money only on things that deliver real value to the residents of Halton.

The Procurement Strategy will help to deliver the Council's strategic priorities:

- A Healthy Halton
- Employment, Learning and Skills in Halton
- A Safer Halton
- Halton's Children and Young People
- Environment and Regeneration in Halton
- Corporate Effectiveness and Business Efficiency

The overall aim in respect of Corporate Effectiveness and Business Efficiency is

to deliver continued and positive improvement to the quality of life for Halton's residents through efficient use of the Council's resources.

All procurement must comply with the principles of EU law. By demonstrating and maintaining transparency, fairness, and equality of opportunity we will directly support the development of our local economy through business engagement and the successful award of contracts.

This Strategy follows the vision set out in the Local Government Association National Procurement Strategy for Local Government in England 2014.

Key Objectives

The approach to procurement will support the delivery of the Council priorities by adopting the following key objectives:

- Cost reduction/savings;
- Achieve excellent value for money whilst maintaining quality;
- Supporting the local economy, business and voluntary community and social enterprise sector (VCSE) through transparency of opportunity, support and education;
- Driving social value through all procurement where appropriate;
- Collaborating with other public sector organisations to ensure maximum benefit for Halton and the wider region from collaborative procurement and;
- Developing trading opportunities to secure income and by sharing robust practices and delivering

services to other public sector organisations.

Continued Success

Since 2013 Halton has been nationally recognised by Department for Communities and Local Government (DCLG) with the Council being named as one of the 'Best Councils to do Business With'. Halton also received an award for Procurement Excellence from Society of Procurement Officers (SOPO). It was nominated for two further awards in 2016, being a finalist for Government Opportunities Procurement Excellence (Small Business/3rd Sector Engagement) and being shortlisted by the Cabinet Office for a Social Value Organisation award.

Achievements to Date

The Council has maintained;

- Commitment to publishing all procurement opportunities via The Chest (e-tendering portal) from £1,000 upwards;
- A risk-based sourcing approach embedded for all procurement which has significantly simplified the process leading to time and cost efficiencies throughout the whole organisation and for businesses;
- The delivery of a strong range of engagement activities with SMEs and Voluntary Community & Social Enterprises (VCSEs) to show we are 'Open for Business' in order to encourage and support businesses, particularly SME's, leading to successful contract awards.

- Social Value (SV) consideration now sits at the heart of all procurement. Halton has a SV Policy and SV Procurement Framework which commits us to applying social value throughout procurement where appropriate and in a proportionate manner.
- Strengthening regional relationships with other public sector bodies, is now leading to strategic planning of collaborative procurement opportunities across the Liverpool City Region (LCR).
- Support for other public sector partners by undertaking peer reviews; which has led to the creation of implementation plans where Halton procurement officers have delivered a direct support service to partners.

Cost Avoidance	Reductions in costs of around 10% are achieved from sourcing via The Chest
% of Businesses with a contract (SME's)	2012-13: 88% 2013-14: 89% 2014-15: 87% 2015-16: 87%
Social Value Selection & Award Criteria:	In 2015/16 17 procurements were undertaken: <ul style="list-style-type: none"> • Weighting Range applied: 2-20% • Average 6%

The Commercial Approach

Over the next three years we will continue with this commercial approach to our procurement underpinned by the LGA Strategy which commends four key outcomes:

1. Making Savings

Category Management in key areas of spend with the purpose to make savings through maximising the value of spend by:

- Using standard specifications
- Spend and supplier analysis

Partnering and Collaboration by:

- Aggregating spend through effective collaboration
- Influencing the market as 'a larger buyer' delivering economies of scale
- Sharing of procurement services
- Sharing and retaining procurement expertise
- Ensuring consideration of social value in all procurement activities

Achievements to Date at March 2016:

Chest Registration	279 local business registrations July 10 Currently 875 to date from local businesses
Savings/Income:	Annual targets achieved: 2012-13: £1m 2013-14: £1m 2014-15: £1m 2015-16: £1m
Business Engagement	Procurement Workshops delivered in 2013/14 for local businesses building on the work undertaken with them in 2011/12
Internal Workshops	Delivered in 2012/13 and also planned for 2016/17.

