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TRAFFORD COUNCIL

AGENDA PAPERS MARKED 'TO FOLLOW' (SECOND ISSUE *) FOR EXECUTIVE

Date: Tuesday, 3 December 2013

Time: 5.00 pm

Place: Council Chamber, Trafford Town Hall, Talbot Road, Stretford M32 0TH

A G E N D A	PART I	Pages
4.	MATTERS FROM COUNCIL OR OVERVIEW AND SCRUTINY COMMITTEES (IF ANY)	
	To consider any matters referred by the Council or by the Overview and Scrutiny Committees.	
	(b) Scrutiny Topic Group - Review of Environmental Enforcement (Pages 1 - 2) To receive feedback from the Scrutiny Topic Group on Environmental Enforcement Budget Proposals 2013/14.	1 - 2
6.	TRAFFORD LOCAL PLAN: LAND ALLOCATIONS - CONSULTATION DRAFT	
	To consider a report (ALREADY CIRCULATED) of the Executive Member for Economic Growth and Prosperity.	
	[PLEASE NOTE: Owing to the extent of the appendices and background papers connected to this report, they are subject to limited hard copy circulation. All papers have now been made available on the Council's website (* so Members were not included in the "First Issue" – website only – supplementary distribution). Hard copies are available for Members, on request if required, from the Strategic Planning team, x 4475.]	
7.	PROPOSED CHANGES TO STAFF TERMS AND CONDITIONS	3 - 28
	To consider a report of the Executive Member for Finance.	

8. **CAPITAL INVESTMENT PROGRAMME AND PRUDENTIAL INDICATORS 2014-17** 29 - 46

To consider a report of the Executive Member for Finance and Director of Finance.

11. **TRAFFORD DEMENTIA KITEMARK** 47 - 52

To consider a report of the Executive Member for Adult Social Services.

12. **TRAFFORD ASSIST - SIX MONTH UPDATE** 53 - 62

To consider a report of the Executive Member for Community Health and Wellbeing.

THERESA GRANT
Chief Executive

COUNCILLOR MATTHEW COLLEDGE
Leader of the Council

Membership of the Committee

Councillors M. Colledge (Chairman), S. Anstee (Vice-Chairman), Dr. K. Barclay, Miss L. Blackburn, M. Cornes, J. Coupe, M. Hyman, A. Mitchell, A. Williams and M. Young.

Further Information

For help, advice and information about this meeting please contact:

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This agenda was issued on **Tuesday 26th November 2013** by the Legal and Democratic Services Section, Trafford Council, Trafford Town Hall; Talbot Road, Stretford, Manchester, M32 0TH

Agenda Item 4b

Cllr Alan Mitchell

Executive Member

Highways and Environment.

Cllr John Reilly

Chairman, Scrutiny Topic Group B.

24th November 2013.

Re : Executive Decision E/24.06.13/9. Environment Enforcement Team.

Dear Alan,

At the Special meeting of Scrutiny Committee on 17th July following the Call-In of the above Executive decision, it was suggested and agreed that the Call-In would not be determined, and the decision not implemented, pending a further Scrutiny review. It was agreed that I would convene and chair a Scrutiny Topic group to undertake this work, and the group were requested to bring forward suggestions to inform the Executive's subsequent reconsideration of the decision.

As there are clear "paper trails" throughout the process I will cross reference with previous correspondence and agenda papers for future meetings where possible.

The group met on a number of occasions between August and September to gather information from you, senior officers and members of the current enforcement team.

On 3rd October a final meeting was held and a series of queries and requests for clarification were referred formally to you on 7th October. The responses provided to these questions are noted in Appendix 1 of the agenda papers for the Executive meeting to be held on 3rd December 2013.

Notwithstanding the fullness of the responses received, which I understand from correspondence/conversations with fellow committee Members largely satisfy the reasons for the original Call-In, there remained areas of concern (beyond the reasons for Call-In) which relate to issues raised throughout the topic group meetings. In this regard it is pleasing to note that these concerns are specifically acknowledged within the Executive report (agenda item 5 – Exec' papers 3rd Dec – Pg26 – 4.3).

Three key areas of particular interest centred on;

a/ Consultation with partner organisations.

To date, there appears no evidence to support the involvement of, or willingness of outside organisations/agencies or community groups to support this project, and yet who are pivotal to the delivery of the proposals.

b/ The absence of a new Environmental Strategy.

The implications of the fact that the Environmental Strategy is not yet available cannot be overstated. 5.9 – Pg28 – Executive agenda – 3rd December states “will secure the Councils objectives as defined in the Environment Strategy”. It is generally felt that there exists no clearly documented route to what our objectives, in deliverable terms, are.

c/ The doubt that only one remaining Enforcement Officer will be sufficient to fulfil the objective of educating partners in enforcement activities whilst maintaining an effective service.

Whilst the retention of a further 1FTE is both acknowledged and welcome, our initial concerns (stated in point 3 of my correspondence 7th Oct) with regard to training arrangements etc, during the transitional period should again be noted.

