



Corporate Policy and Performance Board

Tuesday, 1 November 2016 6.30 p.m.
Civic Suite, Town Hall, Runcorn

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

Chief Executive

BOARD MEMBERSHIP

Councillor Robert Gilligan (Chair)	Labour
Councillor Alan Lowe (Vice-Chair)	Labour
Councillor John Abbott	Labour
Councillor Ellen Cargill	Labour
Councillor Harry Howard	Labour
Councillor Chris Loftus	Labour
Councillor Angela McInerney	Labour
Councillor Norman Plumpton Walsh	Labour
Councillor Joe Roberts	Labour
Councillor Gareth Stockton	Liberal Democrat
Councillor Kevan Wainwright	Labour

*Please contact Gill Ferguson on 0151 511 8059 or gill.ferguson@halton.gov.uk for further information.
The next meeting of the Board is on Tuesday, 31 January 2017*

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

Part I

Item No.	Page No.
1. MINUTES	1 - 4
2. DECLARATION OF INTEREST (INCLUDING PARTY WHIP DECLARATIONS)	
Members are reminded of their responsibility to declare any Disclosable Pecuniary Interest or Other Disclosable Interest which they have in any item of business on the agenda, no later than when that item is reached or as soon as the interest becomes apparent and, with Disclosable Pecuniary Interests, to leave the meeting during any discussion and voting on the item.	
3. PUBLIC QUESTION TIME	5 - 7
4. EXECUTIVE BOARD MINUTES	8 - 14
5. DEVELOPMENT OF POLICY ISSUES	
(A) INTERIM CORPORATE ACCIDENT/INCIDENT REPORT 1.4.16-1.9.16	15 - 31
(B) EXTERNAL FUNDING UPDATE	32 - 44
(C) PROPERTY SERVICES UPDATE	45 - 55

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.

CORPORATE POLICY AND PERFORMANCE BOARD

At a meeting of the Corporate Policy and Performance Board on Tuesday, 6 September 2016 in the Civic Suite, Town Hall, Runcorn

Present: Councillors Gilligan (Chair), A. Lowe (Vice-Chair), Abbott, E. Cargill, Howard, C. Loftus, A. McInerney, N. Plumpton Walsh, Joe Roberts, G. Stockton and Wainwright

Apologies for Absence: None

Absence declared on Council business: None

Officers present: M. Reaney, I. Leivesley, E. Dawson, G. Ferguson, N. Goodwin and P. McCann

Also in attendance: None

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

	<i>Action</i>
CS10 MINUTES	
The Minutes from the meeting held on 7 th June 2016 were taken as read and signed as a correct record.	
CS11 PUBLIC QUESTION TIME	
The Board was advised that no public questions had been received.	
CS12 EXECUTIVE BOARD MINUTES	
The Board was presented with the Minutes relating to the Corporate Services Portfolio which had been considered by the Executive Board since the last meeting of the Board.	
RESOLVED: That the minutes be noted.	
CS13 LOCAL AREA FORUMS - 2015/16 ANNUAL REPORT	
A report was presented to the Board by the Strategic Director, Enterprise, Community and Resources, which informed Members of the project delivery of the Local Area	

Forums for the financial period 1 April 2015 to 31 March 2016.

Members were advised that Local Area Forums (LAF) were set up in 2001 to take policy development to communities, bridging the gap between key agencies working within the Borough. Each LAF was led by the respective local Councillors and supported by a Senior Officer from the Council. Other partner organisations such as the Police, Fire Service, Housing Associations, Youth and Voluntary sector bodies also attended LAF's to keep the community informed of local developments and to respond to local concerns.

It was reported that in 2015/16, £550,000 was allocated to the Area Forums which was allocated on a per capita basis across the seven LAF's that covered the Borough; details of each area's funding was provided in the report. Projects funded through the LAF's were categorised into the following key areas:-

- Landscapes;
- Improved Parks;
- Pedestrian and Highway Improvements;
- Security;
- Children and Youth Facilities;
- Community Events;
- Community Initiatives; and
- Community Resources and Equipment.

It was highlighted that the Area Forum budget had enabled the leverage of other grants, and through joint working, had secured access to funds from other agencies. Overall, an additional amount of £751,149.42 (compared to £316,630 in 2014/15) was levered in to support area forum projects providing a total budget of £1,234,071.74 (compared to £833,440 in 2014/15). It was noted this significant increase was due to large grants for two projects being successful in this period.

Finally, the report provided Members with examples of case studies which demonstrated the positive impacts that Area Forum projects had in Halton's communities.

Members requested a further report on the impact of the recent Internal Audit recommendations with regard to LAF's.

RESOLVED: That

1. the report be received; and
2. a further report be brought to a future Board meeting on the impact of the recent Internal Audit recommendations with regard to LAF's.

Strategic Director,
Enterprise,
Community and
Resources

CS14 COUNCIL TAX COLLECTION UPDATE

The Board received a report which provided an update on the collection of council tax. The report detailed the:

- collection rates in Halton over the past ten years;
- impact of localisation of council tax support;
- council tax arrears position for each of the past seven years;
- cash collection figures; and
- recovery action undertaken for council tax debt.

It was noted that despite increased recovery activity, the arrears had increased significantly each year and this trend was expected to continue. Arising from the discussion it was agreed that a further report would be brought to a future meeting concerning the effects of additional court costs on individuals.

RESOLVED: That

1. the latest position regarding the billing and collection of council tax as set out in the report be noted; and
2. a further report be brought to a future meeting concerning the effects of additional court costs on individuals.

Operational
Director Finance

CS15 PERFORMANCE MANAGEMENT REPORTS FOR QUARTER 1 OF 2016/17

The Board received a report from the Strategic Director, Enterprise, Community and Resources, which presented the Performance Monitoring Reports for Quarter 1 of 2016/17.

The reports related to the following functional areas which reported to the Board and detailed progress against service objectives and milestones, and performance targets and provided information relating to key developments and emerging issues that had arisen during the period:

- Finance;
- Human Resources and Organisational Development;
- ICT and Administrative Support;
- Legal and Democracy;
- Policy and Performance;
- Property Services; and
- Catering, Stadium and Registration Services.

Arising from the discussion, Members requested that an update report be submitted to a future meeting on Widnes Market.

RESOLVED: That

1. the first quarter performance monitoring reports be received and noted; and
2. an update report on Widnes Market be brought to a future meeting

Strategic Director,
Enterprise,
Community and
Resources

Meeting ended at 7.35 p.m.

REPORT TO: Corporate Policy & Performance Board

DATE: 1 November 2016

REPORTING OFFICER: Strategic Director, Enterprise, Community and Resources

SUBJECT: Public Question Time

WARD(s): Borough-wide

1.0 PURPOSE OF REPORT

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

2.0 RECOMMENDED: That any questions received be dealt with.

3.0 SUPPORTING INFORMATION

3.1 Standing Order 34(9) states that Public Questions shall be dealt with as follows:-

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

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

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

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

4.0 POLICY IMPLICATIONS

None.

5.0 OTHER IMPLICATIONS

None.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

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

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

6.3 **A Healthy Halton** – none.

6.4 **A Safer Halton** – none.

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

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

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

REPORT TO: Corporate Policy and Performance Board
DATE: 1 November 2016
REPORTING OFFICER: Chief Executive
SUBJECT: Executive Board Minutes
WARD(s): Boroughwide

1.0 PURPOSE OF REPORT

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

2.0 RECOMMENDATION: That the Minutes be noted.

3.0 POLICY IMPLICATIONS

- 3.1 None.

4.0 OTHER IMPLICATIONS

- 4.1 None.

5.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

5.1 Children and Young People in Halton

None

5.2 Employment, Learning and Skills in Halton

None

5.3 A Healthy Halton

None

5.4 A Safer Halton

None

5.5 Halton's Urban Renewal

None

6.0 RISK ANALYSIS

6.1 None.

7.0 EQUALITY AND DIVERSITY ISSUES

7.1 None.

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

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

Extract of Executive Board Minutes relevant to the Corporate Policy and Policy and Performance Board**15th September 2016****RESOURCES PORTFOLIO****EXB36 2016/17 QUARTER 1 SPENDING**

The Board considered a report of the Operational Director, Finance, which summarised the overall revenue and capital spending position as at 30 June 2016.

In overall terms, revenue expenditure was £0.2m above the budget profile. However, whilst the budget profile was only a guide to expected spending, historically spend was lower in the first quarter of the year and accelerated towards the year-end. Therefore, it was reported that there was a significant risk that the Council may overspend its budget for the year. The budget pressures facing the Council continued to be within the Children and Families Directorate, with an increase in out-of-Borough residential placements and fostering, despite an additional £2.3m of additional budget resources being provided in the past two years.

It was noted that spending on employees at the quarter end was £192,000 below budget profile, mainly due to posts being held vacant and to a staff turnover savings target of 3% being achieved in most departments.

The Capital Programme had been revised to reflect a number of changes in spending profiles and funding as schemes had developed; a list of those schemes that had been revised were set out in the report. It was reported that capital spending at 30 June 2016 totalled £13.538m, which was 99% of planned spending at this stage. This represented 15% of the total Capital Programme of £88.386m.

The Council's Balance Sheet was monitored regularly in accordance with the Reserves and Balances Strategy which formed part of the Medium Term Financial Strategy. The key reserves and balances had been reviewed and were considered prudent and appropriate at this stage in the financial year and within the current financial climate.

RESOLVED: That

- 1) all spending continues to be limited to the absolutely essential;
- 2) Strategic Directors ensure overall spending at year-end is within their total operational budget; and
- 3) Council be recommended to approve the revised Capital Programme, as set out in Appendix 3, attached to the report.