Contract Management will be able to:

- Demonstrate the effectiveness in gaining the most value from contracts
- Develop and maintain robust relationship management with the supplier

Performance and Transparency should be:

- Effective by sharing commercial and performance data
- Comply with the Transparency Code
- Open up markets for local, SME's and VCSE's to run services or manage public assets

Risk Management needs to be appropriate in order to:

- Identify and reduce fraudulent procurement practices (pre and post procurement and through the supply chain)

Demand Management is the process of finding alternative ways to meet our needs with the aim of:

reducing overall costs and over-supply, and aligning our needs

2. Supporting Local Economies

Economic, environmental and social value criteria in all contracts; these need to be:

- Embedded in all procurement evaluation matrices where appropriate and proportionate

Improving access for SME's and VCSE's through:

- Chest registration
- Transparency of opportunity
- Innovation
- Supply chains
- KPI monitoring via contract management

3. Leadership

Commitment from the Leadership to demonstrate that procurement has strategic importance.

- Business Efficiency Board
- Provide driver to implement policy

Commissioning cycles must see procurement as a key element by:

- Procurement and commissioners working together and adopting aligned practices

4. Modernising Procurement

Commercialisation and Income Generation will aid the Council's financial pressures and it is key that:

- Officers are even more commercially minded
- Realise benefits from all funding streams
- Income generation from contracts

Supplier Innovation to be developed by using:

- Outcome specifications
- Pre-procurement/market engagement

E-procurement adoption to increase efficiency and productivity:

- Procurement portal
- E-invoicing
- Improved cash flow for suppliers




New EU Directives (2015) to be applied in order to:

- Make processes quicker, simpler and less costly to run

Procurement Strategy 2016-2019



Targets and Measurements against – LGA National Procurement Strategy for Local Government in England 2014 (key areas):

Key Areas:		'RAG' March 2016:	LGA recommendation and/or HBC approach:	Measure as at March 2016	Planned Action and Measures:
Making Savings:	Category Management:	✓	<ul style="list-style-type: none"> Maximising the value of spend Using standard specifications Spend and supplier analysis Holistic approach across the organisation Regional approach across LCR 	<ul style="list-style-type: none"> Full category management approach deployed across the whole team. Maintain this approach by using standard specifications and continue to analyse spend and supplier data. 	<ul style="list-style-type: none"> Maintain
	Partnering and Collaboration:	?	<p>LCR Chief Execs have mandated a 'virtual hub' where partners will work together in a more structured and planned way to secure economies of scale through procuring together as contracts expire for one or more partner.</p> <p>This is a pilot project and will provide evidence of how the concept delivers in order to consider a shared service relationship in the future.</p> <p>The basis of commencement is to ensure:</p> <ul style="list-style-type: none"> Achievement of savings and benefits Deliver economies of scale Maximise opportunities Secure performance Provide functional resilience <p>Which include the consideration of:</p> <ul style="list-style-type: none"> Full category management An overarching strategy Clear defined targets Formal agreement between partners Commitment to 'one way' processes and practices <p>Wider consideration needs to include:</p>	N/A	<ul style="list-style-type: none"> Collaborative activities Savings Process Efficiencies SME, VCSE engagement Social Value gains KPIs/Targets to be set by the project board.

