



Executive Board

**Thursday, 15 September 2022 2.00 p.m.
Boardroom - Municipal Building, Widnes**

S. Young

Chief Executive

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

PART 1

Item	Page No
1. MINUTES	1 - 6
2. DECLARATION OF INTEREST Members are reminded of their responsibility to declare any Disclosable Pecuniary Interest or Other Disclosable Interest which they have in any item of business on the agenda, no later than when that item is reached or as soon as the interest becomes apparent and, with Disclosable Pecuniary interests, to leave the meeting during any discussion or voting on the item.	
3. LEADER'S PORTFOLIO (A) PROCUREMENT OF PROPERTY TERM CONSULTANT SERVICES	7 - 9

*Please contact Gill Ferguson 0151 511 8059 or
gill.ferguson@halton.gov.uk for further information.
The next meeting of the Committee is on Thursday, 20 October 2022*

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(B) 2022/23 SPENDING AS AT 30 JUNE 2022	10 - 40
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PART II	
<p>In this case the Board has a discretion to exclude the press and public and, in view of the nature of the business to be transacted, it is RECOMMENDED that under Section 100A(4) of the Local Government Act 1972, having been satisfied that in all the circumstances of the case the public interest in maintaining the exemption outweighs the public interest in disclosing the information, the press and public be excluded from the meeting for the following item(s) of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A to the Act.</p>	
8. ENVIRONMENT AND URBAN RENEWAL PORTFOLIO	
(A) SILVER JUBILEE BRIDGE LIGHTING SCHEME	137 - 140

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.

EXECUTIVE BOARD

At a meeting of the Executive Board on Thursday, 14 July 2022 in the Boardroom - Municipal Building, Widnes

Present: Councillors Harris (In the Chair), M. Lloyd Jones, J. Lowe, T. McInerney, Nelson, Nolan and Wright

Apologies for Absence: Councillors Wharton and Thompson

Absence declared on Council business: None

Officers present: S. Young, M. Vasic, M. Reaney, E. Dawson and A. Jones

Also in attendance: None

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

Action

The Leader and Deputy Leader submitted apologies, so it was moved, seconded and resolved that Councillor Harris takes the Chair for the meeting.

EXB14 MINUTES

The Minutes of the meeting held on 16 June 2022 were taken as read and signed as a correct record.

LEADER'S PORTFOLIO

EXB15 DISCRETIONARY NON-DOMESTIC RATE RELIEF

The Board received a report from the Operational Director – Finance, which presented an application for discretionary non-domestic rate relief, under Section 47 of the Local Government Finance Act 1988, for consideration.

It was noted that under the amended provisions of the Local Government Finance Act 1988, the Council was able to grant discretionary rate relief to any business ratepayer.

The report outlined details of the application for 15% Discretionary Rate Relief from Widnes Gymnastics Academy, which was a registered Charity. Members were provided with information on the work carried out by them

within the community. Appended to the report was the potential annual cost to the Council of granting the discretionary rate relief for 2022-23.

RESOLVED: That the application for 15% Discretionary Rate Relief for Widnes Gymnastics Academy from 21 June 2021, be approved.

Operational
Director - Finance

EXB16 TREASURY MANAGEMENT ANNUAL REPORT 2021/22

The Board considered a report from the Operational Director – Finance, which presented the Treasury Management Annual Report 2021/22.

The report updated Members on the activities undertaken on the money market, as required by the Treasury Management Policy.

Information was provided on the economic outlook, interest rate forecast, borrowing and investments, budget monitoring, policy guidelines and treasury management indicators. The Council's approved *Treasury and Prudential Indicators for 2021-22* were set out in the Treasury Management Strategy Statement and was attached as Appendix one.

RESOLVED: That the report be noted.

EXB17 2022/23 TO 2024/25 CAPITAL PROGRAMME

The Board considered a report from the Operational Director – Finance, which advised of new capital grant allocations and slippage to capital projects for 2021/22, that had been rolled forward to 2022/23. All the separate elements were presented together and details of the Council's total planned capital programme expenditure and associated funding over the next three years was given.

Table 1 presented the planned Capital Programme for 2022-23 onwards for both Directorates, based on current information for approved schemes, funding available and slippage of scheme expenditure from 2021-22. Table 2 summarised how the capital programme would be funded and Table 3 showed the expected balance of capital receipts over the next 3 years.

It was noted that the capital programme was subject to continuous change as new resources and projects were identified and would be updated throughout the year as revisions were approved by Council.

RESOLVED: That

Operational
Director - Finance

- 1) Council be recommended to approve the updated Capital Programme for 2022-25, including forecast spend and funding, as set out in Table 1 and Table 2; and
- 2) the Operational Director – Finance, in liaison with the Portfolio Holder for Environment and Urban Renewal, finalise the detailed implementation programme of Highways and Transportation schemes to be delivered in 2022-23.

DEPUTY LEADER'S PORTFOLIO

EXB18 MOOR LANE BUS DEPOT

The Board considered a report from the Operational Director – Economy, Enterprise and Property, which provided an update on negotiations regarding the Moor Lane Bus Depot and sought approval to negotiate a long-term lease.

Two proposals from local businesses were presented to Executive Board in March 2022, where it was agreed that negotiations should progress with Company Y. Further discussions had since taken place with Company Y who have stated they would favour a long-term lease (minimum 30 years) to enable them to secure funds to undertake improvements and invest in the building and to provide certainty for them in the future.

It was noted that granting a long-term lease to Company Y would prevent the Council from exploring alternative uses and options, as outlined in the report to Executive Board in March 2022. However, it was recognised that there were advantages to this arrangement; the building would be utilised for the purpose for which it was intended and it was unlikely to impact on its Listed Building status or planning requirements.

Operational
Director -
Economy,
Enterprise &
Property

RESOLVED: That the Board authorises officers to progress a long-term lease agreement with Company Y.

ADULT SOCIAL CARE PORTFOLIO

EXB19 CONTRACTUAL ARRANGEMENTS WITH CHESHIRE & MERSEYSIDE INTEGRATED CARE BOARD WITH THE IMPLEMENTATION OF THE INTEGRATED CARE SYSTEM AND; PROVIDE AN UPDATE ON ONE HALTON

PLACE BASED PARTNERSHIP

The Board received a report of the Strategic Director – People, which requested approval of an amendment to contractual arrangements with the dissolution of Halton Clinical Commissioning Group and the transfer of arrangements to the NHS Cheshire and Merseyside Integrated Care Board.

The Health and Care Act 2022 required the dissolution of Clinical Commissioning Groups (CCGs) and the implementation of Integrated Care Systems (ICSs), as of 1 July 2022. An ICS consisted of an Integrated Care Board (ICB) and an Integrated Care Partnership (ICP). An ICB was a statutory organisation that brought the NHS together locally to improve population health and establish shared strategic priorities.

Each local authority area within the Cheshire and Merseyside ICS was required to establish its own Place Based Partnership (PBP), locally this was *One Halton*. The report provided an update on the development of the One Halton PBP in its context with the Cheshire and Merseyside ICS.

RESOLVED: That the Board

- 1) note the update on One Halton; and
- 2) approves the amendment to contractual arrangements as set out in the report.

Strategic Director
- People

EXB20 SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

The Board considered:

- 1) whether members of the press and public should be excluded from the meeting of the Board during consideration of the following items of business in accordance with Sub-Section 4 of Section 100A of the Local Government Act 1972, because it was likely that, in view of the nature of the business to be considered, exempt information would be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972; and
- 2) whether the disclosure of information was in the

public interest, whether any relevant exemptions were applicable and whether, when applying the public interest test and exemptions, the public interest in maintaining the exemption outweighed that in disclosing the information.

RESOLVED: That, as in all the circumstances of the case, the public interest in maintaining the exemption outweighed the public interest in disclosing the information, members of the press and public be excluded from the meeting during consideration of the following item of business, in accordance with Sub-Section 4 of Section 100A of the Local Government Act 1972 because it was likely that, in view of the nature of the business, exempt information would be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972.

DEPUTY LEADER'S PORTFOLIO

EXB21 DISPOSAL OF LAND REAR OF FERALCO, DITTON ROAD, WIDNES

The Board considered a report from the Operational Director – Economy, Enterprise and Property which sought approval to the disposal of land rear of Feralco, Ditton Road, Widnes.

The report outlined details of the proposal and terms of sale.

RESOLVED: That Executive Board

- 1) approves the disposal and of the freehold interest in land rear of Feralco, Ditton Road, Widnes, on the terms reported in paragraph 3.5; and
- 2) authorises the Operational Director – Economy, Enterprise and Property, to arrange for all required documentation for the transactions to be completed to the satisfaction of the Operational Director – Legal and Democratic Services, in consultation with the Portfolio Holder for Resources.

Operational
Director -
Economy,
Enterprise &
Property

MINUTES ISSUED: 19 July 2022

CALL- IN: 26 July 2022 at 5.00 pm

Any matter decided by the Executive Board may be called in no later than 5.00pm on 26 July 2022.

Meeting ended at 2.15 p.m.

REPORT TO:	Executive Board
DATE:	15 th September 2022
REPORTING OFFICER:	Operational Director Economy, Enterprise & Property
PORTFOLIO:	Leader's
SUBJECT:	Procurement of Property Term Consultant Services
WARDS:	Boroughwide

1.0 PURPOSE OF THE REPORT

- 1.1 To notify Members of the intention to utilise the Matrix MM online market place to appoint Cassidy & Ashton as our main property term consultants.

2.0 RECOMMENDATION: That

- 2.1 Members note the intention to utilise the Matrix MM online Market Place in order to appoint Cassidy & Ashton as our main property term consultants going forward for up to a 4 year period.**

3.0 SUPPORTING INFORMATION

- 3.1 Cassidy & Ashton, our current term consultants, were appointed following an open tender procurement exercise conducted via the Chest in November 2018. The initial contract period was for three years and ended on November 16th 2021, a 12 month extension option was available which was exercised as such the revised contract end date is November 16th 2022.
- 3.2 During the past 4 years Cassidy & Ashton have consistently delivered a high level of service across all disciplines as such it is considered desirable that we continue to engage with them going forward.
- 3.3 The Matrix MM is open to the Council as part of the MSTAR3 ESPO Framework and is fully compliant with the Public Contract Regulations (PCR) 2015. Matrix MM is an online marketplace where public sector organisations can access a dynamic supply chain of consultancies and professional service providers across a variety of categories, with pre-agreed, measurable targets and milestones for each project. All the suppliers within the supply chain are accredited and pre-approved in line with PCR 2015.

3.4 The cost of utilising the Matrix MM framework varies slightly but as an average is circa 2% of the cost of the fees incurred. Cassidy & Ashton have agreed to reduce their fees by the corresponding amount so utilising the framework to appoint them will be cost neutral to the Council. When Cassidy & Ashton were initially appointed the tender exercise was based on a quality/price evaluation to ensure that best value was achieved. As part of that process there is an agreed schedule of fees in place which is primarily based on a percentage basis but also includes hourly and day rates as such the level of fees to the Authority will be exactly the same as when Cassidy & Ashton won the contract via an open tender exercise.

3.5 The intention is to appoint Cassidy & Ashton via the Matrix HH framework for up to a 4 year period in order to comply with Public Contract Regulations (PCR) 2015.

4.0 POLICY IMPLICATIONS

4.1 The above course of action is in-line with our procurement strategy of obtaining best value from our procurement processes.

5.0 FINANCIAL IMPLICATIONS

5.1 The above course of action is cost neutral to the Authority as the level of fees we will incur are in line with the current fee schedule. The average level of spend with Cassidy & Ashton over the past 3 full financial years across all budgets is circa £450k, hence the anticipated total expenditure over a 4 year period is estimated to be in the region of £1.8m

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

The above course of action will ensure we have excellent consultant support when delivering various building projects over the next 4 year period all of which will help feed in to Halton's urban renewal.

7.0 RISK ANALYSIS

There are no significant risks associated with the above course of action.

8.0 EQUALITY AND DIVERSITY ISSUES

None

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

Document	Place of Inspection	Contact Officer
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None under the meaning of the act

REPORT TO: Executive Board

DATE: 15 September 2022

REPORTING OFFICER: Operational Director – Finance

PORTFOLIO: Leader

SUBJECT: 2022/23 Spending as at 30 June 2022

WARD(S): Borough-wide

1.0 PURPOSE OF REPORT

1.1 To report the Council's overall revenue net spending position as at 30th June 2022 together with a forecast outturn position.

2.0 RECOMMENDED: That;

- (i) All spending continues to be limited to only absolutely essential items;**
- (ii) Strategic Directors take urgent action to identify areas where spending could be reduced or suspended for the remainder of the current financial year;**
- (iii) Council be requested to approve the revisions to the Capital Programme as set out in paragraph 3.10.**

3.0 SUPPORTING INFORMATION

Revenue Spending

3.1 Appendix 1 presents a summary of spending against the operational revenue budget up to 30 June 2022 and Appendix 2 provides detailed figures for each individual Department. In overall terms, net Council spending as at 30th June 2022 is £1.216m over budget. The outturn forecast for the year estimates that net spend will be over the approved budget by £5.352m. This estimate is based on current service demand and forecasts of future costs and income levels.

3.2 There is currently huge uncertainty regarding both the inflationary impact upon costs and demand pressures upon Council services going forward. The outturn forecast will tend towards a worst case scenario, for example the forecast position assumes the majority of vacant posts will be filled at some point over the next three months and those that remain vacant will contribute towards departments meeting staff turnover saving targets. Each 1% variance in the overall forecast of staffing costs equates to approximately £0.840m.

- 3.3 The forecast assumes no change in current demand for high cost pressure areas such as community care and children's residential placements, however movement in demand for these services can have a significant impact on the outturn position.
- 3.4 The main concern within the budget continues to be social care expenditure, especially within the Children & Families Department. It is estimated spend on in-year staffing costs alone within the Department will exceed what was paid last year by £1.574m, a 14% increase. Another issue for the Department and also for Community Care and the internal Care Homes, is the lack of covid funded grant support in the current financial year. There continue to be legacy costs resulting from covid, but the lack of Government support this financial year has resulted in the financial impact falling upon departmental budgets.
- 3.5 As well as the financial pressure on social care services there are other risks over and above what has been included in the figures which may only become clearer later in the financial year. These include the outcome of the pay award for the current year over and above the 2% included in the budget; price inflation over and above what has been included in the budget; and the steep increases in the cost of utilities. Consumer Price Index (CPI) stood at 10.1% in July 2022 with the Retail Price Index at 12.3%, which are both well in excess of the 2% general inflation growth assumed in the Government Grant Settlement and included within Council's 2022/23 budget.

Revenue - Operational Spending

- 3.6 Operational net spending for the first three months of the year is higher than the budget to date by £1.216m Based on current forecasts it is estimated net spend will be over the approved budget for the year by £5.352m as at 31 March 2023 if no corrective action is taken.
- 3.7 Within the overall budget forecast position for the quarter, the key budget variances are as follows;

(i) **Children and Families Department:-**

The projected outturn forecast is for the Department to overspend by £8.023m against a net budget of £27.901m.

Staffing

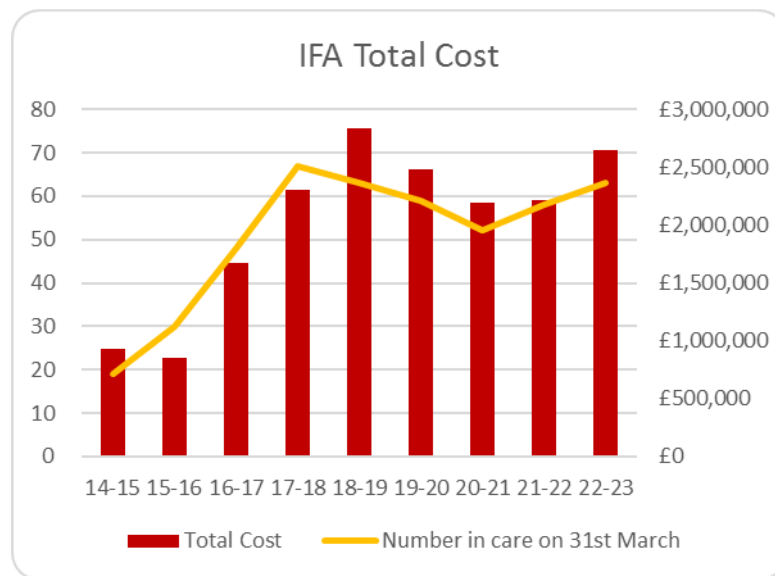
Staffing costs are £0.327m above budget at the end of quarter 1. Social worker recruitment continues to prove difficult, due to an extremely competitive market and highly inflated rates paid by agencies. Spend on agency staff at the end of quarter 1 was £1.224m or 41% of the employee budget to date. Last year covid grant funding contributed £0.542m towards employee costs, including 60% of the Duty and Assessment Team, however, these costs are now falling on the Children and Families Department budget. There is further pressure from the costs of the Innovate

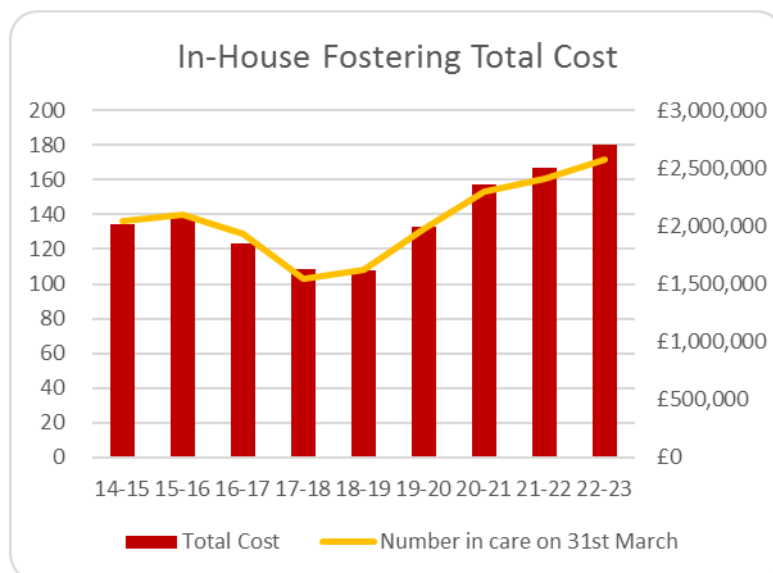
managed agency support. This was originally allocated £1.000m from reserves, however an additional £0.351m will also be needed from the Children and Families budget in order to cover costs to the end of September 2022.

The final outturn for staffing costs is expected to be £1.309m over budget, with spend forecast to be £1.574m more than it was in 2021/22. It is important to note that agency staffing forecasts have been included up to the end of November 2022, however, should the recruitment of social workers continue to be unsuccessful, there is potential for these costs to increase beyond this point.

Foster Care

Although considerable work has been undertaken to enable more young people to be fostered in-house and thus reduced reliance on Independent Fostering Agency (IFA) provision, the increasing numbers of children entering care has meant a small increase in children placed within IFA provision. The graphs below illustrate the numbers in placement and the associated costs:





Residential Care

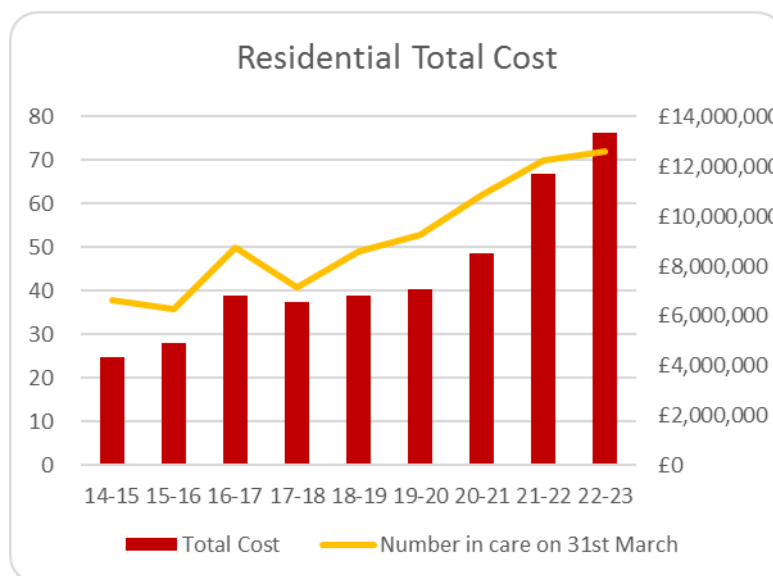
Out of Borough Residential Care continues to be the main budget pressure for the Children and Families Department as the costs of residential care have continued to rise year-on-year. This budget was given budget growth of £1m for the current year to help alleviate the pressure. However, residential care is £0.889m overspent at the end of quarter 1 with an anticipated outturn of £4.486m over budget at the end of the year. In 2021/22 residential care received Covid grant funding of £0.794m, therefore, the absence of this funding in the current year has further increased pressure on the budget.

The number of Unaccompanied Asylum Seeking Children (UASC) currently placed in care has stabilised since the substantial growth in 2021/22. Home Office funding has been agreed for the vast majority of UASC placed in the Council's care and is now sufficient to cover placement costs and has thus reduce the pressure in this area.

The table below breaks down the current residential placements based on cost and placement type:

Provision	Weekly Costs	30th June 2022		31st March 22	
		No. Placed	Estimated cost for the year	No. Placed	Estimated cost for the year
Residential	£2000 - £3000	5	680,801	5	680,242
Residential	£3001 - £4000	11	2,289,537	16	2,609,248
Residential	£4001 - £5000	9	2,122,580	13	2,795,770
Residential	£5001 - £10276	17	5,655,116	11	2,506,839
Secure	£6397 - £9675	0	0	4	1,627,186
Leaving Care	£300 - £3487	24	1,939,850	18	2,073,212

Parent & Child	£581 - £2,053	6	642,576	3	191,170
Total:		72	13,330,459	70	12,483,668



(ii) **Adult Social Care Department:-**

Community Care

Community care expenditure is over budget profile at the end of the first quarter by £0.321m and is anticipated to be overspent by circa £1.3m at the end of the financial year. Pressures on the budget continue the theme from the previous financial year, mostly relating to Direct Payments.

The demand for a Direct Payment continues to increase although the rate of increase does appear to have slowed, which may be linked to day services reopening after the pandemic closure. As at the end of May 2022 there are 602 service users in receipt of a direct payment compared with 591 this time last year, which is less than 2% increase. However this budget has for many years experienced great pressure and costs will continue to exceed budget with demand at current levels.

Care Homes

Spend across the Division is over the budget profile by £0.288m for the first quarter. The forecast to the end of the financial year is an estimated outturn net spend position of £0.735m over available budget.

The main issue driving the increased costs relates to the difficulties with recruitment of staff, which has resulted in the use of expensive agency staff and overtime to cover vacancies. A number of recruitment days have now taken place with the hope that a significant number of vacancies will be filled, which will

reduce the reliance on agency staff and overtime by the existing workforce.