Operational
Director - Finance

EXB37 DISCRETIONARY NON DOMESTIC RATE RELIEF

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which set out details of an application for non-domestic rate relief.

The Board was advised 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. This relief had previously only been available to organisations that were a charity, a community amateur sports club or a not-for-profit organisation.

Since 1 April 2013, the Council had been responsible for funding 49% of any award of mandatory or discretionary rate relief granted, with Government meeting the remaining 51%.

Details of the request were set out in the report for Members' consideration.

RESOLVED: That, under the provisions of Section 47 of the Local Government Finance Act 1988, the application for 15% discretionary rate relief from Loose, be granted for the period of three years commencing 1 April 2016.

Strategic Director
- Enterprise,
Community &
Resources

EXB38 100% BUSINESS RATE RETENTION - CONSULTATION

The Board considered a report of the Operational Director, Finance, which outlined the consultations on the recently published business rates reform and the 100% business rates retention proposal.

The Board was advised that on 5 July 2016, the Department for Communities and Local Government (DCLG) published a consultation paper regarding the implementation of a new system of 100% business rates retention for local government by 2020. It was noted that Halton was working with the other Liverpool City

Region (LCR) Councils, to prepare a combined LCR response to the consultation, as the implications for each of the six Councils were very similar. Alongside the consultation, the Government also announced a Fair Funding Review of Councils' relative needs and resources, the outcome of which would establish the funding baseline for each Council and the level of top-up grant that would be received.

It was reported that the LCR had already agreed to be a pilot area for 100% Business Rates Retention, as approved by the Board on 16 June 2016. Following discussions with DCLG, and as a result of being a member of the pilot area, it was noted that the Council would not be required to sign up to the four year grant settlement offer, as during this pilot period, DCLG guaranteed that no Council would be financially worse off as a result. However, since then, DCLG had published a paper titled "Calculating No Detriment", which outlined the principles of Councils within pilot areas being without detriment to the resources that would have been available to them under the current local government finance regime. The Board noted that although this guaranteed the Council would be no worse off as a result of being a pilot area, it did not provide absolute certainty of the Council being no worse off if it had signed up to the four year settlement or if it had not. It was therefore considered prudent for the Council to sign up to the four year offer and to publish an efficiency report by 14 October 2016.

The report set out the key proposals from the consultation and the Fair Funding Review for Members' information. Technical work groups, set up by Government, had considered the following themes:-

- Devolution of responsibilities;
- Operation of the system, including how growth was rewarded and risk was shared;
- Local Tax Flexibilities;
- Accountability and accounting in a reformed system; and
- Assessment of Council's needs and redistribution of resources.

RESOLVED: That

- 1) the Operational Director, Finance, in consultation with the Resources Portfolio holder, take the necessary steps to accept the four-year funding settlement offer by 14 October 2016; and
- 2) the Operational Director, Finance, in liaison with the Resources Portfolio holder, contribute and agree to the

Liverpool City Region response on the consultation titled “Self-Sufficient Local Government: 100% Business Rate Retention”, and the call for evidence titled “ Fair Funding Review: Call For Evidence on Needs and Distribution”.

Operational Director
- Finance

EXB40 SCHEDULE 12A OF THE LOCAL GOVERNMENT ACT 1972 AND THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

The Board considered:

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

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 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, exempt information would be disclosed, being information defined in Section 100 (1) and paragraph 3 of Schedule 12A of the Local Government Act 1972.

RESOURCES PORTFOLIO

EXB42 INDUSTRIAL ESTATE DISPOSAL OLDGATE,
MARSHGATE, DEWAR COURT

The Board considered a report of the Strategic Director, Enterprise, Community and Resources, which provided an update on the disposal of Oldgate, Marshgate and Dewar Court Industrial Estates.

The Board was advised that, during the Summer, a retesting of the market with previous bidders had taken place. Details of the revised offers were outlined in Appendix

1 attached to the report, for Members' consideration.

RESOLVED: That

- 1) the disposal of the industrial estates to the company and at the price named in the recommendation be approved; and
- 2) the Operational Director, Economy and Enterprise, together with the Operational Director, Legal and Democratic Services and the Resources Portfolio holder, be delegated authority to accept reasonable adjustments to the offer price following detailed surveys, provided that any adjustments to the price still exceed that as set out in the report.

Strategic Director
- Enterprise,
Community &
Resources

REPORT TO: Corporate Policy & Performance Board

DATE: 1 November 2016

REPORTING OFFICER: Strategic Director, Enterprise Community & Resources

PORTFOLIO: Resources

SUBJECT: Interim Corporate Accident / Incident Report
1.4.16 to 1.9.16

WARD(S) Borough-wide

1.0 PURPOSE OF THE REPORT

1.1 To report on the performance of health safety management within the Authority for 1st April 2016 to 1st September 2016.

2.0 RECOMMENDATION: That

1) The report be received; and

2) Corporate Policy & Performance Board notes the contents of the report including the updates on the progress of actions in relation to the recommendations for 2016/17.

3.0 SUPPORTING INFORMATION

3.1 The interim health and safety report on the performance of health and safety management in relation to Key Performance Indicators for the current financial year is appended.

3.2 It highlights national and local health and safety information together with identified trends.

3.3 In summary, the report highlights that there has been a year by year decrease in the number of accidents resulting in 'days lost', with 10 this year and 13 for the same period last year.

3.4 This decrease is primarily due to the reduction in the number of manual handling accidents, in particular involving Social Care staff, and also slips and trips accidents, which took place whilst working outdoors.

3.5 Also, there has been a significant decrease in the number of

physical violent incidents on both Council and school staff.

- 3.6 Although there has been a slight decline in the use of the Lone Working Monitoring system; new equipment is now available that is easier to carry and raise an alarm and also, new processes implemented that are intended expedite registration and training.

4.0 **POLICY IMPLICATIONS**

- 4.1 The report assists in the delivery of the Corporate Health and Safety Policy.

5.0 **FINANCIAL IMPLICATIONS**

- 5.1 There are no financial implications.

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

The provision of a safe working environment and reduction in accidents is important in order to provide:

- 6.1 **A Healthy Halton**

- 6.2 **A Safer Halton**

- 6.3 **Efficient and Effective Delivery of Services**

7.0 **RISK ANALYSIS**

- 7.1 Accidents which lead to lost time have financial implications for the authority (although these are always secondary to our concern for the well-being of staff and customers).

8.0 **EQUALITY AND DIVERSITY ISSUES**

- 8.1 There are no direct equality and diversity issues arising from this report.



CORPORATE ACCIDENT / INCIDENT REPORT
1st April 2016 to 1st September 2016

Contents

1. INTRODUCTION..... 3

1.1 General 3

1.2 H&S Management System 3

2. RECOMMENDATIONS 5

3. INFORMATION 7

3.1 Local Information 7

3.2 Horizon Scan (National Information) 7

4. LEAD INDICATORS (KPI's)..... 9

4.1 KPI 1 Risk Assessments..... 9

4.2 KPI 2 Near Misses 9

4.3 KPI 3 Lone Working Monitoring System..... 9

5. REACTIVE INDICATORS (KPI's) 11

5.1 KPI 4 Accidents 11

5.2 KPI 5 Violent Incidents..... 13

Appendix 'A' Risk Assessments Completed..... 14

1. INTRODUCTION

1.1 General

The Health and Safety at Work etc Act clearly places responsibility on those who create the risk to manage it. The new HSE Strategy, 'Helping Great Britain Work Well' highlights that members of the board have both collective and individual responsibility for health and safety. As such, the need is for board-level members to champion health and safety and be held accountable for its delivery.

Part of this includes identifying areas for improvement in health and safety management with the intention of improving staff morale, reducing in work-related sickness absence and lowering insurance premiums. In particular having robust health and safety procedures in place provides safeguards against legal action being taken against the Authority.

1.2 Health and Safety Management System

In order to demonstrate how Halton Borough Council as an employer is delivering the HSE Strategy, this report is to provide Management Team with details of health and safety performance in relation to Key Performance Indicators (KPI). Details of KPI's are as follows:

LEAD INDICATORS

Proactive action taken and any outcomes

KPI

1. **Number of risk assessments completed on corporate systems**
Rationale – creating a safe working environment
2. **Number of Near Misses**
Rationale – action taken to prevent further similar incidents and before injuries
3. **Percentage of registered staff on the Lone Working Monitoring System who are utilising the system**
Rationale – demonstrating effective management of lone working risks

REACTIVE [Lagging] INDICATORS

Reactive action taken in response to accidents/incidents

4. **Number of Significant¹ and RIDDOR Reportable Accidents²**
Rationale – identify accident/incident trends and actions required to prevent similar occurrences
5. **Number of Violent Incidents**
Rationale – identify incident trends and actions required to prevent similar occurrences

¹ Accidents that either require more than basic first aid, incur time lost or arise from a failure in health and safety management

² Reporting of Injuries, Diseases and Dangerous Occurrences Regulations, (RIDDOR) 1995, including Fatalities, Specified Injuries, Over 7-day Injuries, Reportable Occupational Diseases & Dangerous Occurrences

National and Local Information together with performance gaps and incident trends form the basis for the Recommended Actions for 2015/16.

By responding positively to identified trends, the Authority can demonstrate compliance with the recommendations of the Health and Safety Executive's guidance HS(G)65 "Management of Health and Safety".