			<ul style="list-style-type: none"> • SME and VCSE engagement • Contract award to LCR • Social Value gains in LCR 		
	Contract Management:		<ul style="list-style-type: none"> • Define category management roles for Procurement and client departments/checklist • Demonstrate the effectiveness from contracts (T&Cs) • Develop supplier relationships to maximise outputs from contracts • Increase on-contract spend (reduce maverick spend) • Spend visibility • Contract register – contract visibility • Don't 'let and forget' • Commercial procurement approach • Apply Supplier Relationship Review (SRR) – Contract negotiation 	N/A	<ul style="list-style-type: none"> • Checklist established and deployed • Supplier Relationship Review (SRR) impact • KPIs delivery • Added value (rebates gained etc.)
	Performance monitoring and Transparency:		<ul style="list-style-type: none"> • Effective by sharing commercial and performance data • Compliance with the Transparency code • Built in risk and evaluation assessment • Open up markets for local, SMEs and VCSE's to run services or manage public assets 	<ul style="list-style-type: none"> • Compliant with Transparency Code • Commitment to all spend via Chest above £1K 	<ul style="list-style-type: none"> • Maintain compliance with the code • Maintain full transparency of opportunity via Chest
	Risk Management:		<ul style="list-style-type: none"> • Identify and reduce fraudulent procurement practices (pre and post procurement and through supply chain) • Pre procurement controls • Post procurement (contract management) • Supplier relationships • Supply chain 	<p>All procurement over £1K goes via the procurement team and Chest.</p> <ul style="list-style-type: none"> • 'Funnel' in place – captures POs without a contract to allow procurement intervention. • Segregation of role from commissioners/buyers • Proof of Purchase - PO number/audit on Agresso – to complete the procurement process. (Check spend is what we procured/challenge). • Contract register linked 	<ul style="list-style-type: none"> • Maintain this rigour • Identify any weakness and resolve/report.

				<p>to Agresso Y/N contract flag.</p> <ul style="list-style-type: none"> New supplier setup = managed by Procurement. Subjective codes lockdown to contracted supplier/budget code. 	
	Demand Management:	<input checked="" type="checkbox"/>	<ul style="list-style-type: none"> Reduce overall costs Reduce oversupply Supply and demand – relevant and proportionate 	<ul style="list-style-type: none"> All procurement via procurement team over £1K and Chest. Procurement part of the commissioning process. Category management in place which allows a direct resource per category to develop review and scrutiny of spend across the whole organisation 	<ul style="list-style-type: none"> Maintain visibility of spend Challenge at pre procurement stage Apply aggregation opportunity Maintain all procurement above £1k via Chest/team
Supporting Local Economies:	Economic, Environmental and social value criteria in all contracts:	<input type="checkbox"/>	<ul style="list-style-type: none"> Drive into all procurement where appropriate and proportionate. Ensure SV features as part of the selection and award criteria. Contract Management function to capture outcomes. 	<p>17</p> <ul style="list-style-type: none"> activities undertaken <p>6%</p> <ul style="list-style-type: none"> average weighting applied <p>2-20%</p> <ul style="list-style-type: none"> Weighting range applied <p>Measures as at March 2016.</p>	<ul style="list-style-type: none"> Training for BEB 2016 Further training across the Council 2016 Apply SV to all procurement where appropriate and in a proportionate manner. Capture a sample of SV gains. Measures: No. activities undertaken Average weighting applied Weighting range applied Develop metrics to convert the SV gains/£ (report to BEB cash value)
	Improving access for SME's and VCSE's:	<input checked="" type="checkbox"/> <input type="checkbox"/>	<ul style="list-style-type: none"> Chest registration Transparency of opportunity Innovation 	<ul style="list-style-type: none"> Chest registration: Currently 875 local business registered (279 	<ul style="list-style-type: none"> Continue to support Chest registration for SMEs, VCSE's and Micros

			<ul style="list-style-type: none"> Supply chains KPI monitoring via contract management 	<p>in July 2011)</p> <ul style="list-style-type: none"> SME's with a contract 2014/15: 87% SMEs with a contract 2015/16: 87% 	<ul style="list-style-type: none"> Chest registration for local businesses Contract awards for SME's VCSE's and Micros Halton Local contract awards Local Supply Chain gains KPI monitoring through contract management - gains
Leadership:	Commitment from the top:	✓	Councillor Champion Driver to implement Policy	<ul style="list-style-type: none"> In place (Cllr Wharton – Resources Portfolio Holder) Reporting to BEB Bi-Annually. 	<ul style="list-style-type: none"> Maintain full commitment to procurement as a strategic driver. Bi-Annual report to BEB
	Commissioning:	✓	Procurement and Commissioners working adopting aligned practices	<ul style="list-style-type: none"> Procurement seen as part of the commissioning process 	<ul style="list-style-type: none"> Continue to maintain these relationships
Modernising Procurement:	Commercialisation and Income Generation:	<div style="border: 1px solid black; padding: 2px; display: inline-block;">✓</div> <div style="border: 1px solid black; padding: 2px; display: inline-block;">?</div>	<ul style="list-style-type: none"> Commercial training for officers Realise benefits from all funding streams Income generation from contracts 	<ul style="list-style-type: none"> Category management drives aggregation and allows us to maximise benefits from all funding streams – more regional collaborative procurement with partners will enable this on an LCR 'footprint' Contracts are continuing to be 'commercialised' and gains captured and monitored as part of the contract management function. E.g. rebates/shared gains with partners and or contractor. Work in progress. 	<ul style="list-style-type: none"> Training scope being developed (LGA/YPO) Example gains from contract management to be reported
	Supplier Innovation:	?	<ul style="list-style-type: none"> Use more outcome based specifications to allow innovation. Pre-procurement market engagement 	<ul style="list-style-type: none"> A relatively new concept and one which is being developed where appropriate. 	<ul style="list-style-type: none"> Deliver more market engagement at the pre procurement stage. Monitor the impact and gains from this in terms of VFM (price and quality) Report SV gains.