(iii) **Corporate and Democracy:-**

To date Corporate and Democracy net spend is £0.928m under the budget to date and it is currently forecast that net spend for the year will be below the approved budget by £4.673m.

Included within the above figures are both general and specific contingency budgets. This includes a contingency for known budget pressures within social care services and recognises that efforts to control and reduce spending within these areas is part of a longer term plan. The amount of forecast contingency utilised by year-end will be in the region of £3.800m.

Interest rate rises by the Bank of England (1.25% - June 2022) has increased the amount of interest which the Council is able to generate from its cash investments. It is currently forecast that by year-end the Council will be able to generate an additional £0.460m in interest receipts than was forecast at budget setting. Further it is currently forecast the value of the Council's £10m investment in Property Funds will increase by £0.140m.

Collection Fund

- 3.8 Council tax collection for the first quarter of the year is 27.41%, down by 0.48% on this point last year. Cash collection for the year to date is £20.3m, this includes £0.7m collected in relation to previous year debt.
- 3.9 Council tax collection has been adversely impacted over the first quarter, as staff have instead had to administer the Government's energy rebate scheme. This has impacted on the volume of recovery action which the team were able to make.
- 3.10 Business rates collection for the first quarter of the year is 30.18%, up by 1.66%% on this point last year. Cash collected for the year to date is £17.9m.

Review of Reserves

- 3.11 As at 31 March 2022 the Council's General Reserve was £5.147m, which represents 4.6% of the Council's total net budget. This is considered to be a reasonable level in order to ensure the Council remains in a financially sustainable position moving forward. Earmarked reserves of £131.872m were held by the Council on 31 March 2022, of which £73.4m relate specifically to the Mersey Gateway. They are not available for general use but regular reviews will identify where funds are no longer required.

Capital Spending

3.12 The Capital Programme has been revised to reflect a number of changes in spending profiles and funding as schemes have developed and these are reflected in the Capital Programme presented in Appendix 3. The schemes which have been revised within the programme are as follows;

- i. Grants – Disabled Facilities
- ii. Stair Lifts
- iii. Joint Funding RSL Adaptations
- iv. ALD Bungalows
- v. Purchase of 2 adapted Properties
- vi. Millbrow Care Home
- vii. Madeline McKenna
- viii. St Lukes
- ix. St Patricks
- x. Care Homes Refurbishment
- xi. Telehealthcare Upgrade
- xii. Open Spaces Schemes
- xiii. Halton Leisure Centre
- xiv. Runcorn Town Park
- xv. Equality Act Improvement Works
- xvi. Property Improvements
- xvii. Integrated Transport
- xviii. EATF Runcorn Busway
- xix. CRSTS Funded Schemes
- xx. Silver Jubilee Bridge - Major Maintenance Scheme
- xxi. MG Land Acquisition
- xxii. MG Handback Land

3.13 Capital spending at 30 June 2022 totalled £5.550m, which represents 116% of the planned spending of £4.772m at this stage. This represents 16% of the total Capital Programme of £33.860m (which assumes a 20% slippage between years).

4.0 CONCLUSIONS

4.1 As at 30 June 2022, net revenue spend (including the net impact of Covid) is £1.216m over the budget to date.

4.2 The forecast outturn currently estimates that spending will be £5.352m over budget for the year, which would have a severe impact upon the Council's reserves.

4.3 To address day to day operational budget pressures Departments should ensure that all spending continues to be restricted and tightly controlled throughout the year, to ensure that the forecast outturn overspend is minimised as far as possible

5.0 POLICY AND OTHER IMPLICATIONS

5.1 None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 There are no direct implications, however, the revenue budget and capital programme support the delivery and achievement of all the Council's priorities.

7.0 RISK ANALYSIS

7.1 There are a number of financial risks within the budget. However, the Council has internal controls and processes in place to ensure that spending remains in line with budget.

7.2 In preparing the 2022/23 budget, a register of significant financial risks was prepared which has been reviewed and updated as at 30 June 2022.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 None.

9.0 LIST OF BACKGROUND PAPERS UNDER SECTION 100D OF THE LOCAL GOVERNMENT ACT 1072

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

Summary of Revenue Spending to 30 June 2022

APPENDIX 1

Directorate / Department	Annual Budget £'000	Budget To Date £'000	Actual To Date £'000	Variance (Overspend) £'000	Forecast Outturn (Overspend)
Community & Environment	24,029	4,909	4,902	7	(268)
Economy, Enterprise & Property	2,283	1,622	1,676	(54)	(166)
Finance	4,126	2,935	2,838	97	37
ICT & Support Services	-1,042	100	84	16	56
Legal & Democratic Services	503	226	222	4	16
Planning & Transportation	8,265	457	385	72	285
Policy, People, Performance & Efficiency	0	89	72	17	25
Enterprise, Community & Resources	38,164	10,338	10,179	159	(15)
Adult Social Care (inc Care Homes & Community Care)	48,153	11,905	12,490	(585)	(2,019)
Children & Families	27,901	5,537	7,244	(1,707)	(8,023)
Complex Care Pool	4,505	-1,115	-1,158	43	172
Education, Inclusion & Provision	8,830	2,068	2,130	(62)	(168)
Public Health & Public Protection	253	321	313	8	28
People	89,642	18,716	21,019	(2,303)	(10,010)
Corporate & Democracy	-16,087	-7,841	-17,335	928	4,673
Mersey Gateway	0	-25,509	-25,509	0	0
Total Operational Net Spend	111,719	-365	851	(1,216)	(5,352)

APPENDIX 2

Community & Environment Department

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	15,391	3,650	3,548	102	102
Premises	2,543	856	858	(2)	(8)
Supplies & Services	1,398	229	363	(134)	(280)
Hired & Contracted Services	890	121	44	77	51
Book Fund	140	77	63	14	56
Food Provisions	404	167	175	(8)	(33)
School Meals Food	1,872	370	370	0	0
Miscellaneous Transport Costs	115	2	2	0	0
Other Agency Costs	156	59	57	2	8
Other Expenditure	0	1	1	0	(1)
Waste Disposal Contracts	6,538	0	0	0	2
Grants to Voluntary Organisations	67	18	12	6	26
Grant to Norton Priory	172	87	87	0	0
Total Expenditure	29,686	5,637	5,580	57	(77)
Income					
Sales Income	-1,309	-287	-290	3	14
School Meals Sales	-2,480	-188	-188	0	0
Fees & Charges Income	-5,546	-1,777	-1,715	(62)	(249)
Rental Income	-205	-43	-43	0	0
Government Grant Income	-358	-329	-329	0	1
Reimbursements & Other Grant Income	-597	8	6	2	11
Schools SLA Income	-2,227	-37	-43	6	23
Internal Fees Income	-247	-15	-15	0	4
School Meals Other Income	-251	-2	-2	0	0
Catering Fees	-88	-1	-1	0	0
Capital Salaries	-173	0	0	0	0
Transfers From Reserves	-80	-4	-5	1	5
Total Income	-13,561	-2,675	-2,625	(50)	(191)
Net Operational Expenditure	16,125	2,962	2,955	7	(268)
Recharges					
Premises Support	1,496	374	374	0	0
Transport	2,324	589	589	0	0
Central Support	4,449	1,112	1,112	0	0
Asset Rental Support	146	0	0	0	0
HBC Support Costs Income	-511	-128	-128	0	0
Net Total Recharges	7,904	1,947	1,947	0	0
Net Departmental Expenditure	24,029	4,909	4,902	7	(268)

Economy, Enterprise & Property Department

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employee Related Expenditure	5,179	1,288	1,294	(6)	(25)
Repairs & Maintenance	2,286	706	706	0	0
Premises	92	90	90	0	0
Energy & Water Costs	913	136	202	(66)	(264)
NNDR	533	533	537	(4)	(4)
Rents	190	10	10	0	0
Economic Regeneration Activities	37	0	0	0	0
Security	485	65	65	0	0
Supplies & Services	275	213	218	(5)	20
Supplies & Services - Grant	1,231	117	117	0	0
Grants to Voluntary Organisations	49	18	18	0	0
Transfer to Reserves	254	40	40	0	0
Total Expenditure	11,524	3,216	3,297	(81)	(273)
Income					
Fees & Charges Income	-787	-95	-95	0	0
Rent - Commercial Properties	-847	-81	-48	(33)	(133)
Rent - Investment Properties	-53	-21	-21	0	0
Rent - Markets	-799	-199	-193	(6)	(25)
Government Grant	-1,285	-164	-164	0	0
Reimbursements & Other Grant Income	-1,424	-39	-39	0	1
Schools SLA Income	-452	0	0	0	0
Recharges to Capital	-295	-13	-13	0	0
Transfer from Reserves	-628	-314	-380	66	264
Total Income	-6,570	-926	-953	27	107
Net Operational Expenditure	4,954	2,290	2,344	(54)	(166)
Recharges					
Premises Support	1,474	369	369	0	0
Transport Support	27	6	6	0	0
Central Support	2,082	521	521	0	0
Asset Rental Support	4	0	0	0	0
Recharge Income	-6,258	-1,564	-1,564	0	0
Net Total Recharges	-2,671	-668	-668	0	0
Net Departmental Expenditure	2,283	1,622	1,676	(54)	(166)

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	6,037	1,442	1,424	18	70
Insurances	912	576	567	9	37
Supplies & Services	306	186	176	10	40
Rent Allowances	35,500	6,635	6,635	0	0
Non HRA Rent Rebates	70	0	0	0	0
Discretionary Social Fund	106	34	34	0	0
Discretionary Social Fund Household Su	0	0	3	(3)	(3)
Discretionary Housing Payments	300	36	36	0	0
Concessionary Travel	1,898	123	108	15	60
LCR Levy	2,241	2,241	2,241	0	0
Transfer to Reserves	17	4	0	4	17
Bad Debt Provision	77	0	0	0	0
Total Expenditure	47,464	11,277	11,224	53	221
Income					
Rent Allowances	-35,300	-4,572	-4,488	(84)	(333)
Non HRA Rent Rebate	-70	-30	-30	0	0
Burdens Grant	-60	-60	-87	27	27
Dedicated schools Grant	-111	0	0	0	0
Discretionary Housing Payment Grant	-300	-91	-91	0	0
Housing Benefits Admin Grant	-515	-86	-86	0	0
Universal Credits	-5	-5	-5	0	0
Council Tax Admin Grant	-204	-204	-211	7	7
Household Support Fund Grant	0	0	0	0	3
Council Tax Liability Order	-501	-83	-83	0	0
Business Rates Admin Grant	-155	0	0	0	0
VEP Grant	0	0	-9	9	8
Council Tax Rebate Scheme Admin Gra	0	0	-79	79	79
Schools SLAs	-278	0	0	0	0
LCR Reimbursement	-2,241	-2,241	-2,241	0	0
Other Fees & Charges	-264	-84	-80	(4)	(16)
Reimbursements & Other Grants	-111	-15	-25	10	41
CCG McMillan Reimbursement	-82	0	0	0	0
Transfer from Reserves	-133	-119	-119	0	0
Total Income	-40,330	-7,590	-7,634	44	(184)
Net Operational Expenditure	7,134	3,687	3,590	97	37
Recharges					
Premises Support	227	57	57	0	0
Central Support	2,518	629	629	0	0
Recharge Income	-5,753	-1,438	-1,438	0	0
Net Total Recharges	-3,008	-752	-752	0	0
Net Departmental Expenditure	4,126	2,935	2,838	97	37

ICT & Support Services Department

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employee	7,288	1,769	1,783	(14)	(59)
Supplies & Services Expenditure	1,012	169	162	7	30
Capital Finance	78	5	1	4	18
Computer Repairs & Software	1,257	1,078	1,070	8	31
Communication Costs	13	2	1	1	2
Premises Expenditure	99	61	60	1	2
Transport Expenditure	3	0	0	0	1
Transfer from Reserves	15	0	0	0	0
Total Expenditure	9,765	3,084	3,077	7	25
Income					
Fees & Charges	-624	-130	-151	21	85
Schools SLA Income	-565	-77	-62	(15)	(59)
Reimbursements & Other Grant Income	0	0	-3	3	5
Total Income	-1,189	-207	-216	9	31
Net Operational Expenditure	8,576	2,877	2,861	16	56
Recharges					
Premises Support	389	97	97	0	0
Transport Support	19	6	6	0	0
Central Support	1,592	398	398	0	0
Asset Rental Support	1,494	0	0	0	0
Recharge Income	-13,112	-3,278	-3,278	0	0
Net Total Recharges	-9,618	-2,777	-2,777	0	0
Net Departmental Expenditure	-1,042	100	84	16	56

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	1,913	571	552	19	58
Supplies & Services	322	92	87	5	16
Civic Catering & Functions	39	4	1	3	8
Legal Expenses	218	24	56	(32)	(96)
Transport Related Expenditure	10	2	1	1	3
Total Expenditure	2,502	693	697	(4)	(11)
Income					
Land Charges	-84	-18	-16	(2)	(7)
License Income	-263	-48	-58	10	29
School SLA's	-85	0	0	0	(4)
Fees & Charges	-64	-13	-13	0	0
Reimbursements & Grant Income	0	0	0	0	9
Transfer from Reserves	-17	-17	-17	0	0
Total Income	-513	-96	-104	8	27
Net Operational Expenditure	1,989	597	593	4	16
Recharges					
Premises Support	58	15	15	0	0
Central Support	351	88	88	0	0
Recharge Income	-1,895	-474	-474	0	0
Net Total Recharges	-1,486	-371	-371	0	0
Net Departmental Expenditure	503	226	222	4	16

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	4,961	1,259	1,219	40	158
Efficiency Savings	-100	0	0	0	0
Premises	173	62	61	1	2
Hired & Contracted Services	105	-31	51	(82)	(328)
Supplies & Services	141	119	175	(56)	(222)
Street Lighting	1,682	62	93	(31)	(125)
Highways Maintenance	3,131	391	290	101	404
Fleet Transport	1,375	304	321	(17)	(66)
Bus Support - Halton Hopper Tickets	50	10	1	9	37
Bus Support	498	108	83	25	101
Grants to Voluntary Organisations	31	15	15	0	0
NRA Levy	882	220	220	0	0
LCR Levy	69	70	70	0	0
Contribution to Reserves	399	-1	0	(1)	(4)
Total Expenditure	13,397	2,588	2,599	(11)	(43)
Income					
Sales & Rents Income	-93	-14	-3	(11)	(45)
Planning Fees	-563	-358	-431	73	290
Building Control Fees	-224	-44	-40	(4)	(16)
Other Fees & Charges	-916	-250	-229	(21)	(84)
Grants & Reimbursements	-170	-39	-63	24	95
Government Grant Income	-76	-14	-14	0	0
Halton Hopper Income	-50	-13	-3	(10)	(39)
School SLA's	-46	-8	-5	(3)	(11)
Recharge to Capital	-317	-46	-6	(40)	(161)
LCR Levy Reimbursement	-882	-220	-220	0	0
Contribution from Reserves	-559	-559	-559	0	0
Total Income	-3,896	-1,565	-1,573	8	29
Net Operational Expenditure	9,501	1,023	1,026	(3)	(14)
Recharges					
Premises Recharges	534	134	134	0	0
Transport Recharges	661	155	171	(16)	(63)
Asset Charges	1,099	0	0	0	0
Central Recharges	1,581	395	395	0	0
Transport Recharge Income	-4,240	-1,032	-1,123	91	362
Central Recharge Income	-871	-218	-218	0	0
Net Total Recharges	-1,236	-566	-641	75	299
Net Departmental Expenditure	8,265	457	385	72	285

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	2,162	508	489	19	76
Employees Training	123	35	32	3	14
Apprenticeship Levy	300	77	79	(2)	(9)
Supplies & Services	144	60	63	(3)	(13)
Agency Related Expenditure	11	0	0	0	0
Total Expenditure	2,740	680	663	17	68
Income					
Fees & Charges	-132	-38	-38	0	(1)
Schools SLA	-448	0	0	0	(42)
Transfer from Reserves	-17	-17	-17	0	0
Total Income	-597	-55	-55	0	(43)
Net Operational Expenditure	2,143	625	608	17	25
Recharges					
Premises Support	72	18	18	0	0
Central Support	1,037	259	259	0	0
Recharge Income	-3,252	-813	-813	0	0
Net Total Recharges	-2,143	-536	-536	0	0
Net Departmental Expenditure	0	89	72	17	25

Adult Social Care Department (incl Care Homes and Community Care)

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn (Overspend)
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	15,145	3,663	3,609	54	160
Premises	334	110	116	(6)	(20)
Supplies & Services	471	95	87	8	0
Aids & Adaptations	38	9	4	5	0
Transport	187	47	62	(15)	(50)
Food Provision	187	38	36	2	0
Agency	617	152	158	(6)	0
Supported Accommodation and Services	1,426	212	212	0	0
Emergency Duty Team	105	27	27	0	0
Contacts & SLAs	567	312	309	3	0
<u>Housing Solutions Grant Funded Schemes</u>					
LCR Immigration Programme	400	100	96	4	0
Homelessness Prevention	356	88	70	18	0
Total Expenditure	19,833	4,853	4,786	67	90
Income					
Fees & Charges	-761	-187	-157	(30)	(50)
Sales & Rents Income	-417	-197	-198	1	0
Reimbursements & Grant Income	-1,198	-113	-118	5	0
Capital Salaries	-121	-30	-30	0	0
LCR Immigration Programme	-400	-100	-100	0	0
Homelessness Prevention	-356	-356	-356	0	0
Transfer From Reserves	-413	0	0	0	0
Total Income	-3,666	-983	-959	(24)	(50)
Net Operational Expenditure Excluding Homes and Community Care	16,167	3,870	3,827	43	40
Care Homes Net Expenditure	8,182	1,973	2,261	(288)	(735)
Community Care Expenditure	19,303	4,940	5,261	(321)	(1,284)
Net Operational Expenditure Including Homes and Community Care	43,652	10,783	11,349	(566)	(1,979)
Recharges					
Premises Support	460	115	115	0	0
Transport Support	587	146	165	(19)	(40)
Central Support	3,563	891	891	0	0
Asset Rental Support	13	0	0	0	0
Recharge Income	-122	-30	-30	0	0
Net Total Recharges	4,501	1,122	1,141	(19)	(40)
Net Departmental Expenditure	48,153	11,905	12,490	(585)	(2,019)

Care Homes Division

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Madeline Mckenna					
Employees	499	125	145	(20)	(112)
Other Premises	53	15	18	(3)	(18)
Supplies & Services	13	2	5	(3)	(6)
Food	40	10	8	2	0
Total Madeline Mckenna Expenditure	605	152	176	(24)	(136)
Millbrow				0	
Employees	1,588	397	487	(90)	(113)
Other Premises	79	23	28	(5)	(25)
Supplies & Services	45	11	8	3	(13)
Food	63	16	14	2	(11)
Total Millbrow Expenditure	1,775	447	537	(90)	(162)
St Luke's				0	
Employees	2,311	578	633	(55)	(42)
Other Premises	105	29	35	(6)	(42)
Supplies & Services	39	8	7	1	(25)
Food	112	28	22	6	(4)
Donation			-1	1	1
Total St Luke's Expenditure	2,567	643	697	(54)	(112)
St Patrick's				0	
Employees	1,476	369	493	(124)	(255)
Other Premises	94	25	24	1	(22)
Supplies & Services	33	7	10	(3)	(19)
Food	102	26	20	6	(15)
Total St Patrick's Expenditure	1,705	427	547	(120)	(311)
Care Homes Divison Management				0	
Employees	292	54	54	0	(14)
Transfer from Reserves	-78	-78	-78	0	0
Care Home Divison Management	214	-24	-24	0	(14)
Net Operational Expenditure	6,866	1,645	1,933	(288)	(735)
Recharges					
Premises Support	324	80	80	0	0
Central Support	992	248	248	0	0
Net Total Recharges	1,316	328	328	0	0
Net Departmental Expenditure	8,182	1,973	2,261	(288)	(735)

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn (Overspend)
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Residential & Nursing	10,753	2,688	2,426	262	1,048
Domiciliary Care & Supported Living	9,520	2,380	2,203	177	708
Direct Payments	11,369	2,842	3,220	(378)	(1,512)
Day Care	335	84	94	(10)	(40)
Total Expenditure	31,977	7,994	7,943	51	204
Income					
Residential & Nursing	-6,028	-1,507	-1,241	(266)	(1,064)
Domiciliary	-1,446	-361	-360	(1)	(4)
Direct Payments	-885	-221	-110	(111)	(444)
ILF	-656	-55	-55	0	0
War Pension Disregard	-67	-11	-11	0	0
ASC Grant	-3,035	-759	-759	0	0
Market Sustainability Grant & Fair Cost Of Care	-431	-108	-108	0	0
Income from other CCG's	-126	-32	-38	6	24
Total Income	-12,674	-3,054	-2,682	(372)	(1,488)
Net Departmental Expenditure	19,303	4,940	5,261	(321)	(1,284)

Children & Families Department

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	11,329	2,976	3,303	(327)	(1,309)
Other Premises	316	115	114	1	7
Supplies & Services	852	318	460	(142)	(630)
Transport	113	25	33	(8)	(39)
Direct Payments	940	181	182	(1)	(4)
Commissioned services to Vol Orgs	224	41	29	12	40
Residential Care	9,326	1,208	2,097	(889)	(4,486)
Out of Borough Adoption	89	22	0	22	79
Out of Borough Fostering	2,503	358	390	(32)	(142)
In House Adoption	217	25	35	(10)	(169)
Special Guardianship Order	1,780	441	509	(68)	(264)
In House Foster Carer Placements	2,315	533	674	(141)	(446)
Care Leavers	249	50	49	1	18
Family Support	53	13	58	(45)	(189)
Contracted services	3	1	1	0	0
Early Years	203	53	105	(52)	(342)
Emergency Duty	118	0	0	0	0
Youth Offending Services	255	19	31	(12)	(77)
Total Expenditure	30,885	6,379	8,070	(1,691)	(7,953)
Income					
Fees & Charges	-24	-2	-1	(1)	(6)
Sales Income	-4	0	0	0	(1)
Rents	-58	0	0	0	0
Reimbursement & other Grant Income	-584	-113	-98	(15)	(63)
Transfer from reserve	-520	-511	-511	0	0
Dedicated Schools Grant	-50	0	0	0	0
Government Grants	-4,852	-993	-993	0	0
Total Income	-6,092	-1,619	-1,603	(16)	(70)
Net Operational Expenditure	24,793	4,760	6,467	(1,707)	(8,023)
Recharges					
Premises Support	178	45	45	0	0
Transport	18	4	4	0	0
Central Support Recharges	3,036	759	759	0	0
Internal Recharge Income	-124	-31	-31	0	0
Net Total Recharges	3,108	777	777	0	0
Net Departmental Expenditure	27,901	5,537	7,244	(1,707)	(8,023)