In summary, whilst I believe a general consensus of opinion existed between topic group members that the change in approach and emphasis could, in the fullness of time be advantageous, there does remain concern with regard to timing and staffing levels.

Regards

John.

Cllr. J. Reilly.

TRAFFORD COUNCIL

Report to: Executive
Date: 3rd December 2013
Report for: Decision
Report of: Deputy Leader of the Council

Report Title

Proposed Changes to Staff Terms and Conditions

Summary

This report provides an update on the outcome of the statutory consultation that has taken place in relation to proposed changes to staff terms and conditions. It also sets out a proposed position going forward, taking into account the feedback received from staff and trade unions.

The key change to the formal package of proposals is the removal of the SCP 28 cut-off point in relation to the Critical Car User Scheme.

The revised package of proposals set out in this report for Members' consideration is:

- **Withdrawal of the Essential Car User Scheme for all staff and introduction of a Critical Car User Scheme, with a revised assessment criteria and reduced lump sum allowance of £423 per annum;**
- **Introduction of a uniform mileage rate based on the HMRC rate (currently 45p per mile);**
- **Reduction in the sick pay scheme to a maximum of 3 months full pay and 3 months half pay;**
- **Introduction of a mandatory 3 days unpaid leave for a temporary period of 2 years;**
- **Introduction of a Trafford "Living Wage" of £7.20 for the lowest paid staff;**
- **Reduction in the rate of pay for non-contractual overtime to plain time;**
- **Removal of the relocation allowance for enforced moves within the borough (Appendix E payments)**

The indicative level of savings on the Council's revenue budget from the revised package of proposals is in the region of £1.9m.

The report also sets out a process and timeline for achieving the change to staff terms and conditions.

Recommendations

That the feedback from the formal consultation process is noted;

That the Executive notes the decision of the Employment Committee in adopting a revised package of changes to staff terms and conditions approved for implementation with effect from 1st April 2014 and notes the financial implications of implementing that decision..

Contact person for access to background papers and further information:

Name: Joanne Hyde
Extension: 1586

Background Papers: Report to the Executive (23rd September 2013)
Formal Proposed Changes to Staff Terms and Conditions
Full Staff Feedback on Formal Proposals

Relationship to Policy Framework/Corporate Priorities	These proposals align with the council's Corporate Priorities in respect to 'Low Council Tax and Value for Money' and 'Reshaping Trafford Council'.
Financial	The staff terms and conditions proposals aim to achieve savings in the region of £1.9m to support the 2014/15 budget. The draft budget recently agreed by the Executive included a sum of £1.96m in savings from revised terms and conditions; the additional cost will have to be factored into the final budget proposals that the Council will agree in February 2014.
Legal Implications:	The implementation process will be fully compliant with employment legislation.
Equality/Diversity Implications	An Equality Impact Assessment is being undertaken in line with the Equality Framework.
Sustainability Implications	None
Staffing/E-Government/Asset Management Implications	The implementation process may impact upon staff morale and employee engagement.
Risk Management Implications	There are employment risks associated with these proposals. These relate to potential industrial action and ultimately a failure to accept the proposals, which would disrupt services; there is also a risk of litigation in relation to claims for unfair dismissal and breach of contract.
Health & Wellbeing Implications	As above, the proposals may impact on staff health and wellbeing; support is available via existing health management procedures.

Health and Safety Implications	None
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1. BACKGROUND

- 1.1 In October 2012, as part of the budget consultation process, the Council began early engagement with staff and trade unions about potential changes to staff terms and conditions.
- 1.2 This early engagement involved sharing ideas with the workforce and recognised trade unions about changes to terms and conditions which might realise significant savings and thus mitigate potential job losses going forward. These ideas were subsequently developed into a package of draft proposals, which were subject to a period of informal consultation.
- 1.3 A final package of proposals was put to the workforce and the trade unions on 3rd October 2013, when the Council issued a S.188 notice. This marked the commencement of a statutory 45 day consultation period which ended on 17th November 2013.
- 1.4 The 12 month period of engagement with staff and trade unions was a dynamic process with regular interaction to inform the development of proposals. In addition, there was continuous engagement with the Corporate Management Team, Employment Committee and the Executive, who received regular reports throughout the various stages of consultation.
- 1.5 This report provides a summary of the feedback received during the period of formal consultation and sets out a final proposal and implementation strategy for changes to staff terms and conditions, which are recommended for approval.