	e-Procurement:		<ul style="list-style-type: none"> • Chest use – open competition • E-invoicing – scan and data capture • Improving early payment options – accelerated payments • Information access – audit trail • Improving cash-flow for suppliers 	<ul style="list-style-type: none"> • We push all spend above £1K through the Chest. We actively encourage and support registration. • We offer e-invoicing through the contract. • Halton has an Early Payment Scheme in place which is delivering in excess of £65K since 2013 (p2p not procurement) 	<ul style="list-style-type: none"> • Maintain.
	New EU Directives (2015):		Ensure the application of PCRs2015 make processes quicker, simpler and less costly to run.	<p>Full compliance in place.</p> <ul style="list-style-type: none"> • Training across the Council planned May 2016. <p>Our processes in Halton BC were streamlined ahead of the PCR 2015. Two ways of working – above EU and below (Risk Based sourcing). Efficiencies have been significantly delivered to date and can be evidenced by the reduction in head-count in the procurement division.</p>	<ul style="list-style-type: none"> • Deliver training – across the Council (Planned June/July 2016)

Appendix 1:

GLOSSARY OF PROCUREMENT TERMS USE IN THIS STRATEGY

Aggregation

The total value p.a. multiplied by the proposed length of contract term including extensions. (You must include partner organisation values).

Agresso

This is Halton's current financial system.

Agreement

The legally binding terms and conditions between the parties, another word for a contract.

Benchmarking

Comparison of performance against other providers of similar services, particularly those recognised as adopting best practice.

Best and Final Offer (BAFO)

Where the Council seeks from participating suppliers a further BAFO on price only. This supersedes the original price submission.

Best Practice

The most effective and desirable method of carrying out a function or process derived from experience rather than theory

Best Value

Arrangements to secure continuous improvement in the exercise of an Authority's functions, having regard to a combination of economy, efficiency and effectiveness as required by the Local Government Act 1999; the relationship between worth and cost.

Contract

A binding agreement made between two or more parties, which is intended to be enforceable at law.

E-Procurement

The use of electronic methods in every stage of the purchasing process from identification of requirement through to payment, and to contract management.

EU Financial Thresholds

The Public Contract Regulations (PCR) 2015 stimulate financial thresholds for goods, works and services where there is a requirement to follow the principles of EU PCR 2015.

KPI

Key Performance Indicator. KPI's are tools that help us to measure the performance of suppliers against their contractual obligations

Pre-Qualification Questionnaire (PQQ)

A questionnaire completed by companies that wish to be considered for a procurement activity. The purpose is to assess the company's general suitability in terms of financial and economic standing,

technical capability and experience, quality assurance, health and safety procedures, environmental issues and equalities considerations.

Quality

The level of fitness for purpose which is specified for or achieved for any goods, works or services

Risk

The probability of an unwanted event occurring and its subsequent impact.

Risk Based Sourcing (RBS)

The process of establishing potential suppliers of specified goods, works or services below EU financial thresholds

SME

Small and Medium Size Enterprise. Used in context, this may indicate navigation away from larger global companies.