Complex Care Pool

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Intermediate Care Services	6,242	1,059	1,015	44	176
Homecare First	1,300	0	0	0	0
HICaFS	3,584	138	84	54	216
Oakmeadow	1,165	293	300	(7)	(28)
Contracts & SLA's	3,325	72	72	0	0
Joint Equipment Store	802	196	196	0	0
Development Fund	784	0	0	0	0
Carers Breaks	428	107	154	(47)	(188)
Carers Centre	365	91	91	0	0
Residential Care	1,074	268	268	0	0
Domicilliary Care and Supported Living	2,556	639	639	0	0
Total Expenditure	21,625	2,863	2,819	44	176
Income					
BCF Income	-12,078	-3,026	-3,026	0	0
HCCG Contribution to Pool	-2,831	-799	-799	0	0
Oakmeadow Income	-612	-153	-152	(1)	(4)
Ageing Well	-694	0	0	0	0
Transfer from Reserve	-700	0	0	0	0
Bal Cwfd 2021/22	-205	0	0	0	0
Total Income	-17,120	-3,978	-3,977	(1)	(4)
Net Departmental Expenditure	4,505	-1,115	-1,158	43	172

Education, Inclusion & Provision Department

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Core Funded					
Employees	3,430	858	816	42	225
Premises	3	1	1	0	2
Supplies & Services	803	396	410	(14)	(55)
Transport	43	11	7	4	1
Schools Transport	1,311	190	289	(99)	(396)
Commissioned Services	1,716	429	431	(2)	(4)
Grants to Voluntary Organisations	35	9	1	8	(62)
Capital Financing	1	0	0	0	0
Grant Funded					
Employees	3,570	961	961	0	0
Premises	24	6	6	0	0
Supplies & Services	399	364	364	0	0
Transport	22	0	0	0	0
Independent School Fees	6,729	1,390	1,390	0	0
Inter Authority Special Needs	604	151	151		0
Pupil Premium Grant	222	4	4	0	0
Nursery Education Payment	6,000	1,381	1,381	0	0
Grants to Voluntary Organisations	1,465	262	262	0	0
Total Expenditure	26,377	6,413	6,474	(61)	(289)
Income					
Fees & Charges	-93	-93	-121	28	28
Government Grant	-569	-142	-142	0	0
Reimbursements & Other Grant Income	0	0	-10	10	43
Schools SLA Income	-358	-3	-3	0	96
Transfer to/from Reserves	-277	-69	-69	0	0
Dedicated Schools Grant	-18,575	-4,644	-4,644	0	0
Inter Authority Income	-544	-136	-97	(39)	(46)
Total Income	-20,416	-5,087	-5,086	(1)	121
Net Operational Expenditure	5,961	1,326	1,388	(62)	(168)
Recharges					
Premises Support	127	32	32	0	0
Transport Support	438	135	135	0	0
Central Support	2,309	577	577	0	0
Asset Rental Support	17	4	4	0	0
Recharge Income	-22	-6	-6	0	0
Net Total Recharges	2,869	742	742	0	0
Net Departmental Expenditure	8,830	2,068	2,130	(62)	(168)

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	4,120	1,004	994	10	22
Premises	5	0	0	0	0
Supplies & Services	312	101	98	3	19
Contracts & SLA's	6,751	1,181	1,181	0	0
Transport	5	2	2	0	0
Other Agency	21	21	21	0	0
Transfer to Reserves	50	0	0	0	0
Total Expenditure	11,264	2,309	2,296	13	41
Income					
Fees & Charges	-252	-152	-150	(2)	(8)
Reimbursements & Other Grants	-123	-90	-90	0	0
Government Grants	-10,982	-1,995	-1,995	0	0
Transfer from Reserves	-645	0	0	0	0
Total Income	-12,002	-2,237	-2,235	-2	-8
Net Operational Expenditure	-738	72	61	11	33
Recharges					
Premises Support	126	32	32	0	0
Transport Support	23	6	9	(3)	(5)
Central Support	1,324	331	331	0	0
Recharge Income	-482	-120	-120	0	0
Net Total Recharges	991	249	252	-3	-5
Net Departmental Expenditure	253	321	313	8	28

	Annual Budget	Budget to Date	Actual	Variance (Overspend)	Forecast Outturn (Overspend)
	£'000	£'000	£'000	£'000	£'000
Expenditure					
Employees	342	85	85	0	0
Contracted Services	38	9	1	8	0
Supplies & Services	129	52	42	10	0
Premises Expenditure	5	5	4	1	0
Transport Costs	0	0	1	(1)	(1)
Members Allowances	901	225	210	15	0
Interest Payable - Treasury Management	1,099	275	275	0	0
Interest Payable - Other	303	76	4	72	274
Bank Charges	137	34	4	30	0
Audit Fees	135	34	34	0	0
Contingency	4,498	1,124	0	1,124	3,800
Capital Financing	1,941	0	0	0	0
Contribution to Reserves	4,332	0	0	0	0
Debt Management Expenses	20	5	10	(5)	0
Precepts & Levies	210	105	105	0	0
Agency Related Expenditure	0	0	0	0	0
Business Support Grants	0	0	0	0	0
Total Expenditure	14,090	2,029	775	1,254	4,073
Income					
Interest Receivable - Treasury Management	-1,124	-281	-363	82	460
Interest Receivable - Other	0	0	0	0	140
Other Fees & Charges	-119	-30	-22	(8)	0
Grants & Reimbursements	-1,811	-440	-40	(400)	0
Government Grant Income	-11,802	-4,920	-4,920	0	0
Transfer from Reserves	-13,292	0	0	0	0
Total Income	-28,146	-9,602	-17,842	(326)	600
Net Operational Expenditure	-14,056	-7,573	-17,067	928	4,673
Recharges					
Premises Recharges	4	1	1	0	0
Central Recharges	1,297	324	324	0	0
Recharge Income	-3,158	-593	-593	0	0
Net Total Recharges	-1,857	-268	-268	0	0
Net Departmental Expenditure	-15,913	-7,841	-17,335	928	4,673

Capital Programme as at 30 June 2022

Appendix 3

Directorate/Department	2022/23 Capital Allocation	Allocation to Date	Actual Spend to 30 June 2022	Total Allocation Remaining	2023/24 Capital Allocation	2024/25 Capital Allocation
	£'000	£'000	£'000	£'000	£'000	£'000
PEOPLE DIRECTORATE						
Asset Management Data	6	1	1	5	0	0
Capital Repairs	1,155	20	101	1,054	294	0
Asbestos Management	29	4	7	22	0	0
Schools Access Initiative	62	0	0	62	0	0
Basic Needs Projects	278	0	0	278	0	0
Fairfield Primary School	20	0	0	20	283	20
Kitchen Gas Safety	1	0	0	1	0	0
Small Capital Works	124	1	1	123	0	0
SEMH Free School	79	10	10	69	232	0
Cavendish School Extension	443	16	18	425	23	0
High Need Provision unallocated	1,772	0	0	1,772	1,553	0
Grants – Disabled Facilities	650	150	119	531	600	600
Stair Lifts	250	60	48	202	270	270
Joint Funding RSL Adaptations	200	50	24	176	270	270
ALD Bungalows	0	0	0	0	199	0
Purchase of 2 adapted Properties	0	0	0	0	358	0
Millbrow Care Home	1,200	0	0	1,200	0	0
Madeline McKenna	100	10	5	95	0	0
St Lukes	100	10	9	91	0	0
St Patricks	400	100	83	317	0	0
Care Homes Refurbishment	0	0	0	0	1,200	1,200
Telehealthcare Upgrade	400	0	0	400	0	0
TOTAL PEOPLE DIRECTORATE	7,269	432	426	6,843	5,282	2,360

Capital Programme as at 30 June 2022...continued

Directorate/Department	2022/23 Capital Allocation	Allocation to Date	Actual Spend to 30 June 2022	Total Allocation Remaining	2023/24 Capital Allocation	2024/25 Capital Allocation
	£'000	£'000	£'000	£'000	£'000	£'000
ENTERPRISE, COMMUNITY & RESOURCES DIRECTORATE						
Stadium Minor Works	37	10	6	31	30	30
Stadium Decarbonisation Scheme	0	0	117	-117	0	0
Open Spaces Schemes	450	100	78	372	600	600
Upton Improvements	13	0	0	13	0	0
Crow Wood Park	39	10	9	30	0	0
Brookvale Pitch Refurbishment	70	10	10	60	0	0
Halton Leisure Centre	6,296	620	618	5,678	8,000	7,285
Children's Playground Equipment	80	0	0	80	65	65
Landfill Tax Credit Schemes	340	0	0	340	340	340
Runcorn Town Park	256	30	26	230	310	310
Widnes Crematorium						
Replacement Cremator	200	140	139	61	0	0
Spike Island / Wigg Island	1,988	0	0	1,988	0	0
Litter Bins	20	0	0	20	20	20
IT Rolling Programme	700	78	78	622	700	700
3MG	164	3	3	161	0	0
Murdishaw redevelopment	31	0	0	31	0	0
Equality Act Improvement Works	300	13	13	287	300	300
Widnes Market Refurbishment	6	6	6	0	0	0
Broseley House	21	7	7	14	0	0
Solar Farm Extension	11	0	0	11	0	0
Foundary Lane Residential Area	2,117	916	916	1,201	2,117	0
Kingsway Learning Centre						
Improved Facilities	36	0	0	36	0	0
Halton Lea TCF	501	0	0	501	0	0
Property Improvements	213	57	57	156	200	200
Astmoor Regeneration	14	4	4	10	0	0
Runcorn Town Centre Fund	2,089	504	504	1,585	0	0
Woodend, Unit 10 Catalyst	500	15	15	485	0	0
St Paul's Mews	500	500	516	-16	0	0
Runcorn Station Quarter	530	0	0	530	0	0
Bridge and Highway Maintenance	4,473	46	46	4,427	0	0
Integrated Transport	1,553	226	226	1,327	0	0
EATF Runcorn Busway	1,546	279	279	1,267	0	0
CRSTS Funded Schemes	3,306	0	0	3,306	0	0
Street Lighting - Structural Maintenance	853	0	0	853	200	200
Street Lighting - Upgrades	2,530	0	0	2,530	0	0
SUD Green Cycle / Walk Corridors	197	191	191	6	0	0
Runcorn East Connectivity	5,569	145	145	5,424	0	0
Risk Management	495	21	21	474	120	120
Fleet Replacements	5,760	368	368	5,392	1,207	1,147
Silver Jubilee Bridge - Major Maintenance Scheme	321	0	0	321	0	0
Silver Jubilee Bridge - Decoupling / Runcorn Station Quarter	0	0	260	-260	0	0
Silver Jubilee Bridge - Lighting	469	1	1	468	0	0
LCWIP (Local cycling and walking infrastructure plan) / Dukesfield	0	0	425	-425	0	0
MG Land Acquisition	904	15	15	889	0	0
MG Development Costs	40	5	5	35	0	0
MG Handback Land	100	20	20	80	0	0
TOTAL ENTERPRISE, COMMUNITY & RESOURCES DIRECTORATE	45,638	4,340	5,124	40,514	14,209	11,317

Capital Programme as at 30 June 2022...continued

Directorate/Department	2022/23 Capital Allocation	Allocation to Date	Actual Spend to 30 June 2022	Total Allocation Remaining		2023/24 Capital Allocation	2024/25 Capital Allocation
	£'000	£'000	£'000	£'000		£'000	£'000
TOTAL CAPITAL PROGRAMME	52,907	4,772	5,550	47,357		19,491	13,677
Slippage (20%) Carried Forward	-10,581					-3,898	-2,735
Slippage Brought Forward						10,581	3,898
TOTAL	42,325	4,772	5,550	36,775		26,174	14,840

REPORT TO:	Executive Board
DATE:	15th September 2022
REPORTING OFFICER:	Operational Director, Economy, Enterprise and Property
PORTFOLIO:	Deputy Leader
SUBJECT:	Widnes Market
WARDS:	Boroughwide

1.0 PURPOSE OF THE REPORT

The purpose of the report is to provide Members with an updated Business Plan and Market Protocols for Widnes Market. Both these documents will highlight the changes required to Widnes Market to bring it in line with Halton Borough Council's financial procedures.

2.0 RECOMMENDATION: That the Business Plan and the updated Market Protocols are noted and accepted.

3.0 SUPPORTING INFORMATION

- 3.1 The Widnes Market Protocols and Charging Policy were previously approved by Executive Board at the meeting on 11th April 2019, minute number EXB121.
- 3.2 In the intervening years a number of issues have been raised around the operation of Widnes Market which has necessitated some amendments to the market regulations. The main points being:-
- i. All new and existing traders will be required to pay their monthly rent via Direct Debit.
 - ii. Opening times for the market are 9am to 4.30pm. All indoor traders will be required to be open for business at 9am each market trading day, and to remain open for business with goods on sale for display until 4.30pm each market trading day.
 - iii. The Wednesday Flea and Collectors Market to change the opening time to 7.00am, with traders required to remain open for business until 1.00pm.
 - iv. In order to protect the existing traders Christmas sales, no new traders or commodity requests will be accepted between 1st November and 31st December each year.
 - v. Traders must not place any goods, display cabinets, tables, fridges/freezers outside the boundary of their stall.

- vi. Traders must not bring in waste from home and place in the market trade waste bins.
 - vii. All traders are responsible for ensuring all electrical items within their stall boundaries are switched off at the end of each market trading day (with the exception of fridges and freezers).
 - viii. Traders can access the car park behind the outdoor market with a barrier fob, purchased from the market office.
 - ix. The number of warnings traders receive for contravention of market regulations has been amended to 3 warnings in a 24 month period. On receipt of 3 warnings the trader's tenancy will be terminated.
- 3.3 The Widnes Market Business Plan has been updated to take into account the priorities and actions required to be undertaken to ensure the market continues to be at the heart of Widnes Town Centre.
- 3.4 The main focus of the business plan is to set out the vision and strategy for the market over the next 3 years which will hopefully help to improve footfall, increase trader retention and ensure visitors can receive a unique experience and memory alongside the great retail offer which is Widnes Market. Some of the points of the plan are as follows:-
- i. To use the social media platforms to improve the market's online and digital brand.
 - ii. To offer more public interest events at the market will continue, as they can attract new visitors to the market. These events will remain free to the customer and be entertaining for all the family.
 - iii. New traders selling new and unique commodities which are competitively priced will be actively sought and encouraged to trade at Widnes Market.
 - iv. A new survey will be conducted in 2022 which will ask the public their views on what they want from Widnes Market.

4.0 POLICY IMPLICATIONS

- 4.1 The market is run in accordance with the Council's policies and procedures, in particular the Market Protocols, which consist of:-
- Section 1 - Market Regulations
 - Section 2 - Contravention of the Regulations Procedures
 - Section 3 - Market Charging Policy

5.0 FINANCIAL IMPLICATIONS

5.1 The above is being done to ensure the income generation for Widnes Market is maximised and officers' time for dealing with outstanding invoices is reduced. By ensuring all traders now pay via Direct Debit will assist Halton Borough Council with ensuring all income is now received in a timely manner.

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

Encourage new traders to set up small businesses within Widnes Market, which will employ people.

6.3 A Healthy Halton

None.

6.4 A Safer Halton

None

6.5 Halton's Urban Renewal

A thriving market can contribute to urban renewal.

7.0 RISK ANALYSIS

There are no significant risks associated with the above course of action.

8.0 EQUALITY AND DIVERSITY ISSUES

The updated Market Protocols will ensure that the Traders will continue to be treated fairly and consistently. There are no negative equality and diversity issues as a result of the updated policies

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

Document	Place of Inspection	Contact Officer
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None under the meaning of the act

WIDNES MARKET BUSINESS PLAN 2022-2025



**Prepared by:-
Technical Support & Markets Team
Property Services
Economy, Enterprise & Property**



Contents

1.0 Executive Summary

2.0 Introduction to Widnes Market

3.0 Vision and Strategy

4.0 Marketing Strategy

5.0 SWOT Analysis

6.0 Business Priorities and Actions

7.0 Financial Information

8.0 Conclusions

1.0 Executive Summary

This Business Plan for Widnes Markets identifies the priorities and actions to be undertaken by the Market Management Team during the period April 2022 to 2025. The Performance targets outlined in the document will be monitored by the Market Management Team.

The Business Plan sets out the environment in which Widnes Market is operating. It identifies the key ingredients needed to continue to make Widnes Market successful. The Business Plan also highlights the priorities and actions needed to grow and sustain the market in the future.

The Business Plan provides financial information relating to income generated and expenditure incurred in operating Widnes Market, and current levels of outstanding trader debt. Overall, the market generates a modest profit.

An analysis of occupancy and footfall rates is provided, however there is a downward trend in relation to the footfall figures, but Widnes Market is still a place that people either wish to visit, or set up and run their retail business.

The Business Plan does not focus on operational detail but allows the organisation to take a long-term strategic view of the key priorities and actions needed to make our market commercially viable and successful. This Plan will also help us to respond more proactively to any changes in the retail sector including online and social media influencers. The market team will refresh the plan on an annual basis.

2.0 Introduction to Widnes Market

Based in the town centre on Bradley Way since a change of location in 1995, Widnes Market is positioned as an alternative shopping venue in a competitive marketplace. Primary competitors are made up of a number of private sector retailers, mainly Green Oaks, Albert Square, Widnes Shopping Park, four local supermarkets, the High Street and of course, online retailers.

The venue will aim to remain competitive in the marketplace by continuing to be a traditional and alternative option for the local community, giving a unique experience to visitors, and offering something its competitors cannot.

The Market encourages a varied and unique range of traders, offering visitors a personal service, which will drive retention and repeat visits, helping sustain a consistent footfall, which will support local traders.

Its position will be underpinned by improving the marketing structure, enhancing and developing its relationship with new and existing customers and further building its online presence.

Developing a strong offer is a key challenge for Widnes Market in its bid to develop its position in the marketplace, given the competitive environment and potential threat of large brands in the retail sector.

Widnes Indoor Market : The indoor market consists of 185 stalls and is open from 9:00am to 4:30pm five days a week - Monday, Wednesday, Thursday, Friday and Saturday.

Widnes Outdoor Market : has 80 stalls with space for 2 food vendors, and has the following markets:-

Retail Market - open from 9:00am to 3.00pm three days per week – Monday, Friday and Saturday.

Flea and Collectibles Market – every Wednesday from 7am which offers a vibrant mix of second hand goods.

Best of Both - an exciting new venture which runs every Thursday and is a mix of both retail traders and flea and collectible traders, offering the customer the “best of both” new goods and second hand goods.

Staff Resources

Widnes Market employs the following staff:-

Technical Support and Property Manager – 1 FTE

Market Officer – 1 FTE

Trader Liaison Officer – 0.8 FTE

Sales & New Business & Marketing Officer – 0.8 FTE

Security Guard – 2 FTE

Market Attendants – 2 FTE

Market Attendants – 2 x 0.6 FTE

The Markets Management Team also utilises the support services from other teams within the Council, such as:-

- Property Services
- Legal Services
- Accountancy Division
- Communications and Marketing

3.0 Vision and Strategy

Our vision for Widnes Market, is:

“To maintain Widnes Market at the heart of our town centre as a friendly, well-loved, quality place in which to shop, feel inspired and build lasting memories. To help businesses grow and expand by offering competitive rates for a traditional Market in a modern setting”.

This vision is based on emphasising the different retail offer provided by the market compared with the rest of the retail offer in Widnes, and keeping up to date with retail and experience trends on all social media platforms.

The vision for Widnes Market is also entwined with Halton Borough Council’s vision:-

“Halton will be a thriving and vibrant Borough where people can learn and develop their skills; enjoy a good quality of life with good health; a high quality, modern urban environment; the opportunity for all to fulfil their potential; greater wealth and equality; sustained by a thriving business community; and safer, stronger and more attractive neighbourhoods.”

The long-term strategy for Widnes Market must focus on improving the retail offer/shopping experience of the market, and identifying priority commodities that shoppers cannot get or have difficulty in getting elsewhere. The main focus will be on providing customers with an experience and a memory alongside a great retail offer. Therefore, we want our market to be a thriving local Market offering a mixed commodity of food and an area for experiences and events.

The future success of Widnes Market will be measured by:-

- More people shopping in our markets;
- More traders trading in our markets;
- More people seeing our markets as key assets within the town centres;
- More partners and businesses using the markets for promotions and partnership working.

4.0 Marketing Strategy

As the availability of internet and broadband has increased, online technology has become more readily available and affordable, with the vast majority of residents increasingly technologically capable, with access to a computer or tablet at home and most of all with smart phones, allowing people to check the news and interact on the go.

By harnessing the convenience of this technology, we will be able to improve the market's online and digital brand to new audiences, whilst remaining mindful of existing customers who are still more reliant on traditional marketing methods.

The challenge is to identify what we can do to ensure a strong, positive and sustained image for the market. It will be essential to identify the planning and preparation needed; and more importantly, what it is that we can deliver, what should we facilitate, prompt, trigger etc. and who else should be involved in the planning, delivery and implementation. It will be imperative to engage with all stakeholders to identify all issues and aspirations.

Consumers have adopted new patterns of purchasing during the COVID lockdowns, these have now become part of the new 'normality' for some consumers. Supermarkets will have strengthened their bond with consumers, attracting more frequent visits and more on-line usage.

An active recovery plan through multiple advertising platforms is going to be vital in the ongoing marketing of Widnes Market,

This is important in day-to-day operations but much more so now as we aim to inject enthusiasm into shoppers to both re-attend and re-introduce the market into their normal shopping habits.

7 P's of Marketing Mix

This is the application of the effective marketing method model which can help to review and define key strategy for marketing products and services, which has been applied to Widnes Market.

PRODUCT	Our aim is to actively encourage more diverse products and services to offer the alternative shopping experience that we need to promote to help compete with the local supermarkets and shopping centres
PRICE	Regarding market commodities and services, each should be sold at a price which the target audience deems to be good value-for-money. The market is still seen as a place to 'grab a bargain'. With this in mind, we should enthuse traders towards emphasising this and along with other sales benefits when compared to using competitors
PROMOTION	The market is promoted to the appropriate audience via effective channels, using advertising methods which resonate with that audience. These channels may include (and are not limited to): branding, advertising, PR, corporate identity, a more market-centric social media ethos, promotions, events and special offers
PLACE	This is an observation of the premises and the ease of finding what the customer needs. An overhaul of the market map with a clearer plan to offer simple directions has been implemented with the maps located at the main entrance. The map could also potentially be produced as a handout guide which could also deliver valuable marketing messages and a diary of upcoming events.
PEOPLE	Traders should possess the skills and qualities needed to ensure business success. This is perhaps especially true of customer facing staff, whose communication and behaviour will greatly impact the audience's perception of the overall market. We could well have developed the best market – but if the customer facing people are off-putting to customers, the project will not reach its full commercial potential. For the purposes of the overall impression of the market, we should encourage traders to engage customers positively and helpfully, possibly offering training projects to ensure that helpful customer service is part of the experience of visiting Widnes Market
PROCESSES	Office processes have been adapted to help with the efficient running of the office and the benefits should filter down to both the traders and customers. These processes include (and are not limited to): Streamlining, primarily, of the up-to-date and coordinated sharing of information to ensure the most efficient use of time and resources. The re-design of the website, to improve the user experience, and an overhaul of the social networking integration.
PHYSICAL EVIDENCE	This refers to the physical context and paraphernalia (such as branded carrier bags, leaflets etc.) that come along with a purchase. In order to reinforce the market's brand credibility, this should exhibit a clear and prominent image to help reinforce the market's presence throughout the town. This also assists in creating a consistent and convincing experience for the customer.