2. RECOMMENDATIONS

2.1 Update of Recommended Actions for 2016/17

KEY PERFORMANCE INDICATORS

No.	KPI No.	ACTION	RATIONALE	Update
1.	1.	Ensure that 'route risk assessments' are carried out in Waste & Environmental Improvement Services.	HSE recommendation	Update from DM, 'Route Risk Assessments' were carried out and provided to all drivers. They are currently under review due to 'round' changes but once updated they will be re-issued.
2.	1.	Ensure that Environmental & Fire Risk assessments are carried out at corporate buildings	Actions from the Stress Survey 2015, recommendation from PPB and accident trends	Survey undertaken to identify buildings/offices that have not completed assessments and emails sent to managers.
3.	1.	Implement actions from the Noise Risk Surveys - Waste Management & Environmental Improvement and Open Space Services	Actions from Noise Surveys	Update from services; <ul style="list-style-type: none"> - Ear defenders are used by Open Spaces operatives for specified equipment and by refuse collectors during Multi-Material recycling collection rounds. - Arrangements for health surveillance and briefings/training to be completed.
4.	3.	Review Lone Working Risk Assessments and enforce the 'mandatory' use of the Contact Centre Monitoring system when required	Reinforce Management Team decision	See updates 3.1.2 & 4.3.1 below.

GENERAL ACTIONS

5.	Review and update the Corporate and Schools Fire Policies	Cheshire Fire & Rescue Service	Fire Policies updated and Authority has employed an independent fire consultant to carry out assessments.
6.	Organise a health and safety induction programme for the Leisure Centre staff	Transferred services	Briefings delivered.
7.	To review the current Drugs and Alcohol Policy to ensure that it meets the requirements of the Corporate Manslaughter and Corporate Homicide Act 2007	Carried over from 2012/13	Ongoing.

7.	Organise a Security Seminar for Managers	National Security Threat	Two one-hour sessions organised for the 29 th September
----	------------------------------------------	--------------------------	--------------------------------------------------------------------

3. INFORMATION

3.1 Local Information

3.1.1 Driving Documents Database

IT has designed a Driving Documents Database that is to be used to complete the annual checks and recording of driving documents. This is to assist to demonstrate that the Authority has taken reasonable measures to ensure that staff are legal to drive motor vehicles whilst at work. It is based on a recommendation from Internal Audit who identified that, in some areas, driving documents were not being regularly checked.

As the system is linked to Trent, it will automatically populate vehicle details and also as it is linked to the Mileage Claims system; in future staff will require approval of their documents before being able to claim mileage.

3.1.2 Lone Working Monitoring

As a result of feedback from staff, the mobile phones that are currently for the Lone Working Monitoring System are being updated. Although the new phones are larger; they are lighter to carry and the keys are more prominent, making it easier to raise an alarm.

Also, an electronic Registration Form is now available on the Intranet and a Senior Business Analyst has been detailed to carry out the training, which has expedited both registration and the time taken to undergo initial training (see action 4.3.1).

3.2 Horizon Scan - National trends

(Information that will assist with health and safety management within the Authority)

3.2.1 Attacks on Refuse Collectors

'Refuse collectors have been spat at and punched and one was attacked with a samurai sword as house owners vent their anger about complicated recycling rules.

The number of attacks on binmen has risen from 159 in 2013 to 309 this year. While some of these appeared harmless, others were more serious and involved guns, physical violence and racial abuse'.³

3.2.2 Fees for Intervention

'The HSE has increased the amount it charges under the Fees for Intervention (FFI) programme by 4.9%, in an apparent attempt to claw back its costs⁴.

The new hourly fee of £129, up from £124, has been applied to charges. According to the most recent figures the average cost of a FFI invoice for February / March 2016 was £650. At the new rate this would become £675.

³ Times 29/8/16 pg 17

⁴ Health and Safety at Work (iirms) Sept 2016 pg 5

3.2.3 Care Home Prosecutions

A number of Care Homes have been prosecuted nationally and these include:

- 1) 3 x incidents involving fire safety breaches with fines ranging from £5,000 to £55,000. A summary of the common failures are:
 - Unsuitable fire risk assessments
 - Inadequate fire precautions including smoke detectors, fire doors, etc.
 - Inadequate fire safety evacuation procedures

- 2) Prosecutions for the deaths of residents including:
 - Where the resident died of hypothermia due an inappropriately low temperature in her room.
 - Where the resident received fatal scalding injuries after bathroom taps were not adjusted to limit the temperature of the water to a safe level for bathing and showering.
 - Where the resident, who had severe dementia, wandered through a first floor fire escape door and fell from a fire escape staircase.

The information has been sent to the relevant managers at Prevention and Assessment and Property Services.

3.2.4 Fire Statistics England 2014/15

The Home Office has published the first set of fire statistics since assuming control of fire services from the Department for Communities and Local Government earlier this year.

Some of the headline statistics include:

- there were roughly 496,000 incidents attended by fire and rescue services in 2014/15. Of these incidents around 155,000 (31%) were fire incidents and roughly 31,300 (six%) were dwelling fire incidents
- 41% of all fatalities in fires in England were 65 years old and over in 2014/15, compared to 23% of all casualties. For every million people in England, there were 4.8 fire related fatalities in 2014/15
- fires where a smoke alarm was not present accounted for 30% of all dwelling fires and 35% of all dwelling fire fatalities in 2014/15
- 46% of all fires in 2014/15 in England took place between 16:00 and 22:00
- in contrast to the number of fires, the number of fatalities is more stable across the day. However, a quarter (25%) of fatalities occur between 00:00 and 06:00 despite only 13% of fires occurring over the same six hours
- smokers' materials (such as cigarettes, cigars or pipe tobacco) caused 36% of fatalities in accidental dwelling fires in 2014/15, and was by far the largest ignition category
- cooking appliances caused 50% of accidental dwelling fires in 2014/15, and was by far the largest ignition category.

4. LEAD INDICATORS

4.1 KPI 1. Number of risk assessments completed on corporate systems

4.1.1 An electronic risk assessment system, based on the Intranet, has been 'live' since September 2011.

- Actual number of assessments completed are;

Enterprise, Community & Resources	405
People (see appendix 'A')	115

- To date 205 members of staff have been trained in the use of the system; and
- This year the Health and Safety team has carried out 7 health and safety audits of schools, which covers risk assessments. The average score was 92% and the common occurring score was 94%.

4.1.2 The Authority uses an intranet based system to complete workstation assessments (Cardinus). This year 781 assessments have been completed, out of a total of 800 users, and 77% of risks are low.

4.2 KPI 2. Number of Near Misses KPI 3.

4.2.1 The number reported in the last 3 years are:

2014	2015	2016
10	3	10

4.3 KPI 3. Percentage of registered staff on the Lone Working Monitoring System who are utilising the system

4.3.1 Lone Working – Contact Centre Monitoring update [comparative period May 2016 to July 2016]

	Jan – Mar 2016		May – Jun 2016	
	Registered Users	No's Using System	Registered Users	No's Using System
Enterprise Community & Resources	92	50	88	59
People	258	177	233	132
TOTAL USERS	350	227	321	181
% OF USE	65%		56%	

Information:

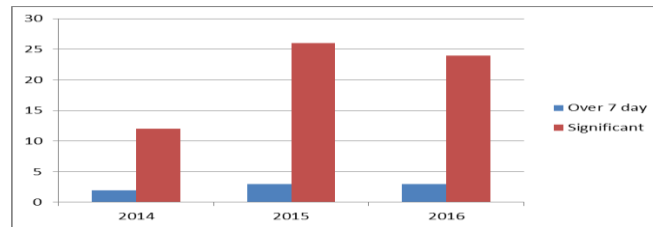
- There has been a decrease in use of the system, however, there has been increase in the last couple of years with 28% usage in 2014 and 33% in 2015;
- In total 55 registered users have been deleted from the system as they have not used it since June 2015. The reasons are that the user is unlikely to remember how to use the system and also their contact information / management contacts will probably have changed; and
- See Local Information, 3.1.2 above.

5 REACTIVE ['Lagging'] INDICATORS

5.1 KPI 4. Number of Significant and RIDDOR Reportable Accidents

5.1.1 The number of accidents that took place last year compared with the last two years are:

Directorate	+ 7-Day	Significant
Enterprise, Community and Resources	3	19
People	1	5
TOTAL YTD 2016	4	24
TOTAL YTD 2015	3	26
TOTAL YTD 2014	2	12



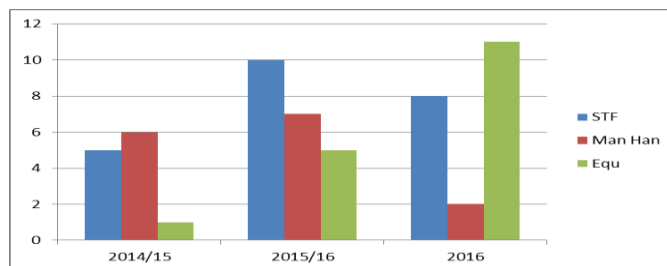
- There has been a slight increase in the number of 'over 7-day' incidents over the past couple of years; and
- 10 incidents led to days lost, with an accident incident rate of 5 incidents per thousand employees (see opposite)

$$\frac{4620 \text{ employees}}{10 \text{ incidents}} \times 1,000 = 5$$

5.1.2 Accident Categories

- A further breakdown of the categories of incidents are as follows:

Main Categories	2014	2015	2016
STF	5	10	8 (-2)
Man Han	6	7	2 (-5)
Equipment	1	5	11 (+6)



5.1.3 Days Lost

The total days lost is 70 (11days for schools) and this represents a significant reduction compared to the same period last year with 166. Again days lost as a result slip, trip & fall account for the highest numbers.