2. FORMAL CONSULTATION

- 2.1 On 3rd October 2013, the Council issued a S.188 notice to the recognised trade unions. This notice marked the commencement of a statutory 45 day consultation period on the following proposed changes to staff terms and conditions:
 - Withdrawal of the Essential Car User Scheme for all staff and introduction of a Critical Car User Scheme, with a revised assessment criteria and reduced lump sum allowance, applicable only to those staff at SCP28 and below;
 - Introduction of a uniform mileage rate based on the HMRC rate (currently 45p per mile);
 - Reduction in the sick pay scheme to a maximum of 3 months full pay and 3 months half pay

- Introduction of a mandatory 3 days unpaid leave;
- Introduction of a Trafford “Living Wage” of £7.20 for the lowest paid staff
- Reduction in the rate of pay for non-contractual overtime to plain time
- Removal of the relocation allowance for enforced moves within the borough (Appendix E payments)

2.2 The framework for the statutory period of consultation mirrored that which had been adopted for the previous consultation processes which had taken place in December 2012 and June 2013. The formal process included a series of 11 staff information sessions, led by a Corporate Director, a member of the HR Leadership Team and an Elected Member. As in the preceding consultation exercises, these sessions were very well attended and generated lively discussion and feedback from the workforce. In addition, dedicated intranet pages were developed, direct mailshots were sent out to all staff (including absent staff) and formal weekly meetings were undertaken with the trade unions.

2.3 In order to gauge the general feeling from the workforce, a staff survey was also undertaken. The purpose of the survey was to assess whether or not staff would be willing to accept the proposals on a voluntary basis, should the Council be unable to secure a collective agreement with the recognised trade unions.

2.4 The period of formal consultation concluded on 17th November 2013 and a significant amount of feedback was once again received from staff and the trade unions. A copy of the formal trade union feedback received from Unison can be seen at Appendix 1; GMB have indicated that the formal issues raised by Unison were of a similar concern to them. A summary of the staff feedback is at Appendix 2.

2.5 Trade Union Feedback

2.5.1 In summary, trade union colleagues were clear that they would not be able to sign up to the package of proposals as a whole as they represented an erosion of staff benefits in relation to national terms and conditions.

2.5.2 There was a particular strength of feeling from the trade unions about the changes relating to car users and whilst they welcomed the Council’s shift to introduce a Critical Car User Scheme, they were particularly dissatisfied with the proposed cut-off point of SCP28, which they considered to be arbitrary; they were also dissatisfied with the 50% reduction in the value of the proposed CCU allowance and in addition, it was their view that the introduction of a uniform HMRC mileage rate represented a pay cut for casual car users. Their stance was that there should be no changes made in relation to car users and that the status quo should remain.

- 2.5.3 There was also a particular strength of feeling from the trade unions about the reduction in the sick pay scheme; their concern was that this proposal represents an erosion of a nationally agreed condition of service, which they cannot support. The trade union stance was that this national condition of service should remain.
- 2.5.4 In terms of the 3 days' mandatory unpaid leave, the view of the trade unions was that this also represented a pay cut and would not be workable in some service areas such as school catering, which they believed should be exempt. It was their view that the savings should be achieved through a voluntary unpaid leave system rather than a mandatory system.
- 2.5.5 The trade unions welcomed the Council's proposal in relation to the introduction of a Trafford Living Wage, however, they had a particular view that it should not be conditional upon the introduction of the other proposals; rather, it should sit as a standalone proposal. It was also the trade union view that the Council should enforce a Trafford Living Wage in all future contract specifications.
- 2.5.6 In terms of a reduction in the rate of pay for overtime, it was the trade union view that the use of overtime should be reviewed and that the Council should either employ additional staff or offer existing staff additional hours; in the interim, it was their view that the rate of pay should remain the same. In so far as the relocation allowance goes, the trade union view was that to remove it would be a breach of contract and that again, the allowance should remain.
- 2.5.7 In summary, the trade unions stated that they could not agree with the proposals although they offered no alternative solutions. They added, however, that they remained committed to the consultation process.
- 2.5.8 The trade unions also explained that subject to the Council's final position in relation to proposed changes to staff terms and conditions, it was their intention to undertake an indicative ballot of the workforce to gauge whether or not staff would be willing to consider industrial action or "action short of strike".

2.6 Staff Feedback

- 2.6.1 In terms of staff feedback, this generally reflected the position of the trade unions, with the changes relating to car users receiving the greatest volume and strength of feedback.
- 2.6.2 Reflecting the trade union stance, whilst staff welcomed the introduction of a Critical Car User Scheme, they were dissatisfied with what they perceived to be an arbitrary cut-off point at SCP28. This strength of feeling came from across the workforce, at all levels, from managers to front line workers. The

general view was that there should not be a cut-off point and that all relevant staff should be assessed against the new CCU criteria, irrespective of their salary level.