Advertising

The strategy in recent years at Widnes Market has been to use a mixed approach to advertising when launching each new campaign. This has worked to a certain extent through radio, television, print and digital marketing, but a consistent reminder of the market's availability and benefits would now seem to be a more aggressive approach when attempting to be a part of the retail 'mix' for shoppers in Widnes.

Local Public Transport

Specifically, local buses. We now advertise with a local bus company which displays a Widnes Market poster on the rear of a bus which highlights the opening days and times of Widnes Market.

Social Networking

The market management team now take a much more 'hands-on' approach when broadcasting the market through the social networking platforms.

Local Radio

Widnes Market has previously used local radio to broadcast advertisements, The idea is that if Widnes Market is prominent through an audio medium, in radio advertising, it acts as a subliminal trigger which is backed up through alternative channels such as local transport advertising and digital marketing.

Social Media

More and more shoppers are turning to the internet to not only shop, but to find out how to shop locally. We must be more pro-active and prominent in this area.

- To improve our chances of success, the approach is as follows:-
- To market the wide range of commodities at Widnes Market, rather than focusing on individual traders
- To create more of a 'buzz' by creating themed weeks on social networking platforms, i.e. 'Vegan Week' where we focus on the great list of vegan goods we have to offer. This could incorporate an incentive, in agreement with the traders, for shoppers to benefit from these 'themed weeks' by means of discounts or vouchers, giving the customer a reason to specifically shop by the theme.
- To utilise Instagram much more by both offering more visual impact of the benefits and commodities at the market and also by creating interactive competitions, sponsored by the market, to incentivise younger users and students to get involved and see the market as a progressive shopping venue that has a relevance to them.
- We also under utilise the testimonial aspects of Widnes Market. The social networking platforms offer a great opportunity for us to show positive reactions from the local community to further enhance the markets profile to a wide audience.

Website

The Widnes Market website has been overhauled to refresh the look, usability and interactive flow of the platform, which has the following information available at the touch of a button:-

- Stall Directory - A comprehensive stall directory which includes trader contact details, web addresses and social networking links, alongside a brief but descriptive introduction of each trader.
- What's On Guide - A 'What's on' section which clearly lists a calendar of upcoming events to be held at Widnes Market.
- Trader Application - Our 'become a trader' section is now fully interactive and simple to use, that allows the user to complete an online application and upload relevant documentation to assist with a much more streamlined process. However, a paper application form is also still available from the market office which can be completed by the prospective trader and handed to a member of the market management team.
- Social Networking Feeds - To promote the social networking aspects of promotions, a feed of our posts through the website would act as a second opportunity for users to see our online publicity output.

Public Relations

The strategy of offering public interest events in the market will continue. They act as an attraction for new visitors, but they have also drawn in visitors that had not previously used the market, that have since become regular customers.

The events need to remain free and entertaining for all the family, helping to promote the community aspects and approach of Widnes Market staff and traders.

We are always looking to introduce incentives to shop at the market whether it be through savings, promotions or discounts. We are currently offering loyalty cards to generate consistent custom that would potentially offer a reason for customers to shop more with us, and less on-line.

5.0 SWOT Analysis

The following SWOT analysis has been carried out to evaluate the strengths and weaknesses at Widnes Market. It has also helped to identify the opportunities and threats that Widnes Market faces.

S	W	O	T
Strengths	Weaknesses	Opportunities	Threats
<p>Good Value for Money Accessibility (bus links) Good Amenities Good Product Knowledge Variety and quality of stalls Reputation of the market Friendly Customer loyalty Excellent Customer service Wide customer base High Occupancy levels 'All under one roof' concept New management team 4.2-5 star reviews on Google 'Door always open' approach to traders and customers. Social media presence out of working hours. Clear and transparent communication with traders. 'All in it together' attitude from traders and Management team. Promote and support local talent and business. Focussed on providing experiences and creating friendships and memories for customers. Inclusive and open minded</p>	<p>Reducing footfall (Parking charges, bus strikes, cost of living crisis) Unwillingness of some traders to change Unwillingness of some traders to introduce card payments. Unwillingness of some traders to adapt selling space, visual merchandising or sales skills. 'Snob' value – some people will not shop at the market Competition from high street retail. Mixed ownerships i.e. Morrisons' own the site and use outside space for their purposes Functionality of entrances – not inviting. Lack of clarity regarding role of Council – are we landlords, revenue generators or custodians of a town centre social value asset? Limited ICT connectivity Lack of ability to use the outdoor space in front of TJ Hughes.</p>	<p>Coach trips. Marketing Outside opportunity/stalls/entertainment Make the market relevant to young people. Promotions/offers – people want 'freebies' Better road access Link to radio station/charity (partnerships/personalities) Link to Widnes Vikings Improved signage Improved stall infrastructure Visible on all social media platforms. Ability to host Sunday Markets with The Studio's support. A new WIFI system will be installed.</p>	<p>Internet Shopping Supermarket Offer Changing Customer Shopping habits. Car parking charges introduced in 2022. Public transport strikes. Cost of living increases. Street licence applications issued by HBC Legal Services. Other local events and attractions Other local markets e.g. The Barnyards Lack of Police/PCSO presence</p>

6.0 Business Priorities and Actions

This section identifies the priorities and actions required if we are to achieve Our Vision as set out in section 2 of this Business Plan.

The business priorities are based on:

- Reducing costs and being more efficient with our human and financial resources;
- Improving the customer experience;
- Protecting Income ;
- Creating ways to generate income;
- Consolidating our markets at the heart of our town centre.

There are eight business priority areas:

1. Traders

To be a successful market we need the right traders. Traders need to sell goods which are of the correct quality for the market and be able to present their products in a way which is attractive to the customer. It is important that traders possess qualities such as high level of customer service and sales and retention techniques which will benefit the market, and enable them to operate on a long-term basis. Our unique environment means we can make a member of the public a friend, not just a customer.

Actions

In order to ensure that the right type of traders are occupying the market, prospective new traders will be invited to an interview with the Market Management team to discuss their business plans and to ensure they are fully aware of their responsibilities as a trader at Widnes Market.

2. Right Products

Traders also need to offer products which are competitively priced and what customers want and provide a good service which encourages customers to return to our markets. In a highly competitive retail trading environment, a high standard of customer service is key to ensuring customers return to the market. The public receive high service quality when they shop in other retail environments and have high expectations when they visit the market. 'People buy people before products' If you like the trader, you will buy from them. Customer service is key to customer retention.

Actions

A retail survey which provides a summary of the trader service standards within the market should be undertaken every year to ensure that high standards are maintained. A Trader Information Pack will be created by the market team containing helpful sales and customer service techniques, important dates for future events, current trends and much more. This is designed to keep traders motivated and supported by the market management team, and ensure we focus on retaining more customers each year.

3. Right Location

Successful markets have to be in the right location which is visible, accessible and in a location where people naturally come together. They need to be easy to navigate around for customers to enable them to find their way around. They also need to be located close to other retailers, housing and work places to ensure footfall. Markets also need to be located close to public transport and car parking to enable customers to get to the market. Signage has been updated and installed within the Market to help customers. Signage has improved links between the indoor and outdoor markets.

Actions

In the wider town centre area there are pedestrian signs to the market and the local road network has a number of signs for the market.

A map of the market and stalls is visible at each entrance to the market to ensure our customers find it easy to navigate and therefore visit more stalls they may not have known where there. This map is easy to modify as we increase our capacity and add events to the public and outdoor area. Customer Leaflets are being created to include maps of the Indoor and Outdoor markets, event plans and interesting historical facts about the market and its traders.

4. Right Commodity Mix

A further business priority is the right mix of products on sale. This will enable competition between traders and ensure the market is not saturated by one type of product or service. The right commodity mix is important to ensure that businesses are sustainable over the long-term. We do not have one of any commodity, and the decision to approve or decline a request will also be based on the popularity and need for the product/service being requested.

Actions

The market team consisting of our Technical Support and Property Manager, Market Officer, Trader Liaison Officer and Sales & New Business & Marketing Officer will approve or decline all new trader applications and commodity requests on a weekly basis. This will enable current traders to increase and diversify their products/services quickly and recruit new traders/entrepreneurs to Widnes.

5. Right Environment for Business

Successful markets are those which provide the right environment for business and create new opportunities for new entrepreneurs to set up businesses within the market. They should also be flexible enough to allow businesses to expand and contract within the market.

Actions

The installation of Wi-Fi for traders is a step in the right direction and will help traders to deal online and order stock online. However, the HBC network is very restrictive and has not helped a number of traders. The Wi-Fi is also not currently available for the public to use. This will be installed in 2022/2023.

There are financial incentives in place to help traders expand the number of stalls they have but giving them 50% off the additional stalls for a period of six months. Traders can also receive a 10% discount if they pay their rent in full, annually. We also offer incentives to potential traders that provide commodities not currently sold at Widnes Market.

We have introduced 'Pop up Stalls' for any new businesses to try Market life and give them the space to experiment with new business ideas.

6. Right Public Space

A further quality markets need to have is to the right public space. There needs to be an area where people can linger and stop to communicate with others. Successful markets are those which are well maintained and have flexible space which can house different activities and promotions.

Actions

The market needs to have additional public space which would include seating areas to encourage people to spend time in the market. Such areas should be in different locations within the market and location may be dependent upon where vacant stalls are. Making the locations flexible may be an option over time. In 2022 we have introduced outdoor picnic seating areas to help combat loneliness and encourage customers to linger and shop.

Promotions and events currently take place relatively close to stalls which has resulted in complaints from traders affected. An area could be created in the market where such events and promotions can be carried out. Consultations with traders in advance will now take place to ensure events and promotions are only affecting traders which welcome the increased footfall and gatherings of potential customers near their stalls.

7. Right Business Model

The successful markets are those which are self-sustaining economically. They need to operate with fair rents which are affordable and provide business opportunity. Markets are natural incubators for small businesses which, in turn, create employment. Successful markets will also keep spending within the local area instead of spend within out of town shopping centres.

Actions

The Widnes Market Charging Policy has ensured that current and prospective traders are aware of the charges for stall rents and other services which the Council offers. All businesses can see that they are treated equitably and fairly.

We will display all vacant stalls rent prices including electric and promotional charges visible on our website and within the markets notice boards. This will make it easier for potential traders to make the decision to start their business at Widnes Market and maintain our high occupancy levels. The ability to apply to be a trader is now easier to do online with a new, more detailed application form. We will be able to request a financial reference which will ensure we recruit financially stable traders which will result in more businesses coming to the borough and staying in the borough. This will also result in a market filled with better skills, work ethic and stronger relationships whilst we make effective use of the Council's land assets such as the unused outdoor market every Thursday.

8. Right Promotions and Marketing

A good promotions programme is also essential, including advertising and press releases. Events and demonstrations of products will bring people in to the market. Promotions partners are also essential as they will use the market to educate or sell their products and services. Connecting to the local community particularly via sponsorships and fundraisers is also important and will give the market value and a connection to its customers.

The market should be a focus for the local community which would be enhanced via local sports sponsorship and schools and college related events.

An additional area which promotions need to focus on, relates to the letting out of market stalls. Advertising banners are installed on all current vacant stalls to include help for new businesses. Social media advertising has been introduced to attract commodities which are required in the market and this should continue in the future. Internal departments, for example, Business Development, should be used also to advertise vacant stalls.

The market needs to use promotional events to attract footfall from the local area and beyond. In order to maximise the effectiveness of promotional events, the market needs to know the target audience and ensure spend is used efficiently to attract increased footfall. A survey conducted internally by our Customer Intelligence Unit would enable the market to know more about the customers who use the market, why they chose to visit the market or why they do not use the market.

In November 2020, a survey was completed and below are a few key areas of interest.

178 Responses.

Online: 119 Paper: 59

Female: 118 Male: 51

Postcode: Halton 43% (61)

Have you made a special trip for an event?: No 76% (131) Yes 24% (42)

How do you travel here? Car 55% (94) Bus 25% (43)

How do you rate Widnes Market? Excellent 53% (78)

Overall, how would you rate our promotions/Events? Excellent 45% (18) Good 38% (15)

Another survey will be conducted in 2022, to also ascertain what opening and closing times the public want from Widnes Market.

7.0 Financial Information

This section provides information on income and expenditure and also provides details on occupancy rates, footfall and arrears.

In financial terms Widnes Market is successful as the market generates a modest profit for the Council.

A summary of income and expenditure is outlined below. It should be noted that the details provided take into account annual rental arrears. The markets also make a significant contribution to 'Central Recharges'.

2021/2022			
Income		Expenditure	
Rent	£717,783	Supplies and services	£26,831
Reimbursement for electricity	£38,589	Premises	£90,693
Total	£756,372	Repairs and maintenance	£19,310
		Staff	£225,747
		Security	£38,000
		Recharges	£93,699
		Total	£494,280
Profit : £262,092			

Income Forecast 2022/2023

At this stage it is difficult to anticipate the likely income in 2022/23, however based on the 1st quarter income for 2022/23, if stall occupancy rates remain the same we could forecast a total income of £797,324.

Expenditure Forecast 2022/2023

An assessment of inflation uplift has been provided by the Accountancy Department. It is anticipated that a 2% increase will be applied to markets related costs for 2022/23.

Trader Stall Occupancy Rates

The current rate as at August 2022 is 92%.

Year	Occupancy Rate
2018/19 – quarter 4	84%
2019/20 – quarter 1	87%
2020/21 – quarter 2	91%
2021/22 – quarter 1	94%
2021/22 – quarter 2	97%
2021/22 – quarter 3	97%
2021/22 – quarter 4	95%
2022/23 – quarter 1	92%

Markets Arrears

As at 11th July 2022 the amount of arrears for current indoor traders is £3,848.

There is no current outdoor trader debt.

The amount owed by ex-traders is £32,481. There was a 16% reduction in the ex-trader debt in December 2021 from the previous December 2020 figure. Each year there is a target of the debt to be reduced by 5%, which is currently being met.

2022 will result in all indoor traders paying their rent via direct debit. Any current and future arrears will be monitored closely and actions will be taken to resolve this issue within three months of the arrears starting. Ex-traders debt at Widnes Market should continue to reduce with an annual 5% reduction.

Footfall Figures

Year	Annual Figures	Comments
2017	4,011,118	
2018	3,747,299	Reduction of 6.5% from previous years
2019	3,444,739	Reduction of 8% from previous years
2020	1,939,401	Reduced numbers due to COVID lockdowns March-June and November 2020
2021	2,085,640	Reduced numbers due to COVID lockdowns Jan-April 2021

As can be seen from the figures above, there has been annual reduction in footfall from 2017 to 2018, 2018 to 2019 of 6.5% and 8% respectively, and this can be put down to the customers change in shopping habits, such as on line ordering.

During 2020 and 2021 these figures cannot be used for comparison due to the COVID lockdowns and then the slow return of the customer back into the shops. However, the latter half of 2021 the numbers were picking up slightly and showing signs of improvement.

For 2022 the early months were encouraging as there was slight increases from the previous months, as can be seen from the figures below.

However, car parking meters were installed in April 2022 on the car park opposite Widnes Market by the new owners, with fines being issued to customers from May 2022, and this had a significant impact on the footfall figures.

2022	Monthly figures	Comments
January	186,511	
February	188,729	1% increase from previous month
March	198,994	5% increase from previous month
April	225,119	13% increase from previous month
May	252,623	12% increase from previous month
June	189,786	25% reduction from previous month
July	205,226	8% increase from previous month

8.0 Conclusions

Widnes Market's heritage and reputation has held it in good stead for a number of years

Overall, the Business Plan establishes that Widnes Market is financially viable and generates a profit. However, the Business Plan recognises that our market needs to continue to be commercially and financially viable, whilst providing a valuable service to visitors and the residents of the borough. The role of marketing is going to be vital in re-engaging shoppers and visitors.

However, there are external factors which will also impact the future of Widnes Market, such as the car parking meters which have been installed on the car park opposite Widnes Market. These have been installed by the new owners which is having a significant impact on the numbers of customers visiting the market. Also, currently there are bus strikes which is also preventing the customers from visiting Widnes Market. Both these situations are beyond the control of Halton Borough Council.

Widnes Market occupancy rates of not less than 90% will be the target for 2022-2023.

Our sole aim should be to promote this vital community hub, using all the tools at our disposal. We look forward to celebrating Widnes Market for many years to come.



Halton Borough Council Market Protocols

Section 1 Market Regulations



Version : September 2022

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1. Introduction

It is in the interests of the Council and stallholders that the Markets operate effectively and provide a safe, comfortable, and appealing environment in which the public can enjoy a positive shopping experience.

These regulations support this aim and provide traders with a framework within which the Council will operate its markets. However, it has to be recognised that this document cannot cover every set of circumstances that may arise during the day to day operation of the markets. As a consequence they should not be treated as an exhaustive or definitive list of all possible situations in which the Council may be required to exercise proper authority in the discharge of its functions. As such, this document will be subject to periodic review and assessment.

Equally, this document is intended to provide a guide for both traders and officers of the Council in respect of roles and responsibilities for the smooth running of the markets.

This section is one of a suite of documents which form the Council's Market Protocols, and should be read in conjunction with the Market Charging Policy, Market Protocols Section 2- Contravention of Regulations Procedures, Traders Tenancy at Will and/or Traders licenses.

Nothing in this Market Protocols Section 1 Regulations confers or purports to confer on any third party any benefit or any right to enforce any term of this Contravention of Regulations document.

Halton Borough Council – Market Protocols	
Section 1	Market Regulations
Section 2	Contravention of Regulations Procedures
<i>S2. Appendix 1</i>	Market trader – Warning Notice
<i>S2. Appendix 2</i>	Market Trader – Notice of Termination
<i>S2. Appendix 3</i>	Market Trader – Appeal against Termination

Retail Market Regulations

The following regulations apply to the management of all indoor and outdoor retail market stalls and spaces operated or owned by Halton Borough Council. The regulations will be subject to regular periodic review and existing traders will be provided with updated copies once they have been approved by the Delegated Person for the Executive Board.

2. Trader Registration

All traders on any of Halton Borough Council's retail markets must be registered with Halton Borough Council. To register traders must complete the 'Market Trader Application Form' and produce three pieces of identification and proof of Public Liability Insurance (insured for the sum of £5 million) - further details available on the application form

Traders must provide written confirmation to the Council of any changes in information previously provided to the Council within 7 calendar days of such changes occurring.

3. Eligibility to Rent Stalls

a. INDOOR Market Hall

All applications to rent stalls within the indoor Market Hall should be made to the Widnes Market office.

Where an application is for a product or service which is not currently offered on the market, then a decision relating to whether this product can be sold/offered on the market can be 'fast tracked' enabling a decision to be made within one week.

In order to protect existing businesses within the Market Hall from new traders taking away Christmas trade, between 1st November and 31st December new stalls will not be approved to trade, and current traders cannot request new commodities be added to their existing business during this period.

Where an application is successful, the following pieces of identification will need to be provided by the applicant before they can commence trading. This includes:

- public liability insurance (insured to the sum of £5 million)
- three pieces of identification to include:-
 - a bank statement showing the applicant's name and address, along with account number and sort code (which will be used on the Direct Debit form)
 - one item with photo ID
 - one item of identification showing the applicant's national insurance number,
- evidence of a traders eligibility to work in the U.K. will also be required.

If the trader intends to employ persons to assist with the day to day running of their stall they will need to provide evidence of Employers Liability Insurance.

Applicants will be required to sign a Tenancy at Will which will set out the terms and conditions of the agreement and will list the commodities and/or services that they have been permitted to sell/offer from their stall.

For all new applications rent invoices are payable by Direct Debit with no exceptions. Applicants will be required to complete a Direct Debit form with valid bank account details. Failure to pay invoices via Direct Debit will result in the Tenancy being terminated.

All current traders not on Direct Debit will be asked to complete a Direct Debit form with valid bank account details, with no exceptions.

Whilst all rent invoices are issued on standard HBC paper which lists 6 ways to pay the invoice - this does not apply to Widnes Market rents which are payable by Direct Debit only.

Traders who cancel Direct Debit forms at their bank, or if there are insufficient funds in their bank account, will be issued with a written warning for each month this occurs

Halton Borough Council reserves the right to bring in charges for rent invoices not paid on time. This will be the current interest base rate plus 1%, with an additional administration fee of £100.00 per monthly invoice not paid on time.

b. OUTDOOR Market - either on a REGULAR or CASUAL basis

All applications to rent stalls on the outdoor Market are to be made to the Widnes Market office. Where an application is successful, the following pieces of identification will need to be provided by the applicant before they can commence trading. This includes:

- public liability insurance (insured to the sum of £5 million)
- three pieces of identification to include:-
 - one item with the name and home address of the applicant dated within the past 3 months
 - one item with photo ID
 - one item of identification showing the applicant's national insurance number.
- evidence of a traders eligibility to work in the U.K. will also be required.

If the trader intends to employ persons to assist with the day to day running of their stall they will need to provide evidence of Employers Liability Insurance.

Stalls can only be booked once a traders commodities have been approved.

Outdoor traders will be required to stay open for business until 3pm on each outdoor market trading day.

c. Allocation of stalls on OUTDOOR Market to REGULAR or CASUAL traders

The site or size of the stall or space allocated to a regular trader shall be at the absolute discretion of Halton Borough Council. The allocation of a stall or space is personal to the trader who shall not assign, transfer, share or part with the stall or space allocated. To be clear, sub-letting stalls or space is forbidden and, if proven, will lead to disciplinary proceedings being taken. The trader may, however, employ other persons to assist them with the day to day operation of the business. Traders should be aware that they remain wholly liable for the operation of the space or stall and the conduct of all those assisting with its operation.

The trader shall only trade from the stall or space allocated and at the prescribed times, and must not trade from any other stall or space unless expressly permitted to do so by Halton Borough Council. All goods, items, display units, tables etc must be placed within the stall boundary and not encroach into walkways.

Halton Borough Council reserves the right to relocate a regular trader to another position on the outdoor market in event of holding special markets, and the regular trader is expected to comply with this instruction, or it may jeopardise their future trading at Widnes Market.

Halton Borough Council reserves the right not to allocate a stall or space to a casual trader if, in the opinion of the Market Management team, to do so would disrupt the balance of trade on the market.

Casual traders can be moved to another stall at the discretion of the Market Management team, and the casual trader is expected to comply with this instruction, or it may jeopardise their future trading at Widnes Market.

d. General

Where traders on either the indoor or outdoor Market intend to sell or make products which are bound by Environmental Health regulations, Food Standards Agency regulations, Trading Standards regulations or other regulatory bodies, approval must be obtained by the Trader from the appropriate body prior to being able to commence trading, and evidence must be provided to the Market office of same.