- The categories of days lost are as follows;

Main Categories	Days Lost		
	2014	2015	2016
1. Slips, trips and falls	50	388	56
2. Manual handling	19	145	0
3. Equipment	50	113	11

5.1.4 Incident Trends

- The majority of incidents involving equipment occurred in Open Space Services. These took place whilst operating either mowers or Bob Cat machines;
- Majority of slips and trips occurred inside premises (x6) and were due to poor housekeeping;
- Some slips and trips occurred in school kitchens and the service has reviewed and updated the risk management processes;
- Compared with last year Waste Management has seen a significant reduction in slips and trips incidents and together with Independent Living, there has also been a significant reduction in manual handling incidents. This is commensurate with the reduction of 'days lost';
- As reported as 'near misses', there have been several fires at Council premises and the Authority has employed an external consultant to conduct Fire Risk Assessments.
- With regard to school staff, there were 4 incidents last year compared with 4 this year. There were no trends; and
- With regard to pupils, there has been a decrease in the number of playground incidents. However, there has been an increase in the number of incidents involving play equipment and as a result an accredited Play Equipment Inspection course has been organised for caretakers.

4.1 KPI 5. Number of Violent Incidents

Directorate	Verbal	Physical
Enterprise, Community and Resources	8	0
People	3	1
TOTAL 2016	11	1
TOTAL 2015	14	10
TOTAL 2014	7	11

- There has been a significant decrease in the number of physically violent incidents;
- Within Enterprise, Community and Resources, 4 verbal incidents took place at receptions and 3 took place at One Stop Shops. This is compared with 8 incidents last year at the One Stop Shops; and
- For schools there have been 5 physical incidents, with 4 of them involving the same child on a Teaching Assistant. Last year for the same period there were 18 incidents reported.

Tony Dean CMIOSH MSc

Principal Health and Safety Advisor,
Risk and Emergency Planning
1st September 2016

Risk Assessment Position Statement - All Directorates

		Enterprise, Community & Resources				People			
		<i>Expected No. RAs</i>	<i>Actual No. RAs (up-to-date)</i>	<i>%</i>	<i>Earliest Review</i>	<i>Expected No. RAs</i>	<i>Actual No. RAs (up-to-date)</i>	<i>%</i>	<i>Earliest Review</i>
Risk Assessment Type	Home Working Risk Assessment	90	72	80	26/08/2016	20	11	55	11/09/2016
	Environmental/Fire Risk Assessment	67	25	37.31	25/08/2016	41	16	39.02	28/08/2016
	Fire Risk Assessment	44	2	4.55	07/10/2016	3	0	0	
	Lone Working Risk Assessment	19	12	63.16	14/09/2016	34	9	26.47	24/08/2016
	Manual Handling Risk Assessment	8	5	62.5	04/02/2017				
	Occupational Risk Assessment	226	177	78.32	24/08/2016	43	14	32.56	15/10/2016
	Ladder Checklist	8	7	87.5	15/12/2016				
	General Risk Assessment	115	62	53.91	17/09/2016	143	36	25.17	02/09/2016
	COSHH Risk Assessment	40	34	85	14/09/2016	26	26	100	18/01/2017
	COSHH (Advanced) Risk Assessment	9	8	88.89	25/11/2016	3	3	100	05/01/2017
Transport in	3	1	33.	03/09/2					

	Depots Risk Assessment			33	016				
	Total	629	405	64. 39	-	313	115	36. 74	-

REPORT TO: Corporate Policy and Performance Board

DATE: 1 November 2016

REPORTING OFFICER/S: Strategic Director – Enterprise, Community and Resources

SUBJECT: External Funding Update

WARDS: Boroughwide

1.0 PURPOSE OF THE REPORT

1.1 To provide an update to Corporate PPB on the work of the Regeneration Non Town Centres (RNTC) Team in securing external funding resources into Halton. This report covers the following issues:

- Success rate of applications and reasons for unsuccessful bids;
- An overview of major funding streams, including an update on the European Structural and Investment Fund (ESIF) (see Appendix 1);
- The cost of the Team against the level of funding secured;
- Effect on the Council's core budget, if any, of securing external funding; and
- A preliminary assessment of the likely implications for the borough of the recent EU referendum decision.

2.0 RECOMMENDATIONS: That Members note the content of the report.

3.0 BACKGROUND INFORMATION

3.1 The focus of the report is on the last five year financial period (in this case between April 2011 and March 2016) and on the work of the RNTC team. It concentrates on the three sections within RNTC Team: the Regeneration Team, External Funding Team and the Business Improvement and Growth (BIG) Team.

3.2 The Regeneration Team is responsible for the delivery of two Core Strategy Key Areas of Change: East Runcorn and Mersey Multimodal Gateway (3MG). Key projects for each workstream are listed below. *NB. New areas of work are in bold.*

- Sandymoor and Daresbury Urban Extension;
- Sci-Tech Daresbury Enterprise Zone;
- Castlefields Regeneration Programme;
- Windmill Hill and Murdishaw Neighbourhood Improvements;
- HBC Field at 3MG;
- **Mersey Gateway Regeneration Plan.**

3.3 The BIG Team is responsible for:

- The management of all local company expansion and inward investment projects;
- Proactive engagement with the most significant 50 companies in Halton;
- The management of the Council's relationships with external providers of business support services;
- **The maintenance of the Evolutive CRM system;**
- The management of a comprehensive database of all land and commercial property currently available in the Borough and the delivery of a free commercial property finding service;
- **The delivery of the Government's Growth Hub initiative locally;**
- **The delivery of the ERDF Priority 3 Liverpool City Region Intensive Business Support programme;**
- **The development, and potentially delivery, of new EU funded business support programmes;**
- The dissemination of information concerning business support initiatives to the business community;
- **Supporting Halton Chamber of Commerce and Enterprise to deliver and manage of two Business Improvement Districts at Astmoor and Halebank.**

3.4 The External Funding Team is responsible for preparing medium to large scale funding bids (primarily but not exclusively over £50,000) both for the Council and the voluntary and private sectors across the Borough, and aims to maximise external funding opportunities for Halton.

A key development was **a greater emphasis on support for colleagues within HBC**. To this end, meetings with Divisional SMTs have begun as part of a shift towards developing greater collaborative working with relevant Council Departments, in order to maximise external funding opportunities for Council-led projects and initiatives - see section 6. Key areas of work include:

- Maintaining a strategic approach to funding to ensure the most appropriate bids from Halton are submitted and internal competition is averted;
- Undertaking funding searches for specific projects; bid writing and development of supporting documents, e.g. policies and business plans etc.;
- Dissemination of funding information to target audiences through the production of monthly Funding Bulletins on 10 themes;
- Lobbying funders, and participating in key forums to ensure Halton gets its fair share of funding;
- Developing strong partnerships with Council colleagues and the third and private sectors where appropriate, to submit joint bids.

Key points to note:

- Workloads remain pressured and resources are stretched, so the External Funding Team needs to work in a smart and strategic way in relation to the projects we pick up in our caseload. Projects usually need to be over £50,000 in scale (unless they are part of a bigger project/vision); they need to have

been identified as a priority by the team/organisation making the request; have reached a particular level in relation to feasibility/evidence of need – see sample Enquiry Sheet at Appendix 2. We have produced a Bid Writing Reference Manual to encourage organisations to consider key aspects of their project before seeking further support. If projects are not at a stage where they are 'bid ready' we may not be in a position to support them.

- Several attempts have been made in the course of the last ten years to capture all external funding secured across the whole Council. This has proven unsuccessful for various reasons, including lack of resource to gather and process the information, lack of response to requests made for funding information. What may have more success is for each Division or Department to undertake a similar exercise in their own right and the External Funding Team could collate.
- We have periodically undertaken an Impact Assessment to ascertain the longer-term impact of the funding we have helped to secure, looking at number of jobs created, sustained etc.; this will be picked up again in 2016-17.

4.0 FUNDING CONTEXT

- 4.1 In recent years the Council has targeted several key funding streams (see Appendix 3) whose main aims and objectives best fit the priorities of local projects and initiatives. By regularly monitoring significant policy trends and new funding developments, the Regeneration NTC Team is able to plan and develop bidding opportunities to secure the necessary investment to deliver socio-economic projects that benefit the people of the Borough.
- 4.2 Every major stream is subject to severe pressure due to increasing competition and some reductions in fund values. This places greater emphasis on the importance of good quality, well-planned bids that can demonstrate (as a minimum requirement) strong evidence of local need, gaps in provision and genuine partnership working.
- 4.3 A number of recent trends could have a bearing on the Council's future performance in securing funding. For example, the Big Lottery's Reaching Communities Fund is steadily reducing the proportion of approved Stage One applications, in order to achieve higher standards of application (and, consequently, an improved pass rate) at Stage Two. Furthermore, indications suggest it is likely to approve fewer applications from previously-funded projects for a second tranche of 'continuation' funding in future years. There are several approved community projects in Halton that fit this category and are potentially at risk unless alternative resource plans (including alternative grant sources) are put in place.
- 4.4 In addition, a lobbying campaign took place to persuade UK Government to reimburse to the Big Lottery Fund £425million that was top-sliced for the 2012 Olympic Games. According to the Industrial Communities Alliance, Lottery grants are not fairly or evenly distributed between areas and, in the last five years, communities in industrial Britain received only around 60 per cent of the national average award per head. The UK Cabinet Office is currently

consulting major stakeholders on the future policy direction of the Big Lottery Fund following publication of the Fund's new strategic priorities in 2015.

- 4.5 The Landfill Communities Fund, of which Halton-based projects have benefitted in recent years (see WREN grants table at Appendix 4 as an example), is steadily contracting due to the gradual closure of landfill sites and net reduction in fund value by UK Treasury. These funds have proven a valuable investment in local community amenities and infrastructure. Again, the RNTC Team will collaborate with internal and external partners to explore relevant alternative funding opportunities as they arise to help deliver local projects and initiatives.
- 4.6 It is unlikely that committed EU funds will be affected by the outcome of the EU-Referendum for the duration of their funding cycle. See Appendix 1 for an ESIF update. However, the likely long-term impact on wider external funding opportunities as a direct consequence of the Brexit decision will depend, in part, on how the UK economy responds to the withdrawal from the Union. To this extent it is too early to judge, but recent developments such as the downgrading of the UK's credit rating and temporary freezing of major corporate investment decisions, may inevitably have a knock-on effect on national and local economies. This, in turn, leads to less public money in circulation and a greater demand on external funding providers to support projects and activities that deliver socio-economic benefits.