- 2.6.3 In relation to the proposed changes to the sick pay scheme, the strength of feeling from staff during the period of formal consultation was greater than on previous occasions and the general feeling was that it was a severe measure to take and was disproportionate in relation to the savings that would be achieved; the preferred option would be for managers to take a more consistent and robust approach to managing absence.
- 2.6.4 In terms of the proposal to introduce a mandatory 3 days' unpaid leave, the general feedback from staff remained as it had done in the previous consultation exercises; comments received included concerns that due to work pressures, staff were not always able to take their current contractual leave entitlement and that these additional days would just increase stress levels and seriously affect service delivery. There was also a concern about how some services would manage operationally and that some may need to backfill with agency or overtime leading to an additional cost, which could result in them not being competitive. Staff also felt that it would be better if the unpaid leave could be introduced on an entirely voluntary basis, rather than mandatory. Conversely, there were some positive views expressed about this proposal and a number of staff expressed that they would welcome the proposal, in particular the proposal for additional voluntary unpaid leave of up to 7 days in addition to the mandatory days.
- 2.6.5 In terms of the proposals relating to the introduction of a Trafford Living Wage, the reduction in non-contractual overtime payments to plain time and the proposal to withdraw the relocation allowance, there was little strength of opposition and staff were generally supportive of these proposals being taken forward. The limited concern related mainly to a concern that services that had been reliant upon non-contractual overtime would struggle to deliver core services as staff would not do the work for plain time and some staff also felt that the relocation allowance should be phased out rather than fully withdrawn.
- 2.6.6 With regard to the feedback received from the staff survey, a total of 1086 employees responded, representing 38% of the workforce. Of those that responded 74% (802) stated that they would be willing to sign up to the proposals on a voluntary basis and 26% (284) stated that they would not be willing to sign up to the proposals.

3. PROPOSED REVISED PACKAGE OF PROPOSED CHANGES TO TERMS AND CONDITIONS

3.1 Taking into account the detailed staff and trade union feedback and also taking into account the outcome of the staff survey, a review of the package of proposals has been undertaken; this review has included a reassessment of projected savings.

3.2 Further to this review, a revised package of proposals has been developed; it is recommended that these proposals represent the Council's final position in terms of a revised package of changes to terms and conditions. Details of these proposals are set out below.

3.3 Car User Allowances

3.3.1 It is recommended that the proposal to withdraw the Essential Car User (ECU) Scheme remains and that this scheme is replaced by a Critical Car User (CCU) Scheme, with robust assessment criteria, as set out in Appendix 3. Given the strength of feeling from the formal consultation feedback, however, it is recommended that the proposal of a cut-off point at SCP28 should not be adopted and that all existing ECUs remain eligible for assessment under the new CCU Scheme. The removal of a cut-off point will mean that the pool of staff eligible to be assessed for a CCU allowance will increase, which will ultimately mean that the number of staff who will meet the criteria for receiving the allowance will increase.

3.3.2 With reference to the value of the new allowance and in order to maintain a sufficient level of saving, it is recommended that the value remains as in the original proposal, i.e. it is reduced from its current value of £846 per annum, to a new value of £423 per annum. For clarity:

- only staff who are currently designated as ECUs will be eligible to be assessed against the CCU criteria;
- no new users will be eligible for assessment under the CCU Scheme;
- once the CCU pool is identified, that pool will be frozen;
- any new recruits will be employed on contracts which specifically require them to have access to a suitable vehicle in order to fulfil their contractual duties, without the lump sum recompense.

3.3.3 Whilst definitive numbers and savings cannot be confirmed until the CCU assessment process is complete, it is estimated that this revised approach will significantly reduce the number of staff eligible to receive the allowance.

- 3.3.4 In terms of the formal proposal to shift the car mileage rate to a uniform rate, based upon the HMRC rate (currently 45p per mile), the conclusion is that this remains a sound proposal, which will not only realise savings but will also simplify financial systems with respect to annual tax returns. In practice, this means that the current ECU mileage rate would increase from 40.9p per mile to 45p per mile but that the Casual Car User mileage rate would reduce from 52.2p per mile to 45p per mile.
- 3.3.5 In addition, it is recommended that the proposal to undertake a general review of car journeys across all service areas should remain, with a view to reducing these by an estimated 10% over the next 12 months. This review will specifically focus on challenging the requirement to travel to external meetings and will promote the use of the Council's investment in technology, making practices such as conference calls and video conferencing the norm, rather than the exception.
- 3.3.5 It is estimated that proposals relating to car allowance and mileage rates will equate to savings in the region of £400k.

3.4 Reduction in the Sick Pay Scheme

- 3.4.1 The sick pay scheme is based on the National Joint Council (NJC) scheme and gives an entitlement to sick pay on a sliding scale, based on length of service. The maximum entitlement once an employee has completed 5 years of Local Authority service is 6 months full pay, and then 6 months half pay. The entitlements are detailed in the table below:

During 1 st year of service	1 month's full pay and (after completing 4 months service) 2 months half pay
During 2nd year of service	2 months full pay and 2 months half pay
During 3rd year of service	4 months full pay and 4 months half pay
During 4 th /5th year of service	5 months full pay and 5 months half pay
After 5 years of service	6 months full pay and 6 months half pay

- 3.4.2 For the year ending June 2013, the Council paid out in the region of £1.4m in sick pay. In addition to the spend on actual sick pay, there is also a cost to cover absent staff in terms of overtime and agency spend as well as the indirect cost of low staff morale for those colleagues who have to sustain service delivery.
- 3.4.3 The proposal was for the sick pay scheme to be reduced to a maximum of 3 months' full pay and 3 months' half pay, subject to continuous service.
- 3.4.4 Whilst the trade unions have continuously argued against a change to the sick pay scheme, as set out in paragraph 2.5.3, this stance was echoed by staff

during the formal consultation period and their strength of feeling was much greater than had been seen previously. Whilst this strength of feeling cannot be overlooked, it has had to be carefully balanced against the potential savings achievable. These savings have been estimated as being in the region of £250k.