No stalls on the indoor or outdoor market will be rented to claims management companies i.e. businesses that handle claims for compensation in relation to personal injury, financial products/services (such as mis-sold payment protection insurance), employment matters, criminal injuries, industrial injuries, disablement benefit and housing disrepair.

If a trader terminates their Tenancy At Will/License and then reapplies to trade within a 24 month period, their application will not be approved.

The Market Management team reserves the right to refuse any application to trade at Widnes Market.

4. Outdoor Market Stall / Space Charges

Weekly stall charges and all other weekly charges levied against Regular Traders shall be due on the last working market day of each week, (Saturday) and must be paid on demand.

From 1st August 2021 payments for rent charges will only be accepted via a card payment from the trader. Cash will no longer be accepted after 1st August 2021. Any trader not willing to pay for rent charges via a card payment will not be allowed to trade after 1st August 2021.

All other charges must be paid on receipt of the account or by the date shown.

Charges in connection with Casual Traders must be paid on a daily basis, and in any case not later than 12:00 noon. From 1st August 2021 payment will be via a card payment machine. Cash will not be accepted as payment for stall rent charges after 1st August 2021.

Halton Borough Council reserves the right to amend its charges as necessary, and will provide traders with 28 calendar days notice of any changes to its charges.

5. Sale and Storage of Goods

For all approved indoor or outdoor traders, only those goods specified in the Tenancy at Will or Licence may be sold and/or displayed. For casual traders only those goods agreed on their trading application form may be sold, or displayed. However traders may apply in writing to change the type of goods sold. Written approval from the Market Management team must be obtained to change the type of goods sold. Additional commodities will not be approved between 1st November and 31st December.

The trader must keep the stall or space well stocked with goods throughout the trading day, and not begin to remove goods for sale before the closing time of the market.

Traders must have a clear sign on their stall stating the details of their returns policy so the customer is aware when purchasing any goods.

Other than in locked stalls or spaces, no trader shall leave or deposit in the market any goods, packages, equipment, or vehicles after the closing time of the market.

Stalls must be vacated no later than 45 minutes after the official closing time of the market, unless express written permission has been granted by Halton Borough Council

6. Flea and Collectors Market

New Flea market traders will be asked to provide proof of address and Public Liability Insurance up to a value of £5 million before they can commence trading.

On receipt of these, Flea market traders will be issued with an annual licence which will be renewed on receipt of upto date Public Liability Insurance each year.

Flea market traders will be allocated a stall/stalls which they will use for the duration of their annual licence. All goods for sale must be placed within the boundary of their allocated stalls and not be placed in the walkways.

From 1st August 2021 payment will be taken via card machine on entrance to the market in the morning before the traders set their stalls up, cash will not be accepted as rent payment after 1st August 2021.

All goods offered for sale on Halton Borough Council "flea" markets must be second-hand i.e. they must have been sold by retail on a previous occasion.

Flea market traders must remain open until at least 1pm on each flea market day, and cannot remove goods for sale before 1pm.

7. Request to Amend Commodity lists

Any request to amend a commodity list or to make an enquiry into commodities, must be emailed to the Market Management team on markets@halton.gov.uk

Verbal requests will not be actioned.

Requests will be assessed on a regular basis by the Market Management team, following which the trader will be notified of the outcome of their request in writing. This decision is final.

New Traders can only apply to add commodities to their original list after a period of 3 months from the start of their Tenancy.

In order to protect traders Christmas trade, additional commodity requests will not be approved between 1st November and 31st December.

8. Hours of Opening

The markets shall be open for trading during the prescribed times, details of which shall be clearly displayed at each market location.

It is the traders responsibility to keep their allocated stall or space open for the sale of goods during the hours of opening.

Halton Borough Council reserves the right to amend the opening hours, close or alter the layout of any part of the market or close and stop the sales from any stall or space at any time without being liable for any loss sustained by the trader,

directly or indirectly, if it is considered in the best interest of the market or the general public.

Traders can access the indoor market from 7am on trading days to restock, access will be via the entrance by Middlehurst's/Aspinall's which will have a member of security present. No other market entrance doors will be opened before 9am.

Traders are to operate their business in accordance with the Market opening times, ensuring they have goods on display for sale until the market closing time. Ad hoc monitoring will be carried out and if attendance levels becomes unacceptable, the trader will be requested to attend a meeting to discuss the future of their tenancy/licence.

9. Encroachment (building out)

All items including goods, display cabinets, tables, fridges/freezers, boxes etc shall only be displayed within the boundary of each stall and the trader must conduct business from within the perimeter of that stall.

Items are not to be placed in the walkways or aisles outside the traders stall boundary.

Items are not to be hung lower than 6ft from the ground outside their stall, which includes goods and signage, eg. A Boards.

Traders will be issued with a written warning if they place items outside the boundary of their stall, no more verbal warnings will be issued.

Traders are not permitted to display or hang their goods in front of vacant units or use these units for storage purposes.

Market management reserves the right to remove goods displayed or deposited beyond the above limits which, in the opinion of the authorised officer, are causing a nuisance, obstruction or hazard. The goods shall be either placed within the boundary of the stall or removed. The Council reserves the right to dispose of perishable goods which are deposited beyond the boundary of the stall.

Goods and equipment must not be placed on or hung from the stall roof or from supports or other fixtures unless provision has been made by Halton Borough Council specifically for that purpose.

No stall or space shall be altered or extended in any way without the consent of the Market office.

No trader shall erect any canopy other than one approved, by Halton Borough Council. All clips used to secure sheeting must be suitable and provide sufficient and secure anchorage.

10. Conduct of the Trader

The trader, and their employees, shall at all times conduct their business in an honest, civil and businesslike manner, without causing nuisance, obstruction or interference in any way with the general public or with the business of any other trader or retailer, and in compliance with instructions given by Halton Borough Council or the emergency services.

Traders, and their employees, must speak to other traders, staff members and the public in an acceptable manner. Raised voices, use of offensive or inappropriate language, sexual harassment and aggression will not be tolerated and will lead to appropriate action being taken.

Traders are responsible for the conduct of their employees. Any traders employees acting in an unacceptable manner will lead to appropriate action being taken against the trader.

Bullying of any form will not be tolerated. This includes outdoor traders refusing to give up outdoor stalls which they are encroaching on and not paying for which have been allocated to another trader, also existing traders making new traders feel unwelcome.

Traders also have the right to expect staff to speak to them in an appropriate manner. Should a trader feel that a member of staff has not acted appropriately, they should follow the process outlined in item 13.

The consumption of illegal drugs on Market premises is not allowed, and any trader found doing so will be subject to suspension. Market premises includes within stall premises, public and first floor toilet areas and traders mess areas.

If any trader or their employees are found to be consuming illegal drugs on Market premises they will be removed from site and not allowed to return.

Alcohol may only be consumed on Market premises within authorised licensed areas.

The stall or space must only be used for the purpose of the buying, selling or displaying of authorised goods. The Council will not authorise the sale of legal highs. From time to time the Council may introduce specific requirements in relation to particular goods and services which go beyond existing legal

requirements. For example e-cigarettes must not be sold to anybody under the age of 18 – the stallholder must ask for proof of identification from anybody that appears to be under 18

No trader shall use any stall or space for pitching, except where stalls or spaces have been reserved by Halton Borough Council for this purpose.

All traders must comply with all statutory and other legal requirements, both civil and criminal, in particular those relating to consumer goods and services, traffic regulations, the supply of counterfeit goods, compliance with age restricted sales requirements and the employment of children.

All traders must ensure that they do not infect HBC social media sites with any virus or other malware (malicious software) from infected web or social media sites. Traders must not disclose confidential information via social media or post comments that may damage the reputation of Halton Borough Council or its Officers.

All accidents, disputes, thefts, disorderly conduct, goods lost or found and damage to stalls shall be reported to Halton Borough Council as soon as practicable, and in any event within forty eight hours.

All traders are responsible for the conduct of their employees and assistants in relation to these regulations. Failure by a trader to deal with notified contraventions of the regulations by their staff will result in disciplinary action being taken against the trader.

All traders shall take all reasonable steps to ensure the safety of members of the public, their employees, assistants and other traders.

All traders and all attending the market shall observe and comply with the instructions and requirements of Halton Borough Council in securing the proper management of the market.

11. Body Worn Cameras (body cams)

Market Security will wear body cams at all times while on duty, at times the Market Management team will also wear body cams.

Body Cams can collect valuable evidence for use in criminal prosecutions, ensure market staff act with integrity and transparency and potentially provides objective evidence of controversial events. It offers protection for both the public and market staff.

Body Cam recordings will not be retained where there is no clear evidence of an offence, unless some other good reason exists for their retention.

Body cams will not be routinely switched on, security and staff will only activate the recording if a potential incident occurs. At the commencement of any recording the user should, where practicable, make a verbal announcement to indicate the fact that the recording has been activated and the reason why.

Images will not be stored for longer than is necessary, and the Security staff will not have access to the footage. Only the Market Management team will be able to access footage, and if deemed necessary the footage will be provided to the Police.

When used effectively Body Cams can promote public reassurance, capture best evidence, modify behaviour, prevent harm and deter people from committing crime and anti-social behaviour. By the introduction of this type of technology, the devices themselves are able to record exactly what happened, what was said and when, in an indisputable format.

12. Complaints Handling Procedure

Halton Borough Council has a corporate complaints procedure.

We aim to ensure Market Traders and customers are satisfied with the services and staff within our markets, but inevitably, there may be occasions when you are less than satisfied about something we do, or the service we provide. If this should be the case you have the right to make a complaint.

How do I make a complaint and who do I complain to?

a. Informal stage

First of all, contact the staff providing the service that you wish to complain about. In most instances, the people closest to the situation can deal quickly with the problem, hence you should contact the Market office with your complaint in the first instance.

If you are not satisfied with the response you receive from the Market office you should contact senior management with responsibility for the Market, the officer to be contacted is :-

- Catherine Haworth, Technical Support and Property Manager.
Email : catherine.haworth@halton.gov.uk

The intention of this process is to allow staff in the market office and with responsibility for the Market to give a satisfactory explanation of its action or a chance to put matters right.

b. Formal Stage

If a trader is unhappy with the response following the informal stage above and feel that the complaint has not been settled, then a formal complaint can be made via Halton Borough Council's Corporate Complaint procedure, using the link below where the corporate complaints procedure and form can be downloaded, with instructions on where to send the completed complaints form.

<https://www3.halton.gov.uk/Pages/councildemocracy/Contact-Us.aspx>

13. Contravention of Regulations

Details relating to the disciplinary process is contained in the Council's Code of Conduct (Markets) – and Contravention of Regulations Procedures.

Disciplinary action shall be taken against traders for contravention of the regulations. This may result in the trader being suspended from the market and, ultimately, the agreement to occupy a stall or space being terminated. Further details of this can be found in Section Two - Contravention of Regulations.

14. Trader's Stall Cleanliness

It is the traders responsibility to keep the stall or space they rent in a clean and tidy condition, and to ensure that any customer who comes into their stall adhere to any social distancing rules which may be prevalent at that time.

On indoor markets, the stall includes all associated fixtures and fittings including doors, windows, shutters, partitioning and fascia boards.

15. Refuse Disposal

Food traders shall comply with any specific requirements relating to the storage and disposal of waste and the cleaning of premises particularly in relation to public health and hygiene regulations.

All traders are responsible for putting their waste in the correct trade bins outside and not in any other location, including the wall bins which are for use by members of the public only.

Fly tipping will not be tolerated. Traders are not allowed to bring waste from home or elsewhere to be placed in the market bins.

Trade waste from fitting out stalls should also not be placed in the market bins and should be removed from the market by the tenant and disposed of elsewhere.

Bulky items such as leftover stock and palettes along with items such as batteries and fluorescent light tubes cannot be disposed of in the market bins and should be taken off site for disposal by the trader.

Traders who do not place their rubbish in the trade waste bins outside and are consistently told about this will be issued with a warning notice.

If a trader continually brings in waste from home or leaves waste following a stall fit out and does not remove this from site, a skip will be ordered and the costs will be recharged direct to that trader.

16. Name Signs on Stalls

The name of the trader shall be displayed in legible characters on a board of adequate size in clear sight whilst the stall or space is occupied. In the case of indoor market stalls the trading name must be displayed on the fascia board in a clear and unobstructed manner, and all fascia signs must be approved by Halton Borough Council.

17. Fixtures and Fittings

The driving of nails or screws into stall boards or other fittings, and the use or attachment of anything likely to cause damage to stall boards or other fittings is strictly prohibited.

The cost of repairing or making good any damage caused by the trader, to stalls or fittings or other market property, shall be charged to the trader unless the trader can provide sufficient evidence that the damage was not caused by the trader, or their employees or assistants.

No alterations are to be made to any part of the stall without the prior written approval of Halton Borough Council.

The majority of traders own their own stall shutters and it is their responsibility to ensure these are serviced regularly. The Council is not responsible for servicing or replacement of shutters owned by the traders.

On certain stalls the Council owns the shutters and regular servicing will be organised and traders must give access to the stalls to allow the servicing to be carried out. If traders do not give access to the stall or has display units/goods in

front of the motors which they will not remove and thus prevents servicing, the shutters will be removed from the stall and it will be the traders responsibility to replace the shutters at their own cost. It is a health and safety requirement to service the shutters and access must be made available on request.

All traders are responsible for ensuring all electrical items within their stall are switched off at the end of each trading day (this does not include fridges or freezers).

18. Electricity and Heating

No person, unless authorised by Halton Borough Council shall interfere with or alter the electric wiring or standard lighting to stalls.

No heating apparatus shall be used unless prior approval has been obtained in writing from Halton Borough Council.

Maximum power levels, as determined by Halton Borough Council must not be exceeded.

All traders are responsible for ensuring that any electrical goods or equipment they provide for use on the stall or space is compliant with all relevant legislation including portable application testing (PAT) on an annual basis.

19. Traders Vehicles/Car Park behind Outdoor Market

Traders or suppliers vehicles are not allowed on the outdoor market for unloading/loading goods. These vehicles should be parked in an appropriate parking bay within the car park behind the outdoor market.

The serving of customers shall not be allowed from vehicles parked in the car park behind the outdoor market.

Traders vehicles must not be parked on surrounding roadways, service roads or loading bays.

Traders are able to use the car park behind the outdoor market, this is on a first come first served basis, and are to park in designated parking bays only.

Traders can only access the car park behind the outdoor market using a fob to open the barrier. Fobs can be purchased from the market office at a cost of £40.00. This is refundable if the trader leaves the market and returns the fob.

Traders are only allowed to purchase one fob, unless the business is a partnership, and the trader is responsible for their fob as lost fobs will not be replaced, and access to the car park behind the outdoor market will no longer be allowed. If a fob breaks a replacement will be provided on receipt of the broken fob at no charge.

Traders who will not purchase a fob will not be allowed entry to the car park behind the outdoor market.

All traders are to enter and exit the car park in accordance with the Highway Code, which is to drive on the left hand side. Traders are not to exit the car park via the entrance road – unless specified to do so by the Market Management team if barrier or road maintenance works are to be carried out.

Traders are responsible for their suppliers delivering goods to the market, and car park access will be given. However, if suppliers vehicles cause any damage to the car park or barrier future access for the supplier will be denied and the trader will have to make alternative arrangements for delivery of goods.

All traders shall comply with the speed limits specified on the market.

Access for emergency services must be maintained at all times on the market.

20. Public Liability Indemnity

All traders shall indemnify the Halton Borough Council from all claims, damage, loss, expenses and costs however so caused including, without limitation, those resulting from any explosion, fire, accident or injury to any person or property which may arise as a result of or in connection with the occupation or use of any stalls or spaces by the trader.

All traders shall maintain an insurance policy with a reputable insurer, to a minimum of £5 million cover against third party and public liability. The trader shall provide evidence of the insurance cover to an authorised officer on an annual basis, failure to provide the information will effect your tenancy or license.

21. Storage Containers

The trader shall be responsible for all goods stored in the storage containers and shall ensure that they are appropriately insured.

Access to and from the storage containers must not be obstructed during the loading and unloading periods specified above.

Traders must not store any hazardous or flammable liquids in the storage containers.

The size of all storage containers will be determined by the designated Council Officer depending on space availability within the car park behind the outdoor market.

22. Dogs/Pets

Traders are not allowed to have their dogs (apart from guide dogs) or pets in their stalls during the market opening hours.

The pet stalls are allowed to have customers bring in their pets for collar/harness fittings.

23. Smoking/Vapes

Smoking or the use of vapes is not allowed on market premises, which includes the indoor market, public areas, toilets, outdoor market and the car park behind the outdoor market. This includes both traders and customers.

Smokers must leave the perimeter of Widnes Market.

24. Termination

Any Tenancy at Will may be determined at any time. If, however, the Tenant is complying with the terms of the Tenancy 28 days notice in writing will be given to the Trader stating the Councils intentions.

Any License may be determined at any time. If, however, the Licensee is complying with the terms of the license 7 days notice in writing will be given to the Trader stating the Councils intentions.

Any trader who accumulates Tenancy arrears of more than two months may have their agreement terminated and the stall or space will be re-allocated, with any outstanding arrears referred to appropriate agencies for recovery.

Any trader who accumulates License arrears of more than two weeks may have their agreement terminated and the stall or space will be re-allocated, with any outstanding arrears referred to appropriate agencies for recovery.

Failure to attend and trade at the stall or space throughout a period of two consecutive weeks for license holder and 1 month for Tenancy at Will holders from the date of the last attendance, without good reason being shown, shall result in the withdrawal of the licensed stall or space immediately and without further notice.

Nothing contained in these regulations is to be taken to relieve or excuse the trader, or their assistants and employees from any existing legal duty. Nothing herein shall be deemed to create the relationship of Landlord and Tenant between Halton Borough Council and the registered trader.

Costs incurred by Halton Borough Council in remedying breaches of any of these regulations may be recharged to the trader responsible for the breach.

GLOSSARY OF TERMS

- a) "Casual trader" means a person trading from a market stall or space on by way of daily allocation.
- b) "Regular trader" means a person trading from a stall or space on the Markets by way of a Tenancy at Will or weekly licence.
- c) "Last market day of each week" means the last market trading day in the week running from Sunday - Saturday.
- d) "Licence fee" means stall or space fee, storage charge (where applicable), vehicle parking fee (where applicable), service charge (where applicable) and appropriate taxes.
- e) "Halton Borough Council" includes any person authorised by the Operational Director for Economy, Enterprise and Property to act as a representative of the Council.
- f) Where reference is made to notifying Halton Borough Council in writing, this will mean to the Technical Support & Property Manager: Halton Borough Council, Property Services, Municipal Building, 5th floor, Kingsway, Widnes WA8 7QF



Halton Borough Council **Market Protocols**

Section 2 Contravention of Regulations Procedures

Version : September 2022

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2. Indoor and Outdoor Regular Traders
3. Casual Outdoor Traders
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Introduction

It is in the interests of the Council and stallholders that the Markets operate effectively and provide a safe, comfortable, and appealing environment in which the public can enjoy a positive shopping experience.

In pursuit of this goal the purpose of developing and implementing these procedures is to ensure that the Council has a fair and transparent process in place through which contraventions of Market Regulations can be dealt with appropriately.

These procedures support the Council's strategic aim of providing and promoting equality in all of its functions through the provision of a documented and accessible framework that ensures that individuals are treated fairly and without discrimination.

Nothing in this Market Protocols Section 2 Contravention of Regulations confers or purports to confer on any third party any benefit or any right to enforce any term of this Contravention of Regulations document.

Halton Borough Council – Market Protocols	
Section 1	Market Regulations
Section 2	Contravention of Regulations Procedures
<i>S2. Appendix 1</i>	Market trader – Warning Notice
<i>S2. Appendix 2</i>	Market Trader – Notice of Termination
<i>S2. Appendix 3</i>	Market Trader – Appeal against Termination

Contravention of Regulations Procedures

Market Traders

1.0 Warning Notices

1.1 Traders who contravene any of the Market Regulations will be issued with a Written Warning Notice by Halton Borough Council as illustrated within appendix 1.

1.2 The Warning Notice shall state:

- Details of the contravention
- The date of the contravention
- The name of the Officer issuing the Notice

1.3 Although not exhaustive examples of the types of contraventions for which Warning Notices may be issued would include:-

- Failing to comply with a reasonable request from the Council's designated Officer.
- Inappropriate conduct as indicated in Market Protocols, Section 1, item 10 .
- Failing to operate business in accordance with the market opening times and closing the business before the market closing times.
- Failing to pay the monthly rent invoices via Direct Debit.
- Consumption of illegal drugs on Market premises
- The failure to honour a consumer's statutory rights.
- The sale of counterfeit goods or the sale of age restricted products to people under the age of 18.
- The displaying or selling unauthorised lines of goods
- The display or selling of goods outside of the permitted area, which includes public walkways.

- Failure to provide updated Public Liability Insurance certificate on request from Market office.
- Articles being placed on or suspended from the stall roof and / or lighting equipment without permission
- Failure to display the name sign according to the regulations
- Misuse of car park barrier system.
- Vehicles not parked in marked bays in car park behind the outdoor market.
- Vehicles on the market in contravention of regulations
- Failure to clear away refuse during trading times and/or at the close of business
- Continual reporting of malicious or vexatious allegations against Halton Borough Council, its staff or contractors and other traders.

1.4 A breach of any of the above may constitute a serious contravention of market procedures and may be dealt with in accordance with the procedures as laid out in this protocol.

1.5 Traders are responsible for ensuring that their employees and assistants comply fully with the regulations. Failure by a trader to deal with notified breaches of the regulations by his / her staff will result in action being taken against that trader.

2.0 Indoor and Outdoor Regular Traders

2.1 A trader who receives 3 Warning Notices, on any one market site, within a 24 month period shall be issued with a Termination Notice (Appendix 2)

2.2 A Termination Notice shall be issued by the Council's designated Officer, be dated and state the reason for its issue, and the date it is to take effect.

2.3 A trader who receives a Termination Notice may appeal, in writing, to the Operational Director, Economy, Enterprise and Property within 7 working days of the receipt of the Notice. On the issue of such a written appeal, the trader may continue to trade until the determination of the appeal by the Operational Director, Economy, Enterprise and Property (or his Deputy) which shall take place as soon as is reasonably practicable. The trader shall have the right to be heard in person and represented. Having considered all material factors the Operational Director, Economy, Enterprise and Property (or his Deputy) will confirm the outcome of the appeal in writing.

2.4 If following the appeal, and the Termination Notice is upheld, the trader shall not be allowed to re-register for market retail accommodation for a period of 3 years following the date of issue of the notice of termination.

3.0 Casual Outdoor Traders

3.1 A casual outdoor trader will be asked to leave the market immediately if they are found to have been in contravention of any of the Market Regulations. The trader shall not be allowed to re-register for a period of 3 years.