Social Value

Public Services (Social Value) Act 2012; requirement for public authorities to have regard to economic, social and environmental wellbeing in connection with public services contracts within the meaning of public contract Regulations 2015.

Soft Market Testing

The process of engaging the open supply market prior to procurement.

Sustainability

The social, economic and environmental issues that could or be considered in a procurement exercise

Whole Life Costs

The systematic consideration of all relevant costs and revenues associated with the acquisition and ownership.

Appendix 2

Procurement Opportunities containing Social Value

April 2016

	Contract	Above EU	Below EU	Annual Value £*	Term	Local Provider	SME	Live	Weighting	Score
1	Property Consultancy	✓		350,000	3+1		✓	✓	3.0%	2.7%
2	Security Services	✓		750,000	3+1	✓		✓	1.8%	1.62%
3	Specialist Youth Treatment Services	✓		195,000	2+3			✓	5.0%	4.0%
4	Floating Support Services	✓		400,000	5		✓	✓	4.0%	4.0%
5	Housing Support Service for Single Homeless People	✓		224,000	3+1+1			✓	4.0%	2.4%
6	Corporate Print and Design Services	✓		60,000	2+2			✓	5.0%	
7	Supported Accommodation for Vulnerable Adults <i>(Framework there will be several providers)</i>	✓		4,500,000	3+1				5.0%	
8	Youth Provision	✓		950,000	3+2			✓	5.0%	3.3%
9	Housing Related Support for Grangeway Court	✓		800,000	5		✓	✓	8.0%	6.4%
10	Housing Related Support for Halton Lodge YMCA	✓		1,400,000	2+1+1		✓	✓	8.0%	6.4%
11	School Nursing Service	✓		1,000,000	4			✓	4.0%	3.5%
12	Level 3 Healthy Weight Management Services	✓		200,000	3+2				5.0%	3.2%
13	Early Help, Employment, Debt and Benefits Advice Service		✓	66,000	3.5	✓	✓	✓	20.0%	20.0%
14	Specialist Substance Misuse Service for Adults	✓		1,500,000	4			✓	4.0%	3.75%
15	Domestic Abuse Service for Children and their Families	✓		160,000	1+1+1			✓	5.0%	4.0%
16	U8 Play Services for Disabled Children		✓	8,500	1	✓	✓	✓	10.0%	8.0%
17	Property Term Maintenance (3 Lots)	✓		1,630,000	3+1				2.0%	
	Average Weighting								6.0%	

*Indicative Values

Appendix 3

Achievements				
Selection of Key Indicators				
Indicators	Nov-15	Jan-16	Apr-16	Totals
Work Placements created including Social Work	6	14	5	25
Employment opportunities created and or secured	13	25	14	52
Work Placement days	232	65	54	351
Apprenticeship Opportunities		2	1	3
Sponsorships provided in the Borough		6	1	7
Individuals with disabilities securing employment	0	2	1	3
Welfare Rights surgeries provided	15	15	0	30
Young people receiving First Aid Training	37	22	61	120
Young people recruited into service providers	8	0	0	8
Local businesses providing either work experience, legal advice and or customer services training		8	12	20
Volunteers in recovery providing support to schools		15	18	33
Activity programmes including lifestyle, housekeeping and service user participation		41	54	95
Volunteer befrienders trained		4	5	9
Additional Income secured for Halton Floating Support Service Users	£73,583	£44,240	£30,848	£148,671
Money deployed for Halton service users from a providers Emergency Fund	£465	£336	£135	£936
Service users benefiting from a providers Emergency Fund	11	87	4	102
Investment Pledge for Halton Communities		£3,007.00	£3,508.89	£6,515.89
Winter Warmth Packs provided**		45		45
Christmas Packs provided**		37		37
Organised Community Events**		1		1
Local schools supported with careers advice and mock interviews	4	0	0	4
Senior staff management hours donated to support local community groups and partnerships		91	72	163
Volunteering opportunities created for parents with young children to increase employability		2	2	4
"Shopping on a Healthier Budget" sessions provided		4	3	7
Additional income secured for Halton families to help reduce child poverty		£78,006	£57,760	£135,766

** Seasonal only