- 3.4.5 The recommendation therefore is that this proposal remains and that staff receive an entitlement to sick pay on a sliding scale based on length of service, as set out in the table below:

During 1 st year of service	1 month's full pay and (after completing 4 months of service) 2 month's half pay
During 2 nd year of service	2 month's full pay and 2 month's half pay
After 2 years of service	3 month's full pay and 3 month's half pay

- 3.4.6 In terms of recognising the staff and trade union concern that this proposal will have a significant impact on vulnerable employees, the provision to extend the payment of sick pay beyond the contractual entitlement in exceptional circumstances will remain and it is recommended that requests are submitted for consideration and sign-off by the Chief Executive, in consultation with the Directors of Finance and HR. This will ensure that there is consistency of application across the organisation.

- 3.4.7 In addition, it is recommended that in order to provide all staff with a fair starting point on 1st April 2014, that they receive a fresh occupational sick pay entitlement, based upon their continuous service. Therefore, any occupational sick pay that has been paid out prior to this date will not be taken into account for any new periods of absence. It should be noted that this arrangement is only in relation to sickness payments and does not mean that periods of absences will be excluded for managing attendance purposes. In addition, this arrangement exempts statutory sick pay, which can only be paid out for a maximum of 28 weeks. Arrangements in relation to staff who are absent due to sickness at the point the new sick pay scheme is introduced will be considered further, should these proposals be agreed.

- 3.4.8 In terms of the health and well-being of the workforce, the Council will remain committed to ensuring that all employees have access to support services such as Occupational Health, Counselling, Physiotherapy as well as preferential rates for Private Health Insurance via General and Medical which will support those staff who may require extra support during periods of long-term absence.

3.5 Mandatory 3 days' unpaid leave

- 3.5.1 Under the formal consultation process, the proposal was that all staff would be required to take a period of 3 days' mandatory unpaid leave and that this would be reviewed at the end of a 2 year period. Furthermore, there was a

voluntary option for staff to take a further 7 days unpaid leave, should they wish to apply for it. Whilst there was a high level of feedback on this proposal, the feedback was mixed and some staff welcomed the idea of being able to take additional time off, even if this was unpaid.

3.5.3 Given the significant savings associated with this proposal and the fact that it is a temporary measure, to be reviewed in 2 years' time, it is recommended that this proposal is taken forward.

3.5.4 As part of the consultation, however, a commitment was given to assessing exemptions from the 3 days' mandatory leave. This assessment is currently being undertaken by the Corporate Management Team and to date, the following job categories have been agreed as being exempt:

- Catering, Cleaning, School Crossing Patrol staff and Passenger Transport Assistants, employed within the Operational Services for Education Service;

These exemptions will be reviewed on an annual basis at the beginning of each financial year.

3.5.5 Given that these exemptions are in service areas which trade on a recovery basis, there will be no resultant impact on the revenue budget and savings will remain as originally estimated at £574k.

3.6 Introduction of a "Trafford Living Wage"

3.6.1 The commitment throughout consultation has always been to increase the hourly rate of pay for the lowest paid workers to a Trafford Living Wage of £7.20 per hour. This proposal has been positively welcomed and is therefore recommended for implementation.

3.6.2 Furthermore, the recommendation is that the Council will encourage contractors and education establishments in the borough to adopt a Trafford Living Wage with respect to their workforce.

3.6.2 For clarity, the Trafford Living Wage will be established as a set hourly rate and will thus not affect the Council's pay and grading structure. In order to ensure that this minimum hourly rate is maintained, staff will not be subject to the period of 3 days' mandatory leave, until such time as they reach SCP10 or above.

3.7 Reduction in the rate of pay for non-contractual overtime

3.7.1 In 2012/13, the Council paid out almost £1.5m in non-contractual overtime. Given the limited negative feedback on this option from staff and trade unions

it is recommended that this proposal remains and that all non-contractual overtime is paid at plain time rate.

3.7.2 It is estimated that this proposal will achieve savings in the region of £160k.

3.8 Removal of Relocation Allowance

3.8.1 In 2012/13, 146 employees claimed this allowance, totalling £68k for the year. The average claim was £50 per month.