4.0 Serious Contraventions

4.1 In the event of serious contraventions of market procedures by a trader, the Operational Director, Economy, Enterprise and Property (or his Deputy) may suspend that person from trading or working on the Council markets immediately pending a hearing by Notice, which shall state the date the suspension is to start and the effect of the suspension. The trader will not be allowed back on Market property until the hearing has been held and the outcome issued to the trader.

4.2 The Operational Director, Economy, Enterprise and Property shall convene the hearing at the earliest opportunity, but in any event not later than 7 days from the issue of the Notice of Suspension. The trader shall have the right to be heard in person and represented.

4.3 Although not exhaustive the following are examples of behaviour that would constitute a serious contravention:-

- Acts of dishonesty, indecency or violence;
- Use of abusive, insulting or discriminatory language or behaviour;
- Any act causing or likely to cause death or personal injury;
- An offence in connection with the business carried out at the stall or space for which legal proceedings have been instigated;
- Offering bribes or inducements to Council staff.
- Consumption of illegal drugs on Market premises

4.4 Following the hearing, the Operational Director, Economy, Enterprise and Property (or his Deputy) shall give his decision in writing which may either:

- Reject the claim of serious contravention, in which case the trader will be allowed to continue to trade;
- Suspend the trader, preventing them from trading or working on the market for a period not exceeding 3 months from the date of the decision;
- Terminate the trader's Tenancy at Will or Licence.

5.0 Right of Appeal to the Council

5.1 A trader may appeal against a Termination Notice served under this procedure to Halton Borough Council's Corporate Complaints procedure, using the link below where the corporate complaints procedure and form can be downloaded, with instructions on where to send the completed complaints form.

<https://www3.halton.gov.uk/Pages/councildemocracy/Contact-Us.aspx>



Appendix 1



Market Trader – Warning Notice

Date:	
Trader Name:	
Private Address:	
Trading as:	
Trading address:	

Date of Warning Notice:	
Reference Number:	
Date of expiry:	
Previous Warnings Issued within preceding 24 months	Yes <input type="checkbox"/> No <input type="checkbox"/>
Date(s):	

Details of the contravention of regulations including date of occurrence:

Issued by:
Contact Details Municipal Building, Kingsway, Widnes, Cheshire, WA8 7QF e.mail: Telephone:
Signed:	
Dated:	



Market Trader – Notice of Termination

Date:	
Trader Name:	
Private Address:	
Trading as:	
Trading address:	

Reference Number:	
Start Date:	
End Date:	
Appeal expiry date:	
Date(s) of preceding warning notices issues within last 24 months:	

Reason(s) for issue:

Issued by:
Contact Details Municipal Building, Kingsway, Widnes, Cheshire, WA8 7QF e.mail: Telephone:
Signed:	
Dated:	

All traders receiving a Notice of Termination have the right of appeal against this decision. Further information and associated documents can be found via the following link.
<https://www3.halton.gov.uk/Pages/councildemocracy/Contact-Us.aspx>

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Appendix 3



Market Trader – Appeal against Termination

Date:	
Trader Name:	
Private Address:	
Trading as:	
Trading address:	

Date of Termination Notice:	
Reference Number:	

Please provide below a summary of your reasons for appeal:

--

Do you wish to be represented at appeal? Yes No

Name of Representative:

Signed:	
Dated:	

Please return this completed application in hard copy or via e-mail to:

Operational Director
 Economy, Enterprise and Property Directorate
 (Market Trader Appeals)
 Municipal Building
 Kingsway
 Widnes
 Cheshire WA8 7QF
wesley.rourke@halton.gov.uk

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INVESTOR IN PEOPLE



Halton Borough Council

**Market
Charging Policy**

Version : September 2022

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1.0 Widnes Indoor Market Hall

1.1 Opening Days and Hours

Widnes Market Hall is a five day market, which is closed on Tuesday and Sunday. The opening hours are 9am to 4.30pm.

The market is closed on Bank Holiday Monday's, but opens on Good Friday. Additional Christmas opening days and hours will be provided to traders before the Christmas period commences, but will typically involve opening on a Tuesday or Sunday leading up to Christmas.

There may also be occasions where the market opens for extra themed days or promotional events. Traders will be notified of these in advance.

Stalls within the Market Hall are expected to be open at all times when the market is open to the public and it is the Traders responsibility to ensure their stall is open for the sale of goods during the opening hours.

Although Tuesday is not a trading day, traders do have full access to the Market Hall on this day for stall maintenance and re-stocking between the hours of 9am and 4pm. Outside of these hours, traders must notify the market office staff of any additional access required for emergency purposes and a decision about whether this is possible will be made by the Market Officer.

1.2 Eligibility to Rent a Stall

All applications to rent stalls within the indoor Market Hall should be made to the Widnes Market office.

Where an application is for a product or service which is not currently offered on the market, then a decision relating to whether this product can be sold/offered on the market can be 'fast tracked' enabling a decision to be made within one week.

In order to protect existing businesses within the Market Hall from new traders taking away Christmas trade, between 1st November and 31st December new stalls will not be approved to trade, and current traders cannot request new commodities be added to their existing business during this period

Where an application is successful, the following pieces of identification will need to be provided by the applicant before they can commence trading. This includes:

- public liability insurance (insured to the sum of £5 million),
- three pieces of identification to include:-
 - a bank statement showing the applicant's name and address, along with account number and sort code (which will be used on the Direct Debit form)
 - one item with photo ID

- one item of identification showing the applicant's national insurance number
- evidence of a traders eligibility to work in the U.K. will also be required.

If the trader intends to employ persons to assist with the day to day running of their stall they will need to provide evidence of Employers Liability Insurance.

Applicants will also be required to sign a Tenancy at Will which will set out the terms and conditions of the agreement and will list the commodities and/or services that they have been permitted to sell/offer from their stall.

Where traders intend to sell or make products which are bound by Environmental Health regulations, Food Standards Agency regulations, Trading Standards regulations or other regulatory bodies, approval must be obtained by the Trader from the appropriate body prior to be able to commence trading.

No stalls will be rented to claims management companies i.e. businesses that handle claims for compensation in relation to personal injury, financial products/services (such as miss-sold payment protection insurance), employment matters, criminal injuries, industrial injuries, disablement benefit and housing disrepair.

1.3 Stall Rents

All Market Hall stall rents take into consideration the likely opening days across a year. This means that no additional charges are made if the Market Hall opens on additional days and likewise no compensatory payments are given if the Market Hall closes on a normal trading day.

All stall rents will be reviewed annually.

For all new applications rent invoices are payable by Direct Debit with no exceptions. Applicants will be required to complete a Direct Debit form with valid bank account details. Failure to pay invoices via Direct Debit will result in the Tenancy being terminated.

All current traders not on Direct Debit will be asked to complete a Direct Debit form with valid bank account details, with no exceptions.

Whilst all rent invoices are issued on standard HBC paper which lists 6 ways to pay the invoice - this does not apply to Widnes Market rents which are payable by Direct Debit only.

Traders who cancel Direct Debit forms at their bank, or if there are insufficient funds in their bank account, will be issued with a written warning for each month this occurs

Halton Borough Council reserves the right to bring in charges for rent invoices not paid on time. This will be the current interest base rate plus 1%, with an additional administration fee of £100.00

a. Existing Traders

Rents at the indoor Market Hall were calculated for each stall on the following basis:-

Frontage – 86 pence per ft per week;
Area - 58 pence per sq ft per week.

This above prices include a 2% increase from April 2022

VAT is added to all rents at the appropriate rate.

Rents will be reviewed on an annual basis and where an uplift is applicable traders will be informed 3 months in advance of the due date which will be 1st April each year.

Any trader wishing to pay a lump sum equivalent to 12 months stall rent in advance will be eligible for a 10% discount off their overall rent. Any trader wishing to do this should put their request in writing to the Market Office who will provide a full breakdown of prices for the year for consideration. Electricity and promotions charges will remain full price during any discounted period.

In addition to this, any trader who rents 5 stalls or more will be entitled to a 10% reduction in rent.

b. New Traders

Stall charges will be calculated using the same formula specified above under existing traders. A monthly price breakdown for each vacant unit is provided to all successful applicants so that they can make an informed decision about which unit they wish to rent prior to being made a formal offer of a stall.

Once a stall has been chosen by a successful applicant, a full schedule of monthly costs is provided to them. These are fixed monthly charges which include the stall rent, a cost for electricity usage and a charge towards market promotions. VAT is added at the current rate.

As an incentive, all new traders to Widnes Market Hall are given a month rent free, which will be given in the 4th month of trading. If a trader is intending to sell a new commodity or bring a new service to the market, then they will be offered one additional month rent free in the 5th month of trading. Electricity and promotions charges apply in full during these discounted periods.

A deposit equivalent to one months invoice value is also charged to all new tenants. Tenants will be invoiced for the deposit and it must be paid in full before they can

commence trading. The deposit is fully refundable on vacating the same unit, provided that the tenant does not have any arrears, the stall has been left empty, free of rubbish and in a good state of repair, access passes have been returned and contact details have been left with the market office. Where all or any of the above exist, the deposit will be retained and used as payment towards these costs.

c. Pop Up Stalls

Widnes Market have several pop up stalls available for daily rent in the market hall, which are used as an introduction to market trading, these will be allocated at the discretion of the Market Mangement team.

Pop up traders must complete an application form, provide identification and proof of Public Liability Insurance before trading can commence.

1.4 Other Charges

a. Electricity

All indoor market traders will be charged for electricity each month and this will be added to each monthly invoice.

All stalls are allocated a specific price banding relating to the electrical equipment provided on their stall and assumptions made about usage of this equipment based on the type of business that each trader operates. The decision relating to price bandings was made following guidance from Halton Borough Council's electrical contractor.

There are three price bands for electricity consumption:

Band 1 – for low users is charged at a rate of £15 per month per stall plus VAT

Band 2 – for medium users is charged at a rate of £40 per month per stall plus VAT

Band 3 – for high users is charged at a rate of £80 per month per stall plus VAT

The above figures may be uplifted on an annual basis from 1st April, any uplift will reflect increases in the utility prices which the Council are charged by the utility companies.

All new traders will be asked to list all electrical appliances that will be used by their business on their application forms which will inform the price banding for their business.

Where costs associated with a business electricity consumption is perceived to cost significantly more than the highest rate cited above then the Council will insist upon a meter being installed on the unit(s) for monitoring purposes. If after a period of no less than a 3 months the business is showing to use more electricity than the upper band assumes then this tenant will be required to pay by the meter thereafter.

It should also be noted that where a business uses additional electrical equipment on their stall or conversely where a business reduces the electrical equipment used on their stall, this could lead to changes in the amount their business is charged each month.

Several units within the Market Hall have an electric sub-meter. They will be invoiced quarterly by the Council based on the consumption used and at the current rates the Council are being charged.

b. Promotions Charges

All traders will pay a monthly fee of £10.00 per business towards Widnes Market promotional activities. This charge is subject to VAT.

The promotions budget is managed by the Market Management Team who carry out marketing activities with the principal aim being to bring additional footfall into Widnes Market.

Traders are reminded that the promotions budget can only be spent on marketing activities which will benefit the market as a whole and cannot be spent on promoting or naming individual stalls.

The promotional activities undertaken by the Market Management Team and the Corporate Communications Team is designed to complement, but should not be seen as a replacement for individual stall holders own marketing strategies.

c. Fixtures and Fittings

All fixtures and fittings installed by the trader within a stall should be removed on termination of a Tenancy at Will. If the tenant fails to do this within seven days of vacating a stall all structures, fixtures and fittings remaining in a stall shall become the property of the Council who will have power to dispose thereof as it thinks fit and recover its expenses in so doing from the tenant.

Any trader wishing to leave shutters and shop fronts in position following the vacation of a unit, should make enquiries with the market office.

Any trader leaving the market must leave all Halton Borough Council installed items in place, such as water heaters. If the trader does remove any Halton Borough Council owned items these will be recharged to the trader.

The majority of traders own their own stall shutters and it is their responsibility to ensure these are serviced regularly. The Council is not responsible for servicing or replacement of shutters owned by the traders.

On certain stalls the Council owns the shutters and regular servicing will be organised and traders must give access to the stalls to allow the servicing to be carried out. If traders do not give access to the stall or has display units/goods in front of the motors which they will not remove and thus prevents servicing, the shutters will be removed from the stall and it will be the traders responsibility to replace the shutters at their own cost. It is a health and safety requirement to service the shutters and access must be made available on request.

Any trader wishing to carry out shop fit out works needs to seek permission from the market office. The cost of such fit out works is the responsibility of the trader. Any electrical works required can only be carried out by the Council's approved electrical contractor and the costs will be recharged to the trader.

d. Discounts for Additional Stalls

Existing traders who have traded in the market for a period of six months or more and who wish to expand into an adjacent stall or relocate to a larger stall elsewhere in the market are offered half price rent for the additional space as an incentive for a period of six months. This is calculated as follows:

- The price of a traders existing stall(s) excluding VAT is taken away from the price of the trader's new stall(s) excluding VAT to find the increase in rent.
- The trader is given a 50% reduction on this additional rent for a period of six months.
- VAT, electricity and promotions charges which will be charged at the full rate during any discounted periods.

Traders will only be given permission to expand where they do not have rent or other arrears associated with their existing stall or storage.

Traders will need to provide a deposit equivalent to a half month's full price rent for any new stalls. Tenants will be invoiced for the deposit and it must be paid in full before they can commence trading from the additional stalls. The deposit is fully refundable on vacating the same unit, provided that the tenant does not have any arrears, the stall has been left empty, free of rubbish and in a good state of repair, and contact details have been left with the market office. Where arrears exist, the deposit will be used as payment towards these arrears.

Traders are not entitled to reduced rents for expansions if they have downsized within the preceding last six months.

e. Car Park behind Outdoor Market

Traders are welcome to use the car park behind the outdoor market on a first come first served basis and no additional charge will be made for this. This car park is open as follows:

	Opening Time*	Closing Time*
Monday	7.00am	6.00pm
Tuesday	8.30am	4.00pm
Wednesday	7.00am	6.00pm
Thursday	7.00am	6.00pm
Friday	7.00am	6.00pm
Saturday	7.00am	6.00pm

*These times may vary from time to time.

A barrier system operates the entrance to the car park, and traders can only access this car park using a fob to open the barrier. Fobs can be purchased from the market office at a cost of £40.00. This is refundable if the trader leaves the market and returns the fob.

Traders are only allowed to purchase one fob, unless the business is a partnership, and the trader is responsible for their fob as lost fobs will not be replaced, and access to the car park behind the outdoor market will no longer be allowed. If a fob breaks a replacement will be provided on receipt of the broken fob at no charge.

Traders who will not purchase a fob will not be allowed entry to the car park behind the outdoor market.

Traders are responsible for their suppliers delivering goods to the market, and car park access will be given. However, if suppliers vehicles cause any damage to the car park or barrier future access for the supplier will be denied and the trader will have to make alternative arrangements for delivery of goods

Traders are reminded that it is ultimately their responsibility to open the barrier for their deliveries and ensure the safe delivery of goods to their staff.

f. Door Access Pass

All tenants will be issued with one door access pass to gain access to the traders facilities on the first floor. This includes the traders toilets, traders mess, store rooms and post rooms. Further door access passes for multiple stalls (up to a maximum of two passes per trader) can be issued for named employees at a cost of £10 per pass, which is non-refundable.

Where an access pass is lost a charge of £10 is made for a replacement, which is non-refundable.

Traders are required to hand their door access pass back to the Market Office on vacating their stall.

1.5 Assignment of Tenancy at Wills

The assignment of a Tenancy at Will is not permitted.

2.0 Widnes Open Market

2.1 Opening Days and Hours

The Widnes Open Market is open on Monday, Friday and Saturday.

The trading hours are 9am to 3pm.

2.2 Eligibility to Rent a Stall

All applications to rent stalls on the outdoor Market are to be made to the Widnes Market office. Where an application is successful, the following pieces of identification will need to be provided by the applicant before they can commence trading. This includes:

- public liability insurance (insured to the sum of £5 million),
- three pieces of identification to include:-
 - one item with the name and home address of the applicant dated within the past 3 months,
 - one item with photo ID
 - one item of identification showing the applicant's national insurance number
- evidence of a traders eligibility to work in the U.K. will also be required.

If the trader intends to employ persons to assist with the day to day running of their stall they will need to provide evidence of Employers Liability Insurance.

Stalls can only be booked once a trader's commodities have been approved. All outdoor traders will be required to sign a licence.

Outdoor traders are required to stay open for business until 3pm on each outdoor market trading day.

Where traders intend to sell or make products which are bound by Environmental Health regulations, Food Standards Agency regulations, Trading Standards regulations or other regulatory bodies, approval must be obtained by the Trader from the appropriate body prior to be able to commence trading.

No stalls will be rented to claims management companies i.e. businesses that handle claims for compensation in relation to personal injury, financial products/services (such as miss-sold payment protection insurance), employment matters, criminal injuries, industrial injuries, disablement benefit and housing disrepair.

2.3 Charges for Casual Traders

All new traders on the open market are treated as casual traders and the following daily charges apply:

	Rent	Promotions	Daily Rent (per stall)
Monday	£14.65	£0.35	£15.00
Friday	£20.65	£0.35	£21.00
Saturday	£22.65	£0.35	£23.00

Casual traders only pay when they trade and a member of staff collects rent on the day. From 1st August 2021 payments for rent charges will only be accepted via a card payment from the trader. Cash will no longer be accepted after 1st August 2021. Any trader not willing to pay for rent charges via a card payment will not be allowed to trade after 1st August 2021.

2.4 Charges for Regular Traders

After 3 months of continual trading, casual traders can apply to become a regular trader. Regular traders are offered discounted rent for their stall(s) on a Monday, Friday and Saturday, but pay for their stall(s) all year round unless they are taking a day's holiday or can provide evidence to show that they are not fit for work.

There is also a three day trading offer where traders pay a fixed reduced amount if they have at least one stall on a Monday, Friday and Saturday. See table below:

No of Stalls	Rent	Promotions	Total Weekly Rent
1 stall	£40.18	82p	£41.00
Up to 2 stalls	£70.56	£1.44	£72.00
Up to 4 stalls	£90.16	£1.84	£92.00
Up to 6 stalls	£109.76	£2.24	£112.00
Up to 8 stalls	£130.34	£2.66	£133.00
Food Van inclusive of electric	£107.80	£2.20	£110.00

Regular traders are allocated regular stalls. The allocation of a stall or space is personal to the trader who cannot then assign, transfer, share or part with the stall or space allocated. The trader shall only trade from the stall or space allocated at the prescribed times.

Regular traders pay weekly stall charges on the last working market day of each week (Saturday). From 1st August 2021 payments for rent charges will only be accepted via a card payment from the trader. Cash will no longer be accepted after 1st August 2021. Any trader not willing to pay for rent charges via a card payment will not be allowed to trade after 1st August 2021.

Regular traders also need to give one week written notice if they wish to cease trading as a regular trader or if they wish to reduce their stall numbers. Any regular trader who has arrears equivalent to two weeks rent either through non-attendance without prior notification to the market office or non-payment of rent will lose their allocated stalls.

a. Holidays for Regular Traders

Each regular trader is entitled to a 4 week payment holiday per calendar year, which also includes any sickness. Holidays must be booked in advance with the market office.

These non-attendance must relate to the days that they are registered with the market office to work as a regular trader. For example a trader who is currently registered to trade on a Saturday only would be entitled to four Saturdays' non-attendance days without payment.

In addition, any regular trader who is fully up to date with their rent and/or storage payments at the end of the calendar year will be offered a discount of 50% off the following February's stall charges (maximum 4 weeks). The trader must trade on every day the retail market is opened in January and February to be eligible for the February discount.

If a trader uses up all their 4 weeks of non-attendance days before the end of the calendar year, their rent will revert back to the casual rates for the days they are absent from the market.

Traders are not allowed to be absent on a trading day, but still pay the full weeks rent. These non attendance days will be taken off your non attendance days balance.

b. Inclement Weather

Following on from the replacement of the roof coverings over the aisles, new gutters and downpipes, the decision to not charge rent due to inclement weather will only occur when weather conditions are extreme, e.g. gale force winds/blizzards. This decision rests with the Market Management and their decision is final.

Rainy days are not classed as extreme weather and full rents will still be charged.

c. Bank Holidays/ Other Closures

Where the market is closed on a Bank Holiday or for any other reasons, regular traders rents will be adjusted accordingly.

d. Calculation of Discounted Rents

In circumstances (c) above the discounted regular traders rent for a week will be calculated by: dividing the weekly rent normally paid by the regular trader by the number of days that they usually trade in a week to calculate an approximate daily figure. This is then multiplied by the number of days that they have traded that week.

2.5 Charges for Flea Market Traders

The flea market operates every Wednesday between 7am and 2pm and all traders pay £20.00 per stall/pitch. This includes £0.35 per stall towards market promotions.

From 1st August 2021 payment will be taken via card machine on entrance to the market in the morning before the traders set their stalls up, cash will not be accepted as rent payment after 1st August 2021.

Flea market traders will be issued with an annual licence which will be renewed on receipt of upto date Public Liability Insurance each year.

Flea market traders will be allocated a stall/stalls which they will use for the duration of their annual licence.

Flea market traders must remain open until at least 1pm on each flea market day, and cannot remove goods for sale before 1pm

2.6 Charges for Registered Charities

Registered charities will be able to trade free of charge throughout the year, at the discretion of the Market Management Team. A maximum of two separate registered charities are allowed onto the market on each trading day.

Registered charities will need to provide the following information before being allocated a stall:

- Full details of the activities that are to be undertaken from the stall including details of any products or services to be offered for sale or otherwise;
- If a charity wishes to collect money from the public, a licence needs to be obtained from the Licensing Manager of Legal Services 0151 511 8066 prior to making a booking. This needs to be presented to the Market Office at the time of booking;
- A copy of the charity's registered charity number, along with details of the charity's name and address. This could be a letter drafted on headed paper; and
- A copy of a Public Liability Certificate in the charity's name, insuring for the sum of £5million.

2.7 Other Charges

a. Promotions Charges

Promotions charges for outdoor traders including flea market traders are included in the prices for all stalls and are set out in the text above.

The promotions budget is managed by the Market Management Team who carry out marketing activities with the principal aim being to bring additional footfall into Widnes Market.

Traders are reminded that the promotions budget can only be spent on marketing activities which will benefit the market as a whole and cannot be spent on promoting or naming individual stalls. The promotional activities undertaken by the Market Management Team and the Corporate Communications Team is designed to complement, but should not be seen as a replacement for individual stall holders own marketing strategies.

b. Car Park behind Outdoor Market

All traders are welcome to use the car park behind the outdoor market on a first come first served basis and no additional charge will be made for this.

From 1st August 2021 the traders car park is open as follows:

	Opening Time *	Closing Time *
Monday	7.00am	6.00pm
Tuesday	8.30am	4.00pm
Wednesday	7.00am	6.00pm
Thursday	7.00am	6.00pm
Friday	7.00am	6.00pm
Saturday	7.00am	6.00pm

*These times may vary from time to time.