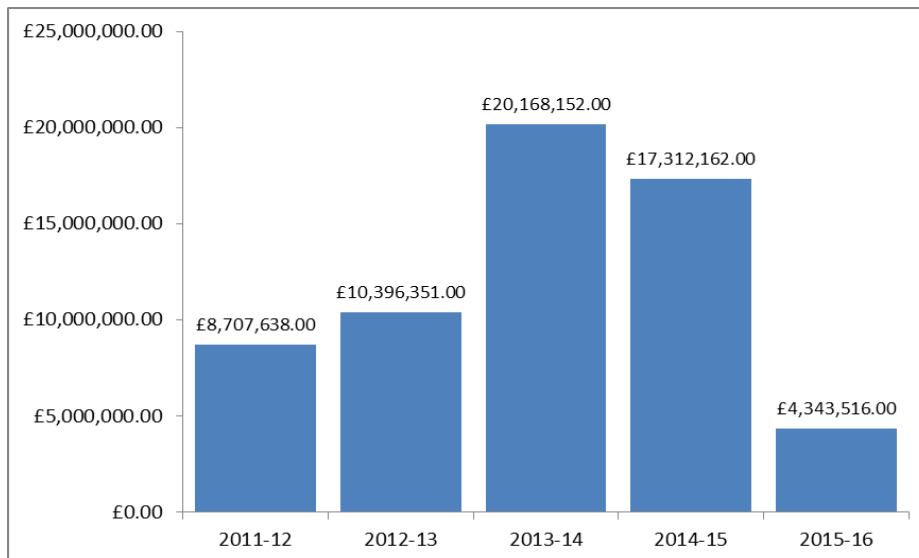
The RNTC Team will continue to monitor developments in close collaboration with regional partners and colleagues to respond early to any significant impact on future funding plans and aspirations for the Borough. At the present time there is no indication that key funding bodies have altered their grant priorities or cash available as a direct result of Brexit.

- 4.7 The funding environment remains vibrant with many opportunities from over 9000 UK-based funding bodies for the right projects to secure grant support. The RNTC Team will continue to collaborate with internal and external partners to explore relevant alternative funding opportunities as they arise to help deliver local projects and initiatives.

5.0 FUNDING DATA

5.1 Funding Secured

The graph below shows details of the funding secured by the RNTC Team between 2011 and 2016; in 2016/17 the Team has already secured funding of £5m and is in the process of supporting pipeline projects worth around £29m. N.B In order to avoid double counting, as far as possible, these figures do not include funding secured by other Council Divisions.



The total funding secured by the RNTC Team in the five year period was **£58,610,893**.

The amount secured was lower in 2015-16 than in previous years as funding from large-scale regeneration schemes did not come in in this year. There can be peaks and troughs in securing funding as schemes take time to come to fruition and application processes can be drawn out.

5.2 Cost of the RNTC Team versus funding secured

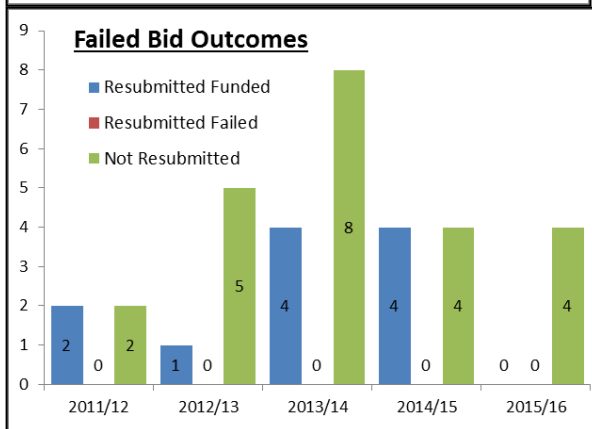
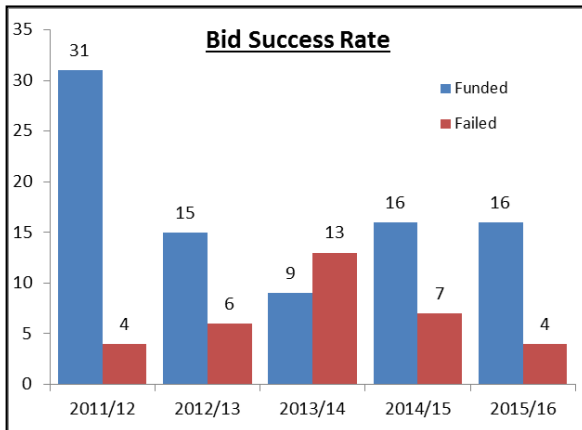
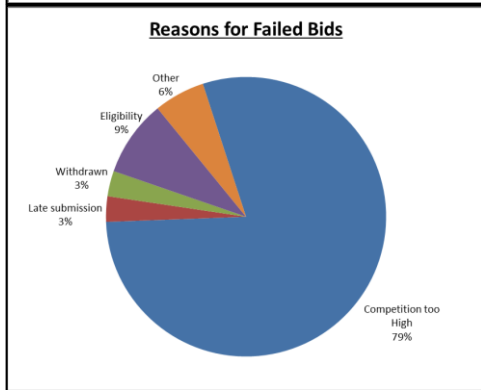
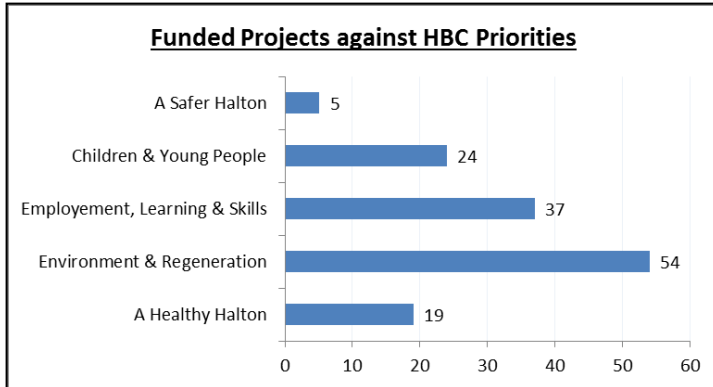
The table below shows the ratio between team costs and funding secured for the last five years.

Year	Income Generation/Team Cost
2011-12	£23.58:£1
2012-13	£34.10:£1
2013-14	£74.49:£1
2014-15	£63.04:£1
2015-16	£29.61:£1

Taking a five year average, for every **£1** spent on the team, **£44.59** of grant was secured in funding for the Borough.

5.3 Bid Success Rate

The charts below show bid success rates for 2011-2016, as well as details of unsuccessful bid rates and the reasons for these. 72% of bids submitted in the period 2011-16 were successful.



6.0 INFLUENCE OF EXTERNAL FUNDING ON THE COUNCIL BUDGET

Section 3.19 of the Council's 2016/17 Budget Report states 'The budget strategy is predicated on the Government continuing to withdraw considerable amounts of grant from the Council. To help offset this loss, support will be given to our partners and the voluntary sector to lever-in monies into the Borough'. There are a number of ways in which the securing of external funding can alleviate pressure on Halton Borough Council budgets, and in some cases directly substitute Council expenditure.

However, as shown in the last report, this is difficult to quantify comprehensively. A range of funded projects and activities combine to generate continuing external income into the Borough. Some recent examples of these were provided in the last report.

Furthermore, in recent weeks the External Funding Team has begun meeting with Senior Management Teams across the Council to explore new and improved ways for collaborative working to maximise the take-up of external funds. This includes a full understanding by all parties of the funds available, the corporate role and services provided by the Team and each Division's priority objectives and delivery areas where external funding could make a difference.

The Team is actively supporting a number of key organisations in the Borough, some of which deliver core services to residents, and this in turn means less pressure on Council budgets to fund these services. Examples of organisations currently being supported include: Nightstop Communities NW, Halton Disability Partnership, Halton Community Transport and Catalyst Science Discovery Centre.

We have, to date, met with Departmental Management Teams and had some productive conversations and started to identify and log team priorities so that these can be matched with potential funding streams; follow up meetings with either full Teams or individual colleagues have been booked in.

In addition, support in securing funding for large-scale regeneration schemes in conjunction with private sector partners, again alleviates the need to allocate Council funds (staff resources are sometimes allocated in lieu of cash) and allows HBC to be part of some high profile and exciting developments.

7.0 CONCLUSION

- The majority of the available external funds accessible to Halton are regularly monitored and procedures are in place within the External Funding Team to maximise knowledge and access to the most relevant funding streams. The Team regularly improve these procedures following liaison with colleagues and partners.

- Whilst it is acknowledged that there are many teams within the Council that bid for funding, having a dedicated External Funding Team, allows Halton to have a source of specialist knowledge that can be drawn on across the whole Council, as well as by external partners, for the greater good of the Borough.
- We should continue to liaise with Chief Officers and SMTs on the identification of priorities for funding support.

8.0 APPENDICES

1. European Structural and Investment Funds 2014-2020 Programme Update
2. Internal Enquiry Form
3. WREN funding table Halton
4. Key External Funding Streams

9.0 GLOSSARY

3MG	Mersey Multimodal Gateway
BIG	Business Improvement and Growth Team
ERDF	European Regional Development Fund
ESIF	European Structural and Investment Fund
LCR	Liverpool City Region
LEP	Local Enterprise Partnership
RGF	Regional Growth Fund
RNTC	Regeneration Non Town Centres Team
Third Sector	Part of an economy or society comprising non-governmental and non-profit-making organisations or associations, including charities, voluntary/community groups, etc.

10.0 APPENDICES

Appendix 1 - European Structural and Investment Funds 2014-2020 Programme Update

PURPOSE OF THE UPDATE

The purpose of this report is to provide an update on the European Structural and Investment Funds (ESIF) Programme 2014 to 2020.

The report sets out the context at a Liverpool City Region (LCR) level and also gives details on the funding bids Halton has been developing. Reference is made to future funding 'calls for bids'.

The ESIF Programme primarily covers the European Regional Development Fund (ERDF) and European Social Fund (ESF) grant schemes. The funds have been allocated notionally, with Liverpool City Region (LCR) receiving €221.9m (circa £185m). Halton as a 'More Developed' area will receive a notional allocation of £16.9m. LCR will also receive £22.2m from the Youth Employment Initiative Fund which aims to help young people aged 16 to 29 years find work and will be matched by an equal amount from the European Social Fund.

The LEP areas were originally identified as being the managing agents of the funds but due to the European Commission not recognising the LEPs status ESIF became a national programme with the Department for Communities and Local Government (DCLG) and the Department for Work and Pensions (DWP) now the Managing Authorities. The priorities for the England programme include:

- innovation and research and development;
- support for small and medium-sized businesses;
- low carbon;
- skills;
- employment and social inclusion.

March 2015 Calls:

A number of calls were published in March 2016 to which Halton responded to with City Region colleagues and were successful.

Under Priority Axis 3c 'SME Support' HBC are part of project along with a consortia of LCR Partners for an 'LCR Integrated Business Support' Project that will provide SME's with bespoke, intensive and specialist support and will link with the LCR Growth Hub. The Consortia made up of the LCR Local Authorities, Liverpool Vision, the LEP and St Helens and Liverpool Chambers of Commerce.

The total project is for £6m with a view of drawing down nearly £3m of ERDF. HBC are providing over £230k in match funding to deliver a three year project costing over £450k in total. Project delivery has commenced in Halton after a recruitment and procurement process was completed in March.

The project has already received enquiries from 33 businesses with 13 of those continuing to the 2nd stage of support for specialist advice.

Under Priority Axis 1 'Inclusive Labour Markets' of the European Social Fund HBC are part of a consortia made up of all six Local Authorities and Merseytravel. The 'Ways to Work' Project is an integrated careers information, advice and guidance service for young people & adults to progress to sustainable employment and develop skills. The project will also incorporate elements of the Youth Employment Gateway (YEG) project. Young people will also have access to intensive mentoring and be provided with paid employment placements.

The total project cost is £42m, with a view of drawing down nearly £30m of ESF and Youth Employment Initiative (YEI). HBC are providing £1.3m in match to deliver a three year project costing £3.3m in total. Project delivery commenced in Halton in January this year through the extension of the 'Youth Employment Gateway Project' which has now registered up to 57 local young people. Recruitment is currently being undertaken following a divisional restructure therefore the other elements of the project are due to commence in July.

August Calls:

DCLG also published further calls under Priority Axis 3 for the following:

- Place Marketing for Investment;
- Gap Funding Projects for new commercial facilities.

For the 'Place Marketing for Investment' call a full application was submitted in March. HBC are part of a consortium project with the LCR LEP as the lead applicant and the Combined Authority as the Accountable Body. The project will be to develop a modest supply chain\sector development initiative focused upon the AEM and pharma' sector. The Council will provide cash match up to the value of £25k each year, for a three year period. DCLG will let feedback the outcome of the 2nd stage bid sometime in June.

October Calls:

The Council are also part of a LCR wide consortium bid with VOLA who are the lead applicant for a Digital Inclusion Project through the Big Lottery Fund Building Better Opportunities call. BLF are an 'Opt In' provider of the European Social Fund who have recently released two calls; 'Digital Inclusion' and 'Financial Inclusion'. The total amount of funding available is £1.6m for Digital and £2.5m for Financial. The 1st stage application submitted by VOLA has been successful and we have been invited to submit a 2nd stage application by September. The Council will be working with VOLA and other partners over the next couple of months to put a quality bid together. If successful the project commencement would be January 2017.

The ESIF Committee:

- The LCR ESIF Committee meetings continue to take place, with Cllr Cargill attending as a representative of the Combined Authority.
- One of the roles of the ESIF Committee is to assess applications for Strategic fit. The respective Government Departments responsible for managing the programmes i.e., DCLG for ERDF and DWP for ESF, will provide a summary of the applications to the ESIF Committee, who will then have 5 days to provide feedback. This is significantly less input, time and information than had been originally envisaged and committed to by Government and is a real concern to partners.
- The ESIF Committee has been supported by relevant officers including Halton's OD for Economy, Enterprise & Property across the City Region to provide technical input and a perspective on strategic fit.

- This is due to the level and volume of the bids being received. Strategic fit must be based on the ESIF Strategy written by the LEP, which has been developed with strong references to the Strategic Growth Plan and a number of LCR wide Strategies, including the Innovation Plan, the Low Carbon Plan, the Super Port Plan, the emerging Enterprise Strategy, the Annual Employment and Skills Statement and associated Skills for Growth Agreements.

Appendix 2 - Internal Enquiry Form

Internal Project Enquiry Form		
Please ensure for each HBC project that requires support from the External Funding Team, that the points below have been given consideration. Complete each section as fully as possible and forward to the Team or email funding@halton.gov.uk		
1. Officer Name		
2. Job Title		
3. Department/Directorate		
4a. Telephone number		
4b. Email address		
5a. Project Name		
5b. What is the project or service for which funding is required?		
6a. Has the project been presented to senior management and been approved?		
6b. Please provide the date and meeting the project was/will be presented to.		
7. How much will it cost (if known)?		
8. What level of support is required from the External Funding Team? (Please mark yes or tick applicable boxes)	Identifying funding sources	
	Liaison with funding bodies	
	Identifying/facilitating a partnership	
	Drafting a bid	
	Proof-reading a bid	
9a. Is the activity already being delivered and if so, what is the added value of the potential funds?		
9b. How is it currently being funded?		
10a. Has funding been identified for this project? If so, please state the funding streams and if the eligibility criteria have been checked and the project is eligible?		
10b. Or, do you require a funding search to be undertaken?		
11a. If match funding is required has		

this been identified and applied for?	
11b. Please state if match funding has been confirmed or not?	
12a. Are the resources in place to deliver the project and to manage the external funding?	
12b. Have you considered the capacity of the Dept. or partner organisation to deliver the outputs required by the funding body?	
13. How does the project contribute to the objectives of the Corporate Plan and Sustainable Community Strategy?	
14. Which of the Halton's Strategic Priorities does the project meet and how? (Please mark yes or tick applicable boxes)	1. A Healthy Halton
	2. Halton's Urban Renewal
	3. Employment Learning & Skills in Halton
	4. Children & Young People in Halton
	5. A Safer Halton
15. Have you considered links to other council/partner initiatives and whether this activity could be linked to existing activity, and any partnerships developed?	
16. Which ward(s) will the project be delivered in?	
17. What is the timeframe for funding?	
If you have any queries about this form or wish to discuss a project, please contact the External Funding Team	

Appendix 3 – Key External Funding Streams include:

Regional Growth Fund	https://www.gov.uk/government/policies/regional-growth-fund
European Structural and Investment Funds 2014-2020 Programme (European Regional Development Fund & European Social Fund)	https://www.gov.uk/guidance/england-2014-to-2020-european-structural-and-investment-funds
Big Lottery Fund	https://www.biglotteryfund.org.uk/
Heritage Lottery Fund	https://www.hlf.org.uk/

Landfill Communities Funds include:

BIFFA	http://www.biffa-award.org/
WREN	http://www.wren.org.uk/

Viridor	http://www.viridor-credits.co.uk/
Veolia	http://www.veoliatrust.org/

Appendix 4 - WREN Table

Year	Project Title	Commitment
12/08/2015	Catalyst SDC - Boiler replacement	£47,400
12/08/2015	Mersey Gateway Environmental Trust - Beyond our Bridges	£190,110
29/07/2015	Widnes-Outdoor Gym Spike Island	£14,782
23/04/2015	Halton Norton Priory Museum	£3,300
23/04/2015	St Mary's Comm Centre Asbestos Removal	£50,000
08/12/2014	Victoria Park Glasshouses Project	£15,000
08/12/2014	Widnes RUFC Access For All Project	£25,000
11/08/2014	Widnes - Spike Island Lock Restoration	£50,000
15/04/2014	Hale - The Oglet Project	£50,000
15/04/2014	Halton Brook Holy Spirit Heating Upgrade	£22,407
15/04/2014	Runcorn - Palace Fields Community Park	£46,268
14/08/2013	Runcorn - Sanders Hey Playground	£46,613
14/08/2013	Runcorn Memorial Project	£21,104
27/02/2013	Preston Brook Village Hall Refurbishment	£49,996
27/02/2013	Widnes - Birchfield Community Gardens	£6,000
05/12/2012	Widnes Baptist Church Comm Rm Upgrade	£8,220
09/08/2012	Preston On The Hill - Methodist Church Refurbishment	£8,072
09/08/2012	Runcorn-Scout Hut Renovation	£25,409
01/03/2012	Runcorn-Trinity Church Kitchen Upgrade	£43,000
01/03/2012	Widnes-Catalyst SDC Upgrade	£50,000
01/03/2012	Widnes-St Marys Community Centre Heating Project	£9,152
24/11/2011	Runcorn Boys Club Building Improvement	£47,532
24/11/2011	Runcorn Grangeway Muga Floodlights	£27,928
24/11/2011	Runcorn Holy Trinity Church Keep Warm	£50,000
24/11/2011	Widnes-St Luke's Scout & Guide Hall Upgrade	£28,392
11/08/2011	Halebank Youth Club Improvements	£50,000
11/08/2011	Widnes The Hornets' Nest	£35,350
24/02/2011	Hale Youth Centre Upgrading	£49,731
16/12/2010	Widnes - Upton Green Playground	£3,000
16/12/2010	Widnes Cricket Club Disabled Facilities	£75,000
14/10/2010	Runcorn Hill Imaginative Play	£32,250
24/06/2010	Moore - 1st Moore Scout Hall Rewiring	£22,242
24/06/2010	Runcorn - Churchill Hall Refurbishment	£44,570
24/06/2010	Runcorn Halton Lodge Community Centre	£45,000
24/06/2010	Widnes Warth Nr - Saltmarsh Conservation	£34,478
18/03/2010	Halton Millennium Green Refurbishment	£19,106
Total		£1,346,412

REPORT TO: Corporate Policy Performance Board

DATE: 1 November 2016

REPORTING OFFICER: Strategic Director Enterprise, Community and Resources

PORTFOLIO: Physical Environment

SUBJECT: Property Services Update

WARD(S) All

1.0 PURPOSE OF THE REPORT

1.1 The purpose of this report is to provide an update to Members on initiatives and actions which 'Property Services' has delivered during the last 12 months. The report also identifies some future work priorities which, it is hoped will be of interest to Members.

2.0 RECOMMENDATION: That

- 1) **Members note the contents of the report; and**
- 2) **Members welcome the progress being made on a wide range of land and property related initiatives and actions.**

3.0 SUPPORTING INFORMATION

For the purposes of this report the term 'Property Services' comprises The Asset Management and Operations teams which sit within the Council's Economy Enterprise and Property Department (EEP). The Asset Management Team's primary focus is to manage the Council's land and property and strategic assets, but also supports the wider Council in bringing forward and implementing the borough's major physical development sites (including town centres, housing regeneration, watersides and brownfield land reclamation).

The Operations team is responsible for a number of areas of work but its main purpose is to ensure that the Council's accommodation is fit for purpose, and meets the needs and expectations of members, officers and the public.

It should be noted that the management of the Council's markets is overseen by the Regeneration (Town Centres) team which also sits within the EEP department.

A snapshot of the initiatives and actions that the respective teams have worked on and overseen during the last 12 months is set out below. It is worth mentioning

that the workforce has been reduced by approximately 30% during the last five years.

Property Operations

Norton Priory Museum

The Norton Priory Monastery to Museum 900 project was completed in August 2016. The project consisted of rebuilding and extending the existing museum, there now being new facilities including, the refurbished undercroft area, extensive exhibition space, education rooms, archive storage space in addition to office, café and welfare facilities. The project was completed in line with the original programme and budget and since it's opening has attracted positive reviews and large number of visitors in excess of expectations.

Runcorn Hill Park

The new pavilion café building has now reached final completion with the end of defects period being reached this summer. The pavilion has been a great success over the first 12 month period with the café facility attracting significant numbers. In addition to the main pavilion, the lakeside pavilion was completed and handed over to the model boat club, as was the bowls pavilion was to the bowlers. The other improvements to the lake and park area have now been completed, the overall result having a real positive impact on the facilities on offer in the park to the benefit of the local community.

Frank Myler Pavilion

The new Frank Myler Sports Pavilion has now also reached final completion with the end of defects period being reached with summer. The new pavilion's facilities include 10 separate changing rooms with showers, associated referees and disabled changing and shower rooms, together with office accommodation, social room, meeting room and associated kitchen facilities. Since the buildings completion additional improvement works have now been completed to the external pitch areas, hard standings and perimeter fencing.

Fairfield Primary

The upgrading of the infant facilities, (Phase 1 works), were completed in September 2016. Works to upgrade and extend the Junior facilities are currently on site and due for completion next spring following which phase 3, the all-weather pitch will be installed.

Police Station & Magistrates Court

Following agreement with Cheshire Police in respect of Halton acquiring the site, the demolition of the Police Station and Magistrates Court were completed in September 2016. The project was delayed slightly, this being due to the extensive amounts of asbestos that were found in the building which had to be carefully removed before the main demolition works could be undertaken. The project proceeded very smoothly with very little disruption to the surrounding area and the site is now ready for redevelopment in due course.

Hough Green Park

A feasibility study has recently been completed in respect of the proposed new

pavilion building in the park with provision for improved gardeners facilities, a public toilet and park room. We are currently in the process of preparing tender documentation with a view to going out to tender in due course, site works due to be undertaken during 2017.

Grangeway Court

The works to upgrade the residential accommodation at Grangeway Court have been completed this summer. 4 of the blocks have been fully refurbished and 1 partially refurbished, there now being a number of newly refurbished residential units of varying size available as short term emergency accommodation for families in need. The scheme has also allowed 3 of the blocks to be deemed surplus to requirements as such this has enabled us to create a developable site for disposal in due course, which will generate a capital receipt in the future.

Weston Primary

A project has been recently completed at Weston Primary to infill the existing external courtyard area to create an additional classroom to be used as a specialist IT facility.

Education maintenance programme

The Education maintenance programme for 2016/17 consists of 15 separate projects with an overall estimated value of £950k, which is similar to the past few years. Many of the projects were successfully completed during the school summer holidays, the remaining few will be completed in due course. The remaining projects from the 2015/16 programme were completed earlier in 2016. Over the past few years circa 12 to 15 separate projects have been undertaken each year on Education premises.

Carbon Emissions Reduction

Carbon emissions have fallen again, this being the 7th time in the last 8 years. The figures for 2015/16 show an overall decrease in emissions of 5.9% since 2014/15 and were 4.9% below the target for the year. The overall emissions of 19,874 tonnes is broken down into the following five categories:- School Buildings 7730t, Corporate buildings 5781t, Unmetered supply 4637t, Fleet Transport 1370t, Business Mileage 356t. There was a reduction in emissions across all areas other than fleet transport which saw a 15.7% increase. Street Lighting had the largest annual reduction in the amount of 12%. The target for 2016/17 has now been revised to 19,675 tonnes CO₂e.

Procurement of new term contracts

The Operations team, in conjunction with the procurement division, have successfully appointed contractors to deliver the main electrical, mechanical, and general building term contracts over the next 3 years following a lengthy procurement process. The 3 contractors, KDE, Sure and Link contracting have all settled in well and are all delivering a good quality level of service.

Accommodation Moves

The Operations team have delivered a number of accommodation moves over the past 12 months. 28 workstations were made available on the 1st floor of the Municipal Building by undertaking a number of moves, to accommodate the newly

formed integrated front door team alongside other front line service teams. More recently discussions have been ongoing with HM Courts & Tribunal Service in respect of accommodating 90 of their staff at 3rd floor level in Rutland House. Work is currently ongoing to facilitate this which consists of relocating Halton People into Jobs into the old Direct Link building in Runcorn Town Centre, and relocating some of the Children's Services teams onto the 1st floor. The move will ultimately generate circa £90k in annual income for the authority.

Delivery of R&M SLA to schools

The FM team have once again successfully delivered a property repairs and maintenance service to 45 Schools & Children's Centres across the borough looking after all their property maintenance needs.

Delivery of Markets Capital Programme

In December the Council's Executive Board approved a capital programme for the market which has resulted in some refurbishment work being undertaken this has included:

Indoor fanlight lighting, indoor market uplighters and bulkhead lighting now complete;

Outdoor market lighting 75% complete with some positive feedback received from traders,

CT meter replacement and indoor market stall lighting is on-going;

Re-roofing works were tendered in August, however no tenders were returned.

This work will be re-tendered in November with a view to starting on site Jan 2017 anticipated completion June 2017;

There are further plans to install photovoltaic panels, exterior works, a new market office and agile work areas. This work will follow once the re-roofing works have been completed.

General

In addition to the one off items mentioned above the operations team have overseen the general maintenance and property management of the Council corporate property portfolio consisting of circa 100 separate properties. Services have included the general maintenance of the buildings together with servicing of all the building's plant, the provision of condition surveys, asbestos surveys, fire risk assessment surveys, display energy certificates, statutory testing, caretaking and security and cleaning services. In delivering the above over the past 12 months 6071 orders have been raised and 12,372 invoices processed equating to an annual spend of circa £12.3m.

Property Services - Asset Management

The Asset Management Team has also focused on a wide range of projects during the last 12 months.

Disposals

Disposals over the last 12 months have yielded £9.67 million including:

1. Peel House Lane (Former Fairfield School Site)
2. Latham Avenue (Former Grange School Site)

3. Phase 2 Lakeside, Castlefields
4. Expressway Industrial Estate
5. John Briggs House
6. The Establishment

It is worth noting that the Capital Receipts Received during the period 2010 – 2016 are in excess of £24 million and have served to either support a number of capital schemes in the borough, or have been used to offset the Council's borrowing requirements.

Investment Portfolio

The Investment portfolio is healthy and demonstrates good occupation levels.

NAME	NO OF UNITS/PLOTS	NO. OCCUPIED	CURRENT OCCUPATION
Industrial estates and plots	8	6	88%
Commercial	28	27	94%
Leisure sites	18	16	88%
Ground Leases	142	142	100%
Other	69	69	100%
TOTAL	265	260	98%

Business Rates

The current period of valuation is coming to an end in March 2017. Savings made during 2010 – 2017 will be £1,027,189.

Asset / Insurance Valuations

The Council's asset valuations completed within agreed time frame and to the satisfaction of internal and external audit. This year's valuation programme will commence October 2016.

Sale of Industrial Estates

The Council is in the process of selling its Industrial Estates. The Purchasers currently undertaking surveys whilst legal are progressing the contracts.

Regeneration Projects

The team is engaged in supporting a wide range of regeneration schemes:

1. Former Crosville Site – Leases for Costa and Marstons are agreed and with the respective legal teams.
2. HBC Fields Phase 1 – The Ground breaking ceremony took place on Friday 7th October.
3. Picow Farm Road an application for outline Planning for housing has been submitted. If Planning permission is granted the team will proceed with the sale of the site.
4. Halton Sports / Murdishaw Ave – discussions are ongoing with Aldi,

with a planning application expected shortly.

5. A planning application has been submitted for new offices, laboratories and workshop for lease to LPW on Waterfront. Agreement for lease close to completion
6. Johnson's Lane – one plot has been sold, two are with legal and a third offer is under consideration

Future Priorities

There are a number of activities that the Asset Management Team will be supporting in conjunction with other services within the wider Economy, Enterprise and Property department:

- Accommodation Plan to be implemented to reduce the Council's estate, where appropriate to reduce expenditure and promote more efficient service delivery.
- Disposals – A review of surplus Council's assets as well as future opportunities will need to be considered.
- Continued working with regeneration colleagues on various projects:
 1. Bayer – preferred developer selected, the Development Agreement will need to be concluded and the developer can commence ground remediation
 2. HBC Fields – complete disposals to Alstom and dispose / develop remaining land
 3. Halton Lea Healthy New Town – support in site assembly associated with Masterplanning.
 4. One Public Estate – work to develop a funding bid
 5. Runcorn Old Town – consider options for next phases of development.
 6. Development of a whole site approach to the Kingsway Leisure Centre area
 7. Preparing for Business Rates Revaluations coming into force April 2017.

Markets

As mentioned above, the borough's markets are managed by the Council's Economy, Enterprise and Property Department. Members may be interested in a snapshot of recent activities that have been undertaken during the last 12 months.

Members are advised that many of the activities reflect decisions arising out of a report to the Council's Executive Board last December 2015. Executive Board Minute 84 refers. In summary, the Executive Board agreed a number of options regarding the future management and operation of the markets. A decision was taken to retain the management of the market 'in house'. The Executive also agreed to allocating capital funding for the updating of the markets internally and externally.

Widnes Market: Mystery Shopper

Halton Council previously commissioned a mystery shopper assessment for Widnes Market over the Christmas period 2014/2015. This was undertaken by an independent company called Storecheckers who have 25 years' experience of mystery shopping research and training and who have worked within numerous market settings.

All of the indoor stalls along with all three day regular traders from the outdoor market were surveyed by Storecheckers during February and March 2016.

The results from this years' exercise were excellent, with businesses within Widnes Market scoring 77.8% overall. This allowed for a highly successful press campaign to promote the market setting as a whole which was linked to the launch of Love Your Local Market fortnight 2016.

The overall average rating for the businesses included in the assignment was 77.8% - a slight improvement on last year's score.

Market Averages:

	2015	2016	% Change
Stall Appearance	97.0%	96.6%	-0.4
Staff Image	93.5%	94.6%	+0.9
Products and Pricing	90.4%	90.6%	+0.2
Town/ Market Knowledge	83.1%	87.3%	+4.2
Initial Contact	80.6%	82.2%	+1.6
Service	77.4%	67.7%	-9.7
Overall Impression	72.5%	75.5%	+2.3
Sales	65.6%	75.7%	+9.3
Average	77.4%	77.8%	+0.4

Love Your Local Market 2016 (LYLM)

The Love Your Local Market event took place during May over a fortnight period. Seven community organisations took part with six of these being located within the new public area within the Indoor Market. Two of these community organisations have since promoted their offer within the public area twice a month.

Seven new businesses took advantage of the two stalls for a tenner promotion which helps to encourage new businesses to start up in the market.

Public Area

Santander has used the public area to promote their business services available to market traders. Such services included business advice for small businesses and business start-up advice.

The Women's' Organisation has also used this area to promote training courses suitable for small businesses. Such courses include book keeping

Healthwatch Halton use the public area on a monthly basis to promote healthy living within the borough.

Halton Local Offer, Widnes Growing Together and Cheshire Fire and Rescue have booked to use this space also during the next couple of months.

Promotions Partnership – Riverside College

The market has a promotions partnership with Riverside College. Seven traders have reported that they are interested in taking part in the project which is enough to allow Riverside to work up a project for their business studies students based on their syllabus requirements.

The market has also liaised with traders to promote their businesses via a discount scheme. This will enable students to gain discount at certain stalls with the longer term aim being to increase the number of young people visiting the market.

Marketing and Promotions Coordination

Members are advised that there are two budgets for marketing and promotions at the markets. A small budget is derived from a monthly contribution or levy that each trader makes to support activities at the markets. Halton Borough Council also allocates funding from its central marketing budget to support activities.

Recently, the Operational Director has been meeting with traders to ensure that promotions activities are consistent with the expectations of traders, but at the same time, are effectively coordinated, realistic and deliverable.

Discussions have also focused on traders taking more of a lead on the development and delivery of promotions activities.

Furthermore, discussions have also considered the need to ensure that any promotions activity benefits the market as a whole, rather than individual traders. Traders should be commended for their positive input and as a result, with support from the Council, traders are organising the following events and activities:

Halloween activities;

Halton Haven Coffee Morning on 18th November;

Christmas Grotto;

Coach Parties to the Market;

Christmas Voucher Scheme

Media Coverage on Radio Merseyside

Christmas Lights and Decorations

Leaflet Drops

Advertisements in the local and regional press including trader 'a day in the life of'

features.

The success of these events will be properly evaluated and will determine whether these activities will be supported in the future.

The Council's Marketing and Promotions team is currently developing a programme which will complement these activities.

Market Arrears and Debt Management

Members asked the markets office to introduce a more proactive approach to reducing the level of rental arrears. This has resulted in traders being challenged much earlier if they get into debt and a speedier terminations process for non-payment of rent. For ex-traders the Council's legal team has rigorously pursued any outstanding debts.

In October 2015 rental arrears in the markets totalled £203,514. This was made up of £146,195 from ex traders and £57,319 from current traders. As at October 2016 the rental arrears in the market totalled £119,201. The arrears comprise £86,927 from ex traders and £32,276 with current traders

A total reduction of £84,313 has been achieved with a reduction of £59,268 from ex traders and £25,043 from current traders.

Whilst, it is pleasing to see a fall in the amount of arrears, this does have a bearing on the levels of occupancy in the market and this is considered in the section below.

Footfall Counters and Occupancy Rates

More accurate Footfall Counters have been introduced into the market. In the future, a monthly report will be produced. Data collected to date reveal the following:

- From 11th April 2016 – 29th September 2016, Widnes indoor Market had 1, 049, 330 visits.
- On average the monthly footfall rate is: Indoor: 162403 and outdoor 78489.
- In quarter 2 of 2016, the most visitors came during June for both the indoor and the outdoor market: 188 812 and 91862 respectively.
- In quarter 3 most visitors came in July 191661 visiting the indoor market and 87886 visitors to the outdoor market.
- A typical week in June and July shows that Wednesday and Saturdays were the most popular days for visitors to both the indoor and outdoor markets.
- The stall vacancy rates are usually higher during the winter months.
- The number of vacant stalls in 2016 has been higher than previous years with the exception of February and April.
- Footfall has fallen in general for the indoor market over the last two years.
- Footfall has fallen on flea market days over the last 2 years although there

have been individual weeks that have surpassed previous years.

- Occupancy rates are currently running at 79% from 82% on the previous year.

New Traders and Commodities Panel

To try to increase occupancy levels, the introduction of a 'new traders and commodities' panel has speeded up the decision-making process in regard to the consideration of new trader applications and requests for changes to commodities. Rather like a planning application, existing traders are consulted, but the final decision rests with a panel comprising a trader representative, the portfolio holder for physical environment, a markets officer and the Operational Director for Economy, Enterprise and Property.

A review of the protocols which govern the type and number of commodities and stalls selling similar goods is currently taking place. The review will consider whether there should be a limit on the number of stalls selling similar goods, or whether potential traders selling commodities in short-supply should be incentivised to move to the borough's markets.

Wi-Fi Connectivity

Unfortunately, progress on the introduction of Wi-Fi connections at Widnes market has been slow. Traders can now access WiFi but public accessibility has not yet been enabled.

4.0 POLICY IMPLICATIONS

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

5.0 OTHER/FINANCIAL IMPLICATIONS

5.1 There are no negative financial implications for the Council arising out of this report. Falling debts but increased vacancy rates should balance out. It is, therefore, expected that markets income for 17/18 will remain broadly in line with previous years, where the markets generate a small operating surplus.

6.0 IMPLICATIONS FOR THE COUNCIL'S PRIORITIES

6.1 Children & Young People in Halton

N/A

6.2 Employment, Learning & Skills in Halton

The markets allow potential entrepreneurs and fledgling businesses the

opportunity to set up in a supportive and low risk environment. We have been working with our Employment Learning and Skills team to promote training and employment opportunities through the building and maintenance contracts awarded.

6.3 A Healthy Halton

N/A

6.4 A Safer Halton

N/A

6.5 Halton's Urban Renewal

Markets contribute to supporting the respective town centres. It also encourages local residents to 'shop local'.

Other schemes outlined in the report serve to improve the physical environment of the borough.

7.0 RISK ANALYSIS

7.1 There is a risk that the Council does not see a return on its investment in the markets through increased footfall in the markets and wider town centres and an increase in traders paying rent.

8.0 EQUALITY AND DIVERSITY ISSUES

8.1 Access to the markets has improved to ensure that our markets remain accessible for all.

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

None.