3.8.2 Given the limited negative feedback on this proposal and the fact that staff generally felt that employees working for Trafford Borough Council should be expected to work at any location in the borough, without being paid an additional allowance, it is recommended that this proposal is also taken forward and the allowance is fully withdrawn from 1st April 2014.

3.9 Overtime and Agency Spend

3.9.1 Throughout the consultation process, there has been an overall commitment to reducing the significant Council spend on overtime and agency use. This work has been ongoing as part of the service review process and a fundamental assessment of working practices. This work will continue as we move towards the development of the new operating model.

3.9.2 It is estimated that this will realise savings of £500k.

4. REDUCTION IN ESTIMATED SAVINGS

4.1 The savings assigned to changes to staff terms and conditions was estimated as £2m.

4.2 Following the formal consultation process and the review of proposals, it is estimated that these savings will now be in the region of £1.9m.

5. PROCESS AND TIMELINE

5.1 The proposals remain a complete package of proposals and not standalone options. Given that they include a potential to change Part 2 terms and conditions and the trade unions have already indicated that they will not be able to sign up to them, it is likely that the Council will need to seek agreement to vary terms and conditions with staff at an individual level.

5.2 Given the final proposals have taken into account a number of the concerns raised by staff and trade unions, it has been suggested to the trade unions that a partial collective/local agreement should be possible. This is currently under consideration.

- 5.3 However, if a collective or individual agreement cannot be reached, then there will be a requirement to terminate and re-engage the workforce.
- 5.4 An indicative timeline for achieving the change and realising the associated benefits is set out below:

DATE	ACTION
2 nd December 2013	Employment Committee
3 rd December 2013	Executive Committee
4 th December 2013	Issue letters to all staff seeking individual agreement to change terms and conditions on a voluntary basis
6 th January 2014	Commence 12 week termination and reengagement process for those staff who have not voluntarily agreed to change their terms and conditions and continue to seek voluntary agreement to changes throughout the notice period
1 st April 2014	Implement revised terms and conditions

- 5.5 Given that the period of voluntary sign-up will take place in part, over the Christmas period, it is proposed to write to all staff to seek voluntary agreement to the changes immediately following the Executive on 3rd December 2013. The purpose of this is to allow staff maximum time to consider the revised proposals and respond to the letter in order to mitigate the number of termination and re-engagement letters that may need to be issued in the New Year. No formal action will be taken in relation to the sign-up process, however, until such time as any relevant call-in period has passed.
- 5.6 For clarity, no letters of termination and re-engagement will be issued before 6th January 2014 and all efforts will be made to ensure that voluntary sign-up is promoted across the workforce prior to this date. Should it be necessary to issue termination and re-engagement letters, then all efforts will be made to engage with the workforce during the 12 week notice period to try and achieve voluntary sign-up in order to mitigate the number of dismissals
- 5.7 The decision in relation to proposed changes to staff terms and conditions will be made by the Employment Committee on 2nd December 2013. This will be followed by an Executive decision on the financial impact on the budget on 3rd December 2013.

Finance Officer Clearance (type in initials).....ID.....

Legal Officer Clearance (type in initials).....mj.....



CORPORATE DIRECTOR'S SIGNATURE (electronic).....

To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.

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Our ref: NL/JH

Your ref:

When telephoning
please ask for:

12th November 2013

Mrs J. Hyde
Director of Human Resources
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*Please note that calls may be
recorded for security / training
purposes.*

Dear Mrs Hyde

Re: Proposed changes to Terms and Conditions of Staff

I refer to your letter dated 3 October 2013 in respect of the consultation process indicating a possible dismissal arising from the implementation of changes to terms and conditions.

UNISON has carefully considered the proposals and discussed these with our members. It will come as no surprise that our members are both disappointed and sceptical at some of the proposed changes and see this as an attempt by the Authority at driving down terms and conditions of service.

i) **Essential Car User scheme and related allowances**

The purpose of this allowance is to recompense employees for regularly using their cars for work purposes.

The proposal to pay a reduced figure of 50% as a "Critical Care Allowance" to certain employees is effectively a pay cut to those employees who the council still believes should have access to a vehicle and who may have purchased a vehicle for that very purpose. For some employees it will no longer make economic sense to own a vehicle which would have implications on how they carry out their job and in some cases would cost the authority more in increased travel time and/or alternative modes of transportation.

The decision not to designate anyone as a Critical Car User if they earn over SCP 28 has not been properly explained. UNISON believes that if a business case shows that an employee needs access to a vehicle, it's irrelevant what the grade of their post is. UNISON does not wish to see a situation where an employee on SCP 28 gets promoted to SCP 29, only to find they lose their Critical Car Allowance.

UNISON therefore proposes that the existing Essential Car User allowance be retained at the national rate for those staff that the Authority deems needs access to a vehicle to undertake their duties.

ii) **Car User Mileage rates**

Over the last few years there has been an escalation of fuel and insurance costs. The rates are therefore up-rated by the NJC yearly to reflect such increases. However, HMRC rates are not up-rated yearly and although there was a modest increase from .40 to .45 pence a few years ago, this was the first increase in the HMRC rate for over 10 years.