A barrier system operates the entrance to the car park, and traders can only access this car park using a fob to open the barrier. Fobs can be purchased from the market office at a cost of £40.00. This is refundable if the trader leaves the market and returns the fob.

Traders are only allowed to purchase one fob, unless the business is a partnership, and the trader is responsible for their fob as lost fobs will not be replaced, and access to the car park behind the outdoor market will no longer be allowed. If a fob breaks a replacement will be provided on receipt of the broken fob at no charge.

Traders who will not purchase a fob will not be allowed entry to the car park behind the outdoor market.

Traders are responsible for their suppliers delivering goods to the market, and car park access will be given. However, if suppliers vehicles cause any damage to the car park or barrier future access for the supplier will be denied and the trader will have to make alternative arrangements for delivery of goods

Traders are reminded that it is ultimately their responsibility to open the barrier for their deliveries and ensure the safe delivery of goods to their staff.

c. Door Access Pass

Outdoor traders can be issued with one door access pass on request to gain access to the traders' facilities on the first floor. This includes the traders' toilets, traders' mess, store rooms and post rooms. Further door access passes for regular traders with larger stalls (up to a maximum of two passes per trader) can be issued for named employees at a cost of £10 per pass, which is non-refundable.

Where a door access pass is lost a charge of £10 is made for a replacement, which is non-refundable. This should be handed back to the Market Office when a trader chooses to cease trading.

3.0 Widnes Market Hall Events Space

3.1 Eligibility to Use the Event Space

The indoor Event Space can be used, if available, by non-profit making organisations, local community groups or registered charities at no charge. The Event Space is allocated at the discretion of the Market Management Team.

All organisations, charities and community groups need to provide the following information when booking a stall:

- Full details of the activities that are to be undertaken from the event space including details of any products or services to be offered;
- If a charity wishes to collect money from the public, a licence needs to be obtained from the Licensing Manager of Legal Services 0151 511 8066 prior to making a booking. This needs to be presented to the Market Office at the time of booking;
- A copy of the charity's registered charity number, along with details of the charity's name and address. This could be a letter drafted on headed paper; and
- A copy of a Public Liability Certificate in the charity's name, insuring for the sum of £5million.

The decision regarding the suitability of the Event Space to any of the organisations specified above rests with the Market Management Team and all applications should be made to the market office. To qualify for a rent free stall organisations would not be expected to sell any items and should instead offer a free service/ provide information/ or carry out a promotion. There may be exceptions to this rule, but this would only be with prior consent from the Market Management Team.

Where a profit making organisation/ trader wishes to rent a vacant stall in the Market Hall or a charity wishes to sell goods from an indoor stall, applications must be made in writing to the market management team. All applications must specify the activities that they wish to carry out from the stall and any products/ services that are to be offered either for sale or otherwise. The decision relating to the suitability of an indoor stall for the uses specified rests with the Market Management Team.

3.2 Charges

Registered charities are not charged a fee for renting promotions space in the Market Hall.

4.0 Widnes Market: Store Rooms and Containers

4.1 Store Room Charges

The following store rooms are available to rent by Widnes Market traders.

- Store rooms A-M are located on the first floor and have lift access. Access is via a security pass controlled entrance inside the Market Hall next to the public toilets.
- Store rooms 1-5 are located on the first floor along the corridor by the trader's mess. There is no lift access to these stores. Access is from the outside of the market building via a security pass controlled entrance off Morrison's square.
- Store rooms FM1 - FM3 are located on the ground floor with access via a security pass controlled entrance on the outside of the market building next to the Fish and Meat market.
- Store rooms WR01-WR02 are located on the ground floor with access through the wash room on the inside of the market hall next to the public toilets.

Store Rooms A-M – Charged at a rate of £11.24 / sq m (first floor)

	Area (sq m)	Monthly Rent
Store A	5.0	£56.20
Store B	5.1	£57.32
Store C	5.1	£57.32
Store D	3.7	£41.59
Store E	3.3	£37.10
Store F	5.7	£64.07
Store G	5.3	£59.58
Store H	5.1	£57.32
Store I	5.9	£66.32
Store J	3.1	£34.84
Store K	5.3	£59.58
Store L	5.1	NOT AVAILABLE
Store M	5.2	£58.45

Store Rooms 1-5 – Charged at a rate of £10.17/ sq m (No lift access)

	Area (sq m)	Monthly Rent
Store 1	3.2	£32.58
Store 2	5.5	£55.99
Store 3	7.4	£75.33
Store 4	4.7	£47.85
Store 5	4.7	£47.85

Store Rooms FM01 – FM03 – Charged at a rate of £12.32 / sq m (ground floor)

	Area (sq m)	Monthly Rent
Store FM01	9.9	£121.98
Store FM02	10.02	£123.46
Store FM03	8.5	£104.73

Store Rooms WR01 – WR02 – Charged at a rate of £12.32/ sq m (ground floor)

	Area (sq m)	Monthly Rent
Store WR01	3.2	£39.39
Store WR02	3.5	£43.13

All rents are charged on a monthly basis with VAT added at the appropriate rate. Traders are invoiced for the monthly rent each month, and this is payable by direct debit for all traders. The prices outlined above were introduced from 1st April 2022.

All tenants who have a store room will be issued with one access pass (if they do not already have one) to ensure that they can gain access to their store rooms throughout the day. The pass will also enable access to the traders toilets, traders mess and post room. Where an access pass is lost a non-refundable charge of £10 is made for a replacement.

All traders who use a store room will be asked to sign a Tenancy at Will. The minimum term for renting a store room is one month and one months written notice should be provided to the market office staff should the trader wish to terminate this.

Rent will continue to be charged to the licence holder for the store room if the terms of the tenancy have not been met. This includes emptying the store room by the termination date and ensuring that the key has been returned to the market office staff.

4.2 Container Charges

There are currently 12 containers sited on the car park behind the outdoor market. No further containers can be sited on this car park unless an existing container is removed.

Traders who have sited containers in the car park pay ground rent at the following rates:-

- 20 foot containers : £42.86 per month plus VAT
- containers over 20 foot : £85.73 month plus VAT

Traders are invoiced for the monthly rent each month, and this is payable by direct debit for all traders. The prices outlined above were introduced from 1st April 2022

All traders who use a container will be required to sign a Tenancy at Will. The minimum term for paying ground rent for a container is one month and a minimum

of one months written notice should be provided to the market office should the trader wish to terminate this.

The preferred method for terminating a container tenancy is to move the container off site by the agreed termination date. This cannot be carried out without prior agreement of removal date and time with the market office.

Alternatively, traders have the option of selling the container on to a trader who trades regularly on Widnes Market either as a regular trader on the outdoor market or who has had a stall within the Market Hall for over six months. In both cases the new trader must be up to date with their rent payments. If the trader chooses this route then they must be aware that the container licence cannot be terminated until an account has been set up and a new licence signed by the new trader. In order to ensure that the new trader meets the criteria for siting a container on the car park behind the outdoor market, the new trader should gain approval from the Market Office staff before the container changes ownership.

REPORT TO: Executive Board

DATE: 15 September 2022

REPORTING OFFICER: Operational Director, Economy, Enterprise & Property

PORTFOLIO: Adult Social Care

SUBJECT: St Patrick's & St Luke's Care Homes
Redevelopment Contract

WARDS: Halton View & Halton Lea

1.0 PURPOSE OF THE REPORT

- 1.1 To notify members of the intention to undertake a procurement exercise via the RISE framework and make a direct award to Eric Wright Construction in respect of the redevelopment of St Patrick's & St Luke's Care Homes

2.0 RECOMMENDATION: That

- 2.1 Members note the intention to undertake a procurement exercise via the RISE framework and make a direct award to Eric Wright Construction in respect of the redevelopment of both St Patrick's and St Luke's Care Homes, subject to them submitting competitive prices for the works.**

3.0 SUPPORTING INFORMATION

- 3.1 Executive Board approved the proposals to refurbish the Council run care homes at the meeting dated 16th June 2022, minute no EXB6.
- 3.2 The outline proposals at St Patrick's consist of a new build, 16 bedroom extension, together with the refurbishment of the existing 40 bedrooms carried out over 2 phases. The proposals at St Luke's consist of the total refurbishment of all 56 bedrooms carried out over 4 phases.
- 3.3 Eric Wright Construction were contracted to refurbish Lillycross Care facility at the start of the COVID pandemic to provide step down care provision for patients leaving hospital. The works were completed on time and on budget and to a high standard, all of which demonstrated Eric Wright Construction's capability and experience of working in the care sector.

- 3.4 The RISE framework allows for a direct award option. Of the 20 contractors who are on the general building framework, Eric Wright Construction were the most cost competitive on the price evaluation and only 2 contractors scored higher than them on the quality evaluation during the procurement process as such overall they are clearly offering value for money. When compiling the actual price of the work Eric Wright Construction will seek competitive quotes for all main work packages which will be done on an open book basis with our cost consultants overseeing the process to ensure we obtain best value on both projects.
- 3.5 Eric Wright Partnerships have been leading the design works and they have been appointed to progress with the design development work on both schemes up to the planning application stage. The design team will then be novated in due course to Eric Wright Construction.
- 3.6 As the design work develops consideration will be given to energy efficiency measures in order to try and reduce carbon emissions from the premises. The implementation of any such decarbonisation works will be dependent on the available budget however.

4.0 POLICY IMPLICATIONS

- 4.1 The above course of action is in-line with our procurement strategy of obtaining best value from our procurement processes.
- 4.2 The development of both care homes will enhance the delivery of care within the borough and will ensure that our residents have a safe comfortable environment in which to live in accordance with the Care Act 2014.

5.0 FINANCIAL IMPLICATIONS

- 5.1 The estimated build cost that has been provided by Eric Wright Partnerships for the work at St Patrick's is £2.6m, and at St Luke's £1.1m, so for budget purposes allowing fees the overall estimated cost for both schemes amounts to circa £3.885m. Finance have confirmed that the budget is available and the schemes will be charged to codes C100 S051 & C100 S050 respectively

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

The care homes offer opportunities to local colleges to allow young people to volunteer in the care sector which enables them to gain valuable experience.

6.2 Employment, Learning and Skills in Halton

The expansion of the Care homes will provide employment opportunities for local residents together with additional opportunities such as work experience and volunteering.

6.3 A Healthy Halton

The care homes can help improve the quality of life for the most vulnerable in our society, and help to relive pressure on local hospitals, GP's and other local health care services

6.4 A Safer Halton

Care homes offer a safe environment for the more vulnerable in society to live

6.5 Halton's Urban Renewal

The projects will help enhance the local area where they are located.

7.0 RISK ANALYSIS

There are no significant risks associated with the above course of action, failure to carry out the work however will present a risk to the good quality of care provided across our care homes and affect the vision of providing outstanding care for older residents.

8.0 EQUALITY AND DIVERSITY ISSUES

None

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

Document	Place of Inspection	Contact Officer
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None under the meaning of the act

REPORT TO: Executive Board

DATE: 15 September 2022

REPORTING OFFICER: Strategic Director - People

PORTFOLIO: Adult Social Care

SUBJECT: A New Assurance Framework for Adult Social Care

WARDS: Borough-wide

1.1 PURPOSE OF REPORT

1.2 To provide Executive Board with information on the Halton preparation for the new CQC Adult Social care assurance framework.

2.1 RECOMMENDATION: That

- 1) the report be noted;**
- 2) the Board agree the approach to the preparation and generation of an improvement plan;**
- 3) the Board note the risks; and**
- 4) the Board agree to a members seminar later in the year to brief on the plan**

3.1 SUPPORTING INFORMATION

3.2 The Health and Care Bill created a new duty for CQC to independently review and assess the performance of Local Authorities in delivering their adult social care functions as set out under Part 1 of the Care Act 2014. The aim is to ensure that the right frameworks are in place so that it is easy for local people, providers and national Government to see how well local authorities are meeting their adult social care duties under Part 1 of the Care Act 2014.

3.3 These frameworks will also provide a basis on which the Secretary of State might exercise new legal powers to intervene where a local authority is failing or has failed to discharge its duties under Part 1 of the

Care Act 2014. They will be based around:

- Independent assessment of local authorities by the Care Quality Commission.
- Enhanced improvement support, led by the sector.
- A mechanism to interact as a last resort if a local authority is assessed as not delivering good quality and effective adult social care
- Improved data reporting to national Government.

3.4 The ambition is for CQC to use its powers and duties to help improve outcomes for people who draw on care and support, by assessing how local authorities are meeting individuals' needs. In order to make these assessments, they will look at a range of local authorities' activities. Initial thoughts, informed by working with the sector, are that assessments may look at some, or all of, the following, for example:

- Maintaining oversight of the social care workforce in their local area, supporting staff retention and professional development.
- Managing transitions between services, for example between health and social care, and the transition from children's to adults' services.
- Preventing people from requiring social care in the first instance, for example by supporting and developing community organisations working on prevention and reablement.
- Carrying out their safeguarding duties. Ensuring good outcomes for people through effective leadership.
- Managing their commissioning and contracting responsibilities. Shaping the care market to meet people's needs with diverse and quality provision, enabling choice and independence.
- Meeting the needs of unpaid carers.
- Assessing the needs of people who may be eligible for care and support them to access what they need, whether or not they receive local authority support or will fund their own care.

3.5 The intention is that the approach for assessments will be flexible enough to react to risks and changes in circumstances in an agile way. Assessments will be informed by a range of information and data, including insights gathered from discussions with local authorities and providers, as well as people who draw on care and unpaid carers, whose views and experiences will be central to CQC's assessment approach.

3.6 This framework will build on the approach that is currently used to assess providers, and will also draw upon Think Local Act Personal's (TLAP) "I" statements as the basis for its single assessment framework which seek to reflect the most important aspects of personalised,

culturally appropriate care, for example: *'I am treated with respect and dignity.'* "We" statements will also be used to clarify what standards CQC expects. For example, for a local authority this might be: *'We understand the health and care needs of individuals and local communities, so care provision is planned and delivered to ensure flexibility, choice and continuity of care.'*

3.7 As CQC develops this framework, it will work collaboratively with TLAP, National Voices, and other stakeholders to design further statements to cover the whole range of its assessment framework. It is expected that CQCs assessment framework will be launched no sooner than April 2023.

3.8 CQC have now published a draft assessment framework for consultation. The draft framework includes 4 Key areas of focus:

- How Local Authorities work with people
- How Local Authorities provide support
- How Local Authorities ensure safety within the system
- Leadership

Each area of focus has quality statements, and within each quality statement there are a number of areas of evidence required, in line with the "we" and "I" statements.

4.0 ASSURANCE PREPARATION

4.1 North West ADASS - CQC Readiness

North West ADASS Sector Led Improvement Board, are leading on assurance preparation across the North West. A number of work streams have been pulled together to support Local Authorities with assurance preparations:

1. A consultant has been appointed. The focus of his work initially is to engage with DASSs across the North West, to discuss approaches and level of support needed. A "Top Tips" document has been produced to support Local Authorities to prepare for assurance.
2. The recent self-assessment completed, will be considered alongside assurance when undertaking the challenge sessions.
3. Work has commenced across the North West, North East and

Yorkshire and Humber (Northern Block). Task and finish groups have been established, each group will be led by a DASS. The task and finish groups will explore the four key themes of assurance and develop “What good looks like” in each of the areas. Publication is estimated as autumn.

The LGA have completed and initial scoping of key data requirements aligned to the proposed assurance framework; there are a number of challenges in this work, in that assurance is looking at population level and unmet need, where ASC data looks at client level. However, a proposed set of indicators have been developed in draft form.

4.2 Halton-CQC Readiness

Adult Social Care Management Team have established a task and finish group to ensure we are fully prepared for a CQC inspection, working on a timeline for full preparation by April 2023.

1. ASC are fully engaged with the NWADASS assurance preparation work streams, and will ensure we make full use of resources etc.
2. Towards Excellence in Adult Social Care (TEASC) self-assessment has been completed and submitted, a challenge session with the LGA is being arranged. The outcome of this will be incorporated into our overarching improvement plan.
3. An evidence document has been developed, based on the draft assurance framework. This will provide an initial position statement of readiness, with the development of an improvement plan.
4. Adult Social Care management team, have completed a self-assessment and identified an initial suite of priority areas for further development. These include:
 - Commissioning - finalise current commissioning plan, address gaps in the market, complete cost of care and sustainability plan, co-production.
 - Communication across all teams and stakeholders.
 - Practice, review approach to risk enablement, complex needs, person-centred approaches and escalation.
 - File audits, supervision and management of workloads, to ensure policies are fully implemented.
 - Leadership; wider care act responsibilities across partners, integration, performance.

5.1 POLICY IMPLICATIONS

5.2 The new assurance framework will include an assessment of the Council's implementation of recent reforms; as detailed in the white paper 'People at the Heart of Care' (December 2021) the Government outlined a 10 year vision for Adult Social Care (ASC).

6.1 FINANCIAL IMPLICATIONS

6.2 Adult Social Care has not been subject to CQC assessment for many years, this has resulted in a reduction of the functions to support the preparation required to ensure a positive inspection.

A further report will be needed to detail any additional resource requirements.

7.1 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

7.2 Children & Young People in Halton Borough Council

None identified

7.3 Employment, Learning & Skills in Halton

None identified

7.4 A Healthy Halton

Good quality delivery of adult social care will be enhanced within this CQC framework, with a long awaited framework that measures what good looks like and will focus on what is important to people who use our services with a continual focus on improvement.- could you have a look at something along these lines.

7.5 A Safer Halton

None identified

7.6 Halton's Urban Renewal

None identified.

8.0 RISK ANALYSIS

8.1 There is a significant risk of not achieving a positive rating if we do not prepare adequately. This will require resources for both the preparation and maintaining performance.

9,0 EQUALITY & DIVERSITY ISSUES

9.1 None identified at this stage

REPORT TO: Executive Board

DATE: 15th September 2022

REPORTING OFFICER: Strategic Director, People

PORTFOLIO: Adult Social Care

SUBJECT: Community Meals: Re-commissioning Options

WARD(S): Borough-wide

1.0 PURPOSE OF REPORT

1.1 To seek an Executive Board decision regarding the preferred re-commissioning option for the provision of the Community Meals Service from 1st April 2023.

2.0 RECOMMENDED: That Executive Board

- i) Note the contents of the report; and
- ii) Advise of their decision regarding the preferred re-commissioning option for the provision of the Community Meals Service from 1st April 2023.

3.0 SUPPORTING INFORMATION

3.1 The Council provides a Community Meals Service to eligible adults within Halton who are unable to shop or prepare a meal for themselves due to age, illness or disability. To determine if an individual qualifies for the Community Meals Service, an Adult Social Care worker considers the needs of an individual and the circumstances of any carers. The ongoing need for the meals service is then periodically reviewed.

3.2 An external catering provider (Apetito) currently supplies the Council with frozen, ready prepared meals. The frozen meals are heated by the Council's in-house catering team and are delivered by the Council's fleet management service. Hot meals are provided in service users' own homes, up to seven days per week between the hours of 11am and 1pm. The Council can also provide an optional cold meal tea time pack, which is delivered during the lunchtime delivery period.

3.3 The Community Meals Service is currently a chargeable service that is non means-tested. Service users are billed on a four weekly basis for meals provided during the four-week period.

- 3.4** The table below shows the total number of meals provided by the Council in the last five years and also the average daily number of meals provided.

Year	2017-18	2018-19	2019-20	2020-21	2021-22
Total Meals	36,860	43,032	41,684	48,273	41,618
Daily Average	101	118	115	133	114

During 2020-21 the number of meals increased in line with increased demand due to the pandemic.

- 3.5** The Council's Internal Audit team undertook a planned internal audit of the Community Meals Service for the financial year 2020/2021. Outlined in the Audit report, the Internal Audit Team made a number of recommendations for the service.
- 3.6** One of the recommendations set out that an interim contract should be awarded to the existing supplier whilst the Council considers alternative community meals service delivery options. Subsequently, a one-year contract was agreed with the current supplier Apetito until 31st March 2023.
- 3.7** In the intervening time, Officers have drawn up a number of options (Appendix A) in relation to the supply of the meals from 1st April 2023. Executive Board is asked to consider the options proposed and advise which option is most preferred, in order for the appropriate action to be undertaken.

4.0 POLICY IMPLICATIONS

- 4.1** None at this stage.

5.0 FINANCIAL IMPLICATIONS

- 5.1** The table below shows the total expenditure for the service and total income for the financial years 2019/20 and 2020/21. In each year there was a shortfall in income as shown.

	<u>19/20 Full Year Actual</u>	<u>20/21 Full Year Actual</u>
Total Expenditure	£275,132.08	£298,914.40
Total Income	£196,593.18	£229,401.33
Net Expenditure including recharges (i.e. current shortfall)	£78,538.90	£69,513.07

- 5.2** Work is currently being undertaken by the Council's Financial Management Team to calculate appropriate charging levels to be introduced from 1st April 2023 for the financial year 2023 – 2024

onwards, should the service continue. The aim is to remove the need for the Council subsidy and for all service costs/expenditure to be met through income from charging.

- 5.3** The table below is taken from some early modelling work to anticipate the required charge per meal from 1st April 2023 to ensure that the income received is sufficient to remove the Council Subsidy. The table also shows current charges. Further ongoing work will determined the exact charging levels.

Community Meals – individual meals Charges	2022/2023	2023/2024
	Charges	Charges
	£	£
Hot Meal	4.20	5.45
Cold Tea Time Pack	2.95	3.85

6.0 IMPLICATIONS FOR THE COUNCIL’S PRIORITIES

6.1 Children & Young People in Halton

None identified.

6.2 Employment, Learning & Skills in Halton

None identified.

6.3 A Healthy Halton

The provision of healthy, nutritional meals that cater for all types of diets, including special diets, is a significant contributory factor in maintaining the health and wellbeing of local residents.

6.4 A Safer Halton

Delivery of the meals via the Council’s Transportation service allows for additional welfare checks to be made to check on customers and to act if something unusual were to occur, e.g. non-contact by the customer at their home address.

6.5 Halton’s Urban Renewal

None identified.

7.0 RISK ANALYSIS

- 7.1** A decision taken by Executive Board as regards the most preferred option will ensure appropriate action is undertaken prior to the cessation of the current contract on 31st March 2023.

8.0 EQUALITY & DIVERSITY ISSUES

8.1 The Community Meals service is a non-means tested and inclusive service which is open to all residents of Halton, provided that they meet the eligibility criteria of the service as determined via assessment undertaken by Adult Social Care.


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

9.1

Document	Place of Inspection	Contact Officer
Internal Audit Report – Community Meals	Runcorn Town Hall	Amanda Lewis, Commissioning & Development Manager

Community Meals Recommissioning Options

Option 1
Re-commission on the basis existing Contractual Arrangements
<p>In this option, the Community Meals service would commence on 1st April 2023 with no change to the service model.</p> <p>The service would be put out to tender for a Single Provider to supply frozen ready meals to the Council.</p>
<p>Advantages</p> <ul style="list-style-type: none"> • There is some knowledge of the current supply market and its operation under current market conditions. • Current relationship and contractual arrangements with a leading supplier.
<p>Disadvantages</p> <ul style="list-style-type: none"> • A single supplier may limit customers' choice options. • There may be little competition in the market.