Fuel costs in particular are expected to increase year by year, with the result that employees will be even worse off as time goes by. Any decrease in the existing mileage rate would affectively be a pay cut for those employees who use their cars on council business. For some employees it will no longer make economic sense to own a car which would have implications on how they carry out their job. In some cases it would cost the authority more in increased travel time and/or alternative modes of transportation.

iii) **Sick Pay Provision**

The national provision in Local Government and other public sector organisations is for up to 6 months full pay and 6 months half pay. The Council claim to have consulted all employees on its proposals to reduce this to 3 months full pay and 3 months half pay. The majority of employees will not have been off for more than 3 months and probably never expect to be, so it is hardly surprising that the Council suggest they appear to “support” this proposal. However, UNISON has evidence that the very people it currently affects i.e. those staff on long term sick, were not consulted, despite claims by the Authority that they were contacted while off sick.

The Authority claims that approximately 60 employees would be affected by its proposals and would save them in the region of £250,000 per annum. According to the information provided at the consultation meeting on 8th November the reasons for sickness include potential terminal illnesses (10), stress related conditions (13), Injury/Fractures (6), some of which may have been the result of a vehicle or other third party accidents.

The Authority has confirmed that Industrial Injuries are exempt from the savings identified, although employees who suffer workplace accidents in the future will no doubt have their sick pay entitlement reduced as well. However, reducing sick pay for accidents in the workplace will only lead to increased personal injury claims, so it’s doubtful whether there would be any overall saving. Similarly, for a vehicle or other third party accident the council is able to reclaim from insurance companies payments of sick pay, so in these cases there would be no saving.

Employees on long term sick are at their most vulnerable and the current sick pay scheme allows them the comfort of knowing that despite being severely ill, they will be continue to be paid until i) they return to work, ii) retire on the grounds of ill health or iii) pass away.

UNISON therefore does not believe that the full savings identified by the council will be achieved and that given the vulnerable status of those employees on long term sick, no variation be made to the national conditions.

iv) **Unpaid Leave Provision**

Requiring employees to take three days unpaid leave is effectively a pay cut at the very time council employees are suffering a financial loss due to a pay freeze over the last three years.

There are some areas where forcing employees to take three days unpaid leave would be unworkable, such as in school kitchens. Whilst the Authority has acknowledged that exemptions will need to be made, this should have been done, sooner rather than later.

UNISON suggest that rather than forcing employees to take three days unpaid leave, employees be advised they can apply for a period of unpaid leave instead.

v) **The rate of hourly pay for the lowest paid employees**

The introduction of a Living Wage in Trafford is a welcome move. However, UNISON does not believe that introducing it should be conditional on the other proposals being implemented, which has not been the case in other Authorities.

vi) There is the prospect that increasing the wage rates of the lowest paid, increases the risk of external organisations bidding for contracts with the result that services end up being outsourced to organisations who eventually declare an Economic, Technical or Organisational (ETO) reason why they can no longer afford to pay the Living Wage to those staff who transferred over. Although the Authority have stated that they would encourage companies to pay the Living Wage, UNISON requests that Trafford goes one step further and enforces the Living wage in future contract specifications.

vii) **Remuneration for overtime working;**

Overtime enhancements are paid to encourage employees to volunteer for working beyond full time hours, weekends and Bank Holidays sometimes at short notice and at times when other employees might be reluctant to work. There is an argument that if regular overtime is being worked, then the Authority should appoint more staff.

UNISON therefore recommends that the Authority examines in much more details those areas where overtime is regularly worked and appoints new employees and/or offer increases in hours to part time employees accordingly.

There will always be occasions where overtime is required from the existing workforce. UNISON proposes that existing enhancement rates be left at their current level; otherwise there would be the danger of employees refusing to work in those areas where overtime is required at short notice.

viii) **Relocation (Enforced move)**

The relocation allowance is payable where employees are moved from their normal place of work to another area within the Borough. Although it compensates employees for excess travel expenses, it has never compensated them for increased travelling time. Over the years in Trafford employees have been unsettled by being relocated, sometimes on more than one occasion. There is a suspicion that once relocation expenses cease to be paid, the Authority will relocate employees around the borough, resulting in some employees being out of pocket, all at a time when then the Authority are proposing other cuts to terms and conditions, on top of a three year pay freeze.

If the Council have no plans to relocate staff, then this proposal will not save any money in the future. If the proposals also extend to those employees currently in receipt of the allowance, this may constitute a breach of contract, and UNISON will offer legal representation to our members, should this be the case.

ix) **Working practices for those employed under the Groundforce Division**

A separate response will be sent by the Local UNISON Branch on this proposal.

In summary, UNISON cannot agree to the proposals as a complete package for the reasons stated above. However, we remain committed to the consultation process with the Authority and now ask that your proposals are re-considered in light of the above comments.

Yours sincerely



NEAL LINSKY
Regional Organiser

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PROPOSED CHANGES TO TERMS AND CONDITIONS
SUMMARY OF FORMAL STAFF CONSULTATION FEEDBACK

Further to a 45 day formal consultation period, which ended on 17th November, all feedback received has been collated and reviewed. Feedback was received at 11 drop-in sessions and also on an individual basis.

The table below details the consultation response in terms of numbers attending the 11 sessions and numbers who sent in feedback either in hard-copy or via e-mail.

Area	CFW	T&R	EGP	ETO	Anon	Total
Attended road show	92	37	12	83	0	224
Individual Feedback received	25	19	17	6	3	70
Total	117	56	29	89	3	294*

**This doesn't necessarily indicate the number of employees that have given feedback, as some may have attended a session and also sent in individual feedback.*

Shortly following the launch of consultation all employees in scope for the changes were e-mailed or written to, advising them that formal consultation had been launched. They were also asked to complete a survey to indicate whether they would be willing to sign up to the changes, if the current proposals were to be implemented. 1086 employees completed the survey which is 38 % of the workforce. Of those that responded 74% (802) stated that they would sign up to the proposals and 26% (284) stated that they would not be prepared to sign up to the proposals.

The table below details the response to the survey by Directorate.

Response	CFW	T&R	EGP	ETO	Total
Would agree	30%	37%	29%	13%	26%
Would not agree	15%	6%	21%	2%	9%
No Response	55%	57%	50%	85%	65%

Key themes occurring relating to the proposals

General

- There is a big risk of the loss of goodwill of employees, many of which have been working additional hours. The Council already makes savings from employees who work additional hours with no reward.
- The measures aren't protecting all jobs as restructures are still happening.

- Once terms and conditions have been reduced, even with an economic upturn they won't be increased again, and benefits are lost forever. There should be a review of all of them in future, not just unpaid leave.
- There is a big risk around delivering safe, effective services.
- Need more clarity on how the proposed saving on agency spend has been arrived at.
- Suggestion that some changes amount to constructive dismissal, i.e. if an employee cannot afford to run their car.
- The changes mean that staff will be subsidising public services from their income.
- Further to some staff already having had salary reductions after being redeployed, these changes mean they may face real financial hardship.
- When faced with the decision whether to sign up to the revised terms and conditions, staff are not really being given a choice.
- There needs to be acknowledgement that staff will not be able to absorb and undertake all the work when there is less available time to do it.
- VR/VER should be offered out to 53 and 54 year olds.
- Mileage claims for travel between meetings/locations should be ended.
- The position regarding staff who have joined the Council through a TUPE arrangement is unclear, i.e. will the rest of their terms and conditions be protected?

Changes relating to Car Users

- Issues with the Critical Car User Criteria:
 - The decision that those on scp 28 and above will not be eligible for the Critical Car User Pool is unfair and discriminatory, as there are lots of staff above this level who undertake high business mileage. There was strong feeling around this.
 - The criteria should include a section on travel during unsociable hours, as some staff have to use their car for work in the evenings and weekends and public transport may not be available at these times and wouldn't be safe.
 - The questionnaire doesn't take into consideration how individual services operate.
 - As well as consideration being given to transporting service users, consideration should also be given to services that attract and retain investment in the borough.

- Social workers have issues with the fact that when they carry service users in their cars they can get soiled and damaged and there won't be compensation for this.
- A car pool and use of taxis should be considered where public transport isn't an option – this comment is based upon an assumption that employees can refuse to use their car for work.
- The allowance should be retained, but on a sliding scale depending on banding.
- The 45p per mile allowance is not enough, especially for cars with larger engines and with the reality that petrol and other car related costs are rising.
- If staff do not use their car for work there will be risks to service provision and could ultimately have an impact on residents.
- Pool car parking permits should be available in some cases, as some staff don't park at a Council Building very often, so shouldn't have to pay for a constant parking space which they don't use regularly (apparently Manchester have such a scheme).
- Unfair that employees who have recently started with the Council believed they would get the allowance (and made the decision to join the Council based on this) will lose it.
- There is lack of clarity as to which employees will have a requirement in their contracts to have access to a car for work purposes and whether this will be included in contracts upon staff may be reengaged in April 2014.
- Staff who need to use their car for work should be issued with a badge to use in their cars allowing them to park for free in Council car parks/on the roads of the borough for a certain time period.
- It is unfair that some staff pay for parking and other staff don't have to pay.
- The costings that support the estimated savings for this proposal don't include the fact that some staff who currently don't claim business mileage will do so as a result of losing the allowance.

Reducing the Sick Pay Scheme

- The severity of the measure is disproportionate to the savings the Council will make.
- There should be guidance/criteria for the extension of sick pay.
- There is a question about the estimated level of savings, i.e. savings would not be as high as suggested.

- This will unfairly penalise the most vulnerable staff and is more likely to impact on older employees.
- If we services adopt