Option 2
Produce and Supply Meals In-house by the Council's Stadium Catering Team
<p>In this option, the Council's in-house Catering Team would produce and supply the meals for the Community Meals Service.</p> <p>The cost of each meal will include the cost of the ingredients, plus the costs to produce the meals, e.g. overheads and staffing costs.</p> <p>The attached list compares the current prices per meal (via Apetito) and the anticipated costs per in-house meal.</p> <p>Note: the in-house meal cost does not currently include the staffing or overhead costs and therefore the cost per meal is likely to be higher than stated.</p>
<p> Community Meals Pricing In House Me</p>
<p>Advantages</p> <ul style="list-style-type: none"> • Would allow greater influence of the quality of the meals and ingredients used to produce the meals. • Would enable the service to become a full in-house service by removing the need for external supply of the meals.
Disadvantages

- The costs to produce the meals in-house are likely to be higher due to a) using higher quality ingredients b) not able to achieve the same scale of efficiency as large national suppliers.

Option 3

De-commission the Provision of a Halton Community Meals Service

In this option, the Council would cease to provide a Community Meals service from 1st April 2023, once the current contractual arrangement with the Supplier comes to an end on 31st March 2023.

The Council would not procure (re-tender) the supply of meals from an external provider or provide in-house meals for delivery to Halton residents.

This would result in current and prospective customers of the service needing to make their own, alternative arrangements for their meals without any support from the Council.

The Council's in-house Catering Team would cease to order frozen meals, heat and deliver meals to Halton residents. The Council's transportation team would cease to deliver hot and cold meals to Halton residents.

Advantages

- The Council would not be required to undertake a commissioning process to tender for the supply of frozen ready meals.

Disadvantages

- Potential risks to safety, health and wellbeing from ceasing the provision of healthy, nutritious meals and through the additional welfare checks and follow-up which are currently undertaken by transport/delivery staff.
- There would not be any financial savings from the purchase of the meals from a supplier due to the service being chargeable and the costs currently being met through income/charging.
- The current transportation costs would not result in financial savings, as the current transport use is shared between Adult Social Care Transportation and the Community Meals Service on a circa 65%/35% split respectively. The community meals are provided at the lunchtime period when the Adult Social Care demand is low. However, the transport recharges to Adult Social Care would remain at the same level even if the meals service was to cease because the vehicles are dedicated to Adult Social Care use. Savings would only be achieved if the overall number of vehicles and number of staff required by Adult Social Care could be reduced. Due to the demand for transport for Adult Social Care in the morning/afternoon, any reduction in vehicles or staffing is not currently viable.
- Any savings from current staffing and overhead costs are likely to be minimal as the service is provided on a proportionate basis and the Catering team carry out other functions for which these costs would continue.

Option 4
Provision of Frozen Meals only
In this option, the Council would buy-in frozen ready meals from a supplier and store the meals at the Stadium. Frozen meals would then be delivered by the Council's transportation team to customers, who would be required to heat and prepare the meals for themselves.
Advantages <ul style="list-style-type: none"> • The Council's Catering Team would no longer be required to heat the frozen ready meals on a daily basis. • Welfare checks and non-contact follow-up which are currently undertaken by delivery staff would continue.
Disadvantages <ul style="list-style-type: none"> • Potential risks to safety, health and wellbeing from ceasing the provision of healthy, nutritious meals as some customers may not be able to heat and prepare the meals for themselves. • The number of customers using the Community Meals service may significantly reduce and may impact on viability of the service. • Any savings from current staffing and overhead costs are likely to be minimal as the service is provided on a proportionate basis and the Catering team carry out other functions for which these costs would continue.
Option 5
Aligned charging to reflect the actual cost of providing the meal – can be applied to all options to continuing some kind of service
Actual costs of meals and delivery will be changed to reflect the actual costs to the council
Advantages <ul style="list-style-type: none"> • Service becomes nil cost to the council
Disadvantages <ul style="list-style-type: none"> • Risk losing clients and therefore increasing the costs to remaining clients which in turn may further reduce clients • Would be difficult to administer unless fixed review points set up in year to assess costs and therefore change prices

Community Meals Pricing – In house meals

Day	Standard meal of The Day	Apetito Price	Homemade Price
Monday	Beef and Ale pie	£1.46	£2.35
Tuesday	Lancashire Hot Pot	£1.29	£2.92
Wednesday	Chicken Breast	£1.77	£2.47
Thursday	Cottage Pie	£1.15	£1.89
Friday	Breaded Fish & Chip	£1.67	£2.25
Saturday	Braised Steak	£1.68	£2.59
Sunday	Turkey and Stuffing	£1.35	£2.15

Day	Standard meal of The Day	Apetito Price	Homemade Price
Monday	Orange Sponge	£0.45	£0.75
Tuesday	Bakewell Tart	£0.51	£0.95
Wednesday	Rice Pudding	£0.42	£0.55
Thursday	Treacle Tart	£0.48	£0.79
Friday	Stotted Dick	£0.48	£0.82
Saturday	Stewed Apple	£0.46	£0.59
Sunday	Sticky Toffee	£0.51	£0.69

REPORT TO:	Executive Board
DATE:	15th September 2022
REPORTING OFFICER:	Operational Director Planning & Transport
SUBJECT:	Contractor Involvement in the East Runcorn Connectivity (ERC) Project
PORTFOLIO:	Environment and Urban Renewal
WARDS:	Runcorn-wide

1.0 PURPOSE OF THE REPORT

- 1.1 The report seeks approval to utilise the SCAPE framework to secure Balfour Beatty to provide contractor involvement in the development of the four schemes that comprise the ERC project.

2.0 RECOMMENDATION: That

- 1) Approval is given to procure, via the SCAPE framework, contractor input into the ERC Project, up to and including 'Pre-construction Stage'; and**
- 2) Delegated authority is given to the Operational Director (PPT), in consultation with the Portfolio Holder Environment and Urban Renewal, to implement activities to pass the formal SCAPE gateways up to and including 'Pre-construction Stage'.**

3.0 SUPPORTING INFORMATION

- 3.1 The Executive Board received previous reports on the ERC scheme on 17th June 2021 and 16th June 2022. The project consists of 4 elements:-
- Widening of the A558 Daresbury Expressway from the junction of Pitts Heath Lane to Innovation Way, taking into account four structures and canal / railway crossings.
 - The major maintenance of the A56 from the junction at Keckwick Lane to M56 Junction 11. Reconstruction of existing road due to failing ground conditions.
 - The introduction of a direct cycle superhighway from Pitts Heath Lane junction to the existing A56 cycle corridor connecting Halton with Warrington and a number of sustainable transport improvements.
 - Potential for a new loop road connecting M56 J11 at Preston Brook to the A533, which will relieve congestion, HGV traffic, and provide new accesses.

- 3.2 The Scape Framework has been used successfully for the completion of works on Silver Jubilee Bridge, Runcorn Delinking and Runcorn Station Quarter projects.
- 3.3 Utilising early contractor involvement ensures costs for project are as accurate as possible. The purpose of this is to decrease the risk of cost overruns once a contractor is engaged to complete the project.
- 3.4 This commission will support the business casework being undertaken by Mott MacDonald, as approved in the earlier reports, and in line with UK Government Construction principles.
- 3.5 The Scape process has six stages as shown in Appendix 1. This report seeks permission to utilise the Scape process to the end of Stage 3 (pre-construction).
- 3.6 Once Stage 3 is complete, and provided technical considerations are favourable and funding is available, a further report will be presented to Executive Board seeking approval to sign a 'delivery agreement' and proceed onto construction. At this point, in order to proceed with the scheme, all of the Council's scheme requirements would be met and construction funding would be available.
- 3.7 The SCAPE framework provides for the commissioning of a feasibility study (Stage 2) with no commitment or obligation to place a works contract and it is available at no cost to the Council. There is, however, a non-contractual expectation that, if the proposals examined in the feasibility study achieve the Council's objectives in terms of quality, affordability and deliverability, and if the project is taken forward, the Council would propose to enter into a further contract(s) relating to pre-construction and construction activities with Balfour Beatty. The Framework provides hold points prior to moving forward into 'Preconstruction' and 'Construction' to ensure that the Council is satisfied that the project requirements are met.

4.0 POLICY IMPLICATIONS

- 4.1 The significant infrastructure investment described in this report aligns with the Council's strategic policies contained in the Local Plan, the Mersey Gateway Plus Regeneration Strategy, Local Transport Plan 3, Local Cycle and Walking Infrastructure Plan, and aligns with the priorities of the Liverpool City Region. The new infrastructure delivered by the ERC project will provide the additional capacity in the local transport system to support the sustainable growth of the Borough set out in the Local Plan.

5.0 OTHER IMPLICATIONS

- 5.1 The Council has the right to stop works at any stage in the processes outlined above and therefore retains complete control over the project.

- 5.2 The cost of Balfour Beatty completing these early phases under the Scape Framework is nil. Any other costs will be met within existing budgets and the LCR CRSTS allocation.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children and Young People in Halton

The highway network is utilised and relied upon by Children and Young People in similar ways to any other demographic of the population. Safe sustainable travel modes are to their long term benefit.

6.2 Employment, Learning and Skills in Halton

None at this stage, Opportunities to contribute to employment and skills would be expected if the scheme proceeds to Construction Stage.

6.3 A Healthy Halton

Improved sustainable links should encourage more people to walk and cycle, and hence develop healthier lifestyles.

6.4 A Safer Halton

Improvements to walking and cycling links will be designed to improve the safety of the traveling public.

6.5 Halton's Urban Renewal

Providing improved sustainable links predominantly across the east of Runcorn will improve the public realm and the reputation of the borough, thereby making it potentially more attractive to investors, visitors and to those who live here.

The scheme contribute towards tackling climate change by improving route options for active travel and public transport. The scheme seeks to encourage modal shift and reduce congestion, leading to improvements in local air quality.

7.0 RISK ANALYSIS

- 7.1 The SCAPE Framework is a public sector owned and competitively tendered process that Halton have successfully engaged to deliver other schemes. Pursuing alternative procurement options would prolong scheme development and implementation and miss the opportunities of early contractor involvement that this proposal seeks to secure. The Framework is also being used by other LCRCA Authorities including Merseytravel and St Helens Council

8.0 EQUALITY AND DIVERSITY ISSUES

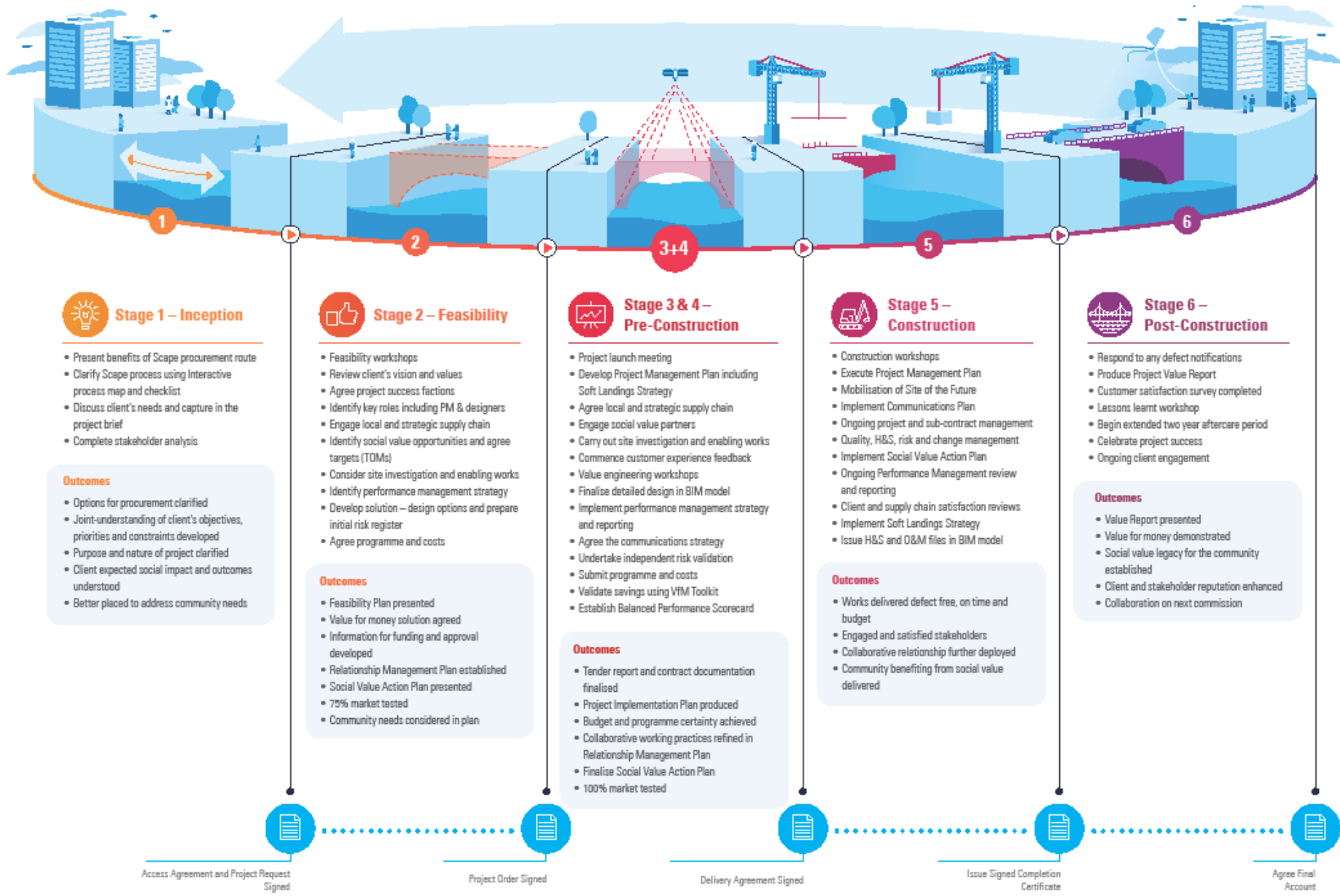
None

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

None

Appendix 1 Scape Process Map

Civil Engineering National Framework Process Map



REPORT TO:	Executive Board
DATE:	15 th September 2022
REPORTING OFFICER:	Operational Director – Economy, Enterprise and Property
PORTFOLIO:	Environment and Urban Renewal
SUBJECT:	Brindley Green, Runcorn SCAPE Framework
WARD(S)	Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 The purpose of the report is to provide an update of the development of the High Street Connectivity project in support of the Runcorn Town Investment Plan. It will seek approval to utilise the SCAPE framework for the integration of the already designed Brindley Green plans with the High Street scheme to Project Order stage. It will also update on the Inception Phase of the previously approved development of the High Street Connectivity project as per the Town Centre bid, which has led to a change in scope.

2.0 RECOMMENDATION: That

- 1) **the use of the SCAPE framework for the integration of the already designed Brindley Green plans with the High St scheme to Project Order stage; and**
- 2) **the delegation of authority to the Operational Director, Economy, Enterprise and Property to authorise the passing of the SCAPE gateways prior to this Stage.**

3.0 SUPPORTING INFORMATION

3.1 The Runcorn Town Deal programme of seven projects called “Reconnecting Runcorn” includes a project called High Street Connectivity. An Exec Board report January 2021 gave authority to start the development High Street Connectivity through the Scape Framework. Another Town Deal project is the Brindley Theatre Enhancement, which has two elements: the Brindley extension (with integrated library), and the Brindley Green (a quality open public space). The design of the Brindley Green is in similar style to the recently constructed Station Piazza. In order to achieve economies of scale, the delivery of the Brindley Green can benefit from integration with the public realm plans for the High Street. The section of High Street considered borders directly on the Brindley Green.

- 3.2 Following information provided by Balfour Beatty during the Inception Phase of the Scape Framework, budget limitations for the High Street Connectivity project became clear with regard to the previously proposed replacement footbridge across the canal. Consequently, the envisaged canal footbridge was removed from scope, and the Town Deal Board decided to focus the limited budget on improving the area along the High Street by including St Paul's mews, situated between the Brindley Green and the High Street.
- 3.3 The High Street Connectivity scheme is in concept design. Due to removal of the footbridge from the scope and inclusion of the area of St Paul's mews, the deadline for submission of business case is extended from 1 August to 1 November 2022. There are detailed plans for the Brindley Green, but the interface between the two schemes requires attention. The successful Business Case will then look to secure the funding of in total around £3.6m Town Deal funding to proceed with the works.
- 3.4 Due to the successful use of the Scape Framework for the recent completion of works on Silver Jubilee Bridge, Runcorn Delinking and Runcorn Station Quarter, it is felt that this would be a useful and timely mechanism to develop these schemes and by utilising Early Contractor Involvement ensure costs for the proposals as they develop are as accurate as possible.
- 3.5 We have a development budget of £68,460 to develop these two schemes, which will be utilised to secure any necessary surveys and third party design works. The Scape process is otherwise free to the Client for the first two stages of the process, as the Contractor is not completing costly tendering works. There is £1m HBC match funding for the Brindley Green.
- 3.6 The Scape process has six stages as shown in the Appendix. This report seeks permission to integrate the Brindley Green in the already authorised use of the Scape process to the end of Stage 2, and the Project Order gateway with delegation of Authority to the Operational Director for the approval of the Gateways up to this point. Once Stage 2 is complete and the Project Order is ready for approval it is proposed a further report will be presented to Executive Board seeking approval to proceed to pass this Gateway and onto construction. At this point funding would be secured. The Council reserves the right to stop works at any stage in the process outlined above until a Notice to Proceed is issued and therefore retains complete control. The terms of the Town Centre Bid state that construction is to be completed by April 2026.

4.0 **POLICY IMPLICATIONS**

- 4.1 None.

5.0 OTHER/FINANCIAL IMPLICATIONS

5.1 Utilising a pure Design consultancy to develop the two schemes could be completed instead but wouldn't achieve the accuracy of costs or enable the Contractors knowledge to be utilised in the scheme development in line with Construction Playbook principles. This would therefore increase the risk of cost overrun once a Contractor was engaged to complete the Project and reduce the potential for value for money efficiencies to be realised.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children & Young People in Halton

Children and Young People in Halton The highway network is utilised and relied upon by Children and Young People in similar ways to any other demographic of the population.

6.2 Employment, Learning & Skills in Halton

None.

6.3 A Healthy Halton

A Healthy Halton Improved sustainable links should encourage more people to walk and cycle, and hence develop healthier lifestyles.

6.4 A Safer Halton

A Safer Halton Improvements to walking and cycling links will be designed to improve the safety of the traveling public.

6.5 Halton's Urban Renewal

Halton's Urban Renewal Providing improved sustainable links to the town centre will improve the public realm and the reputation of the borough, thereby making it potentially more attractive to investors, visitors and to those who live here.

7.0 RISK ANALYSIS

7.1 The SCAPE Framework is a public sector owned and competitively tendered process. Pursuing alternative procurement options would prolong scheme development and implementation likely beyond the available timescales.

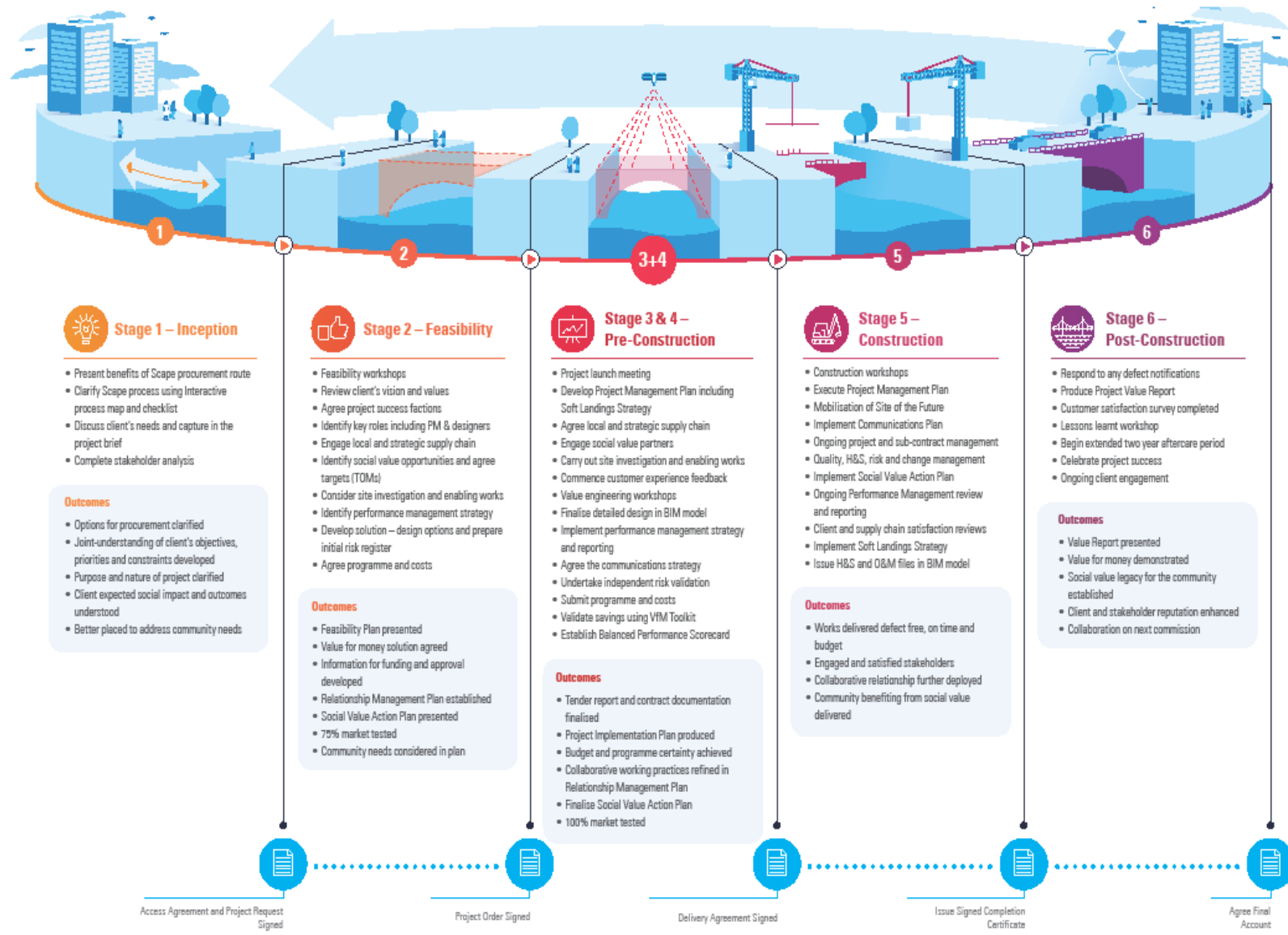
8.0 EQUALITY AND DIVERSITY ISSUES

8.1 None.

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

Appendix 1 Scape Process Map

Civil Engineering National Framework Process Map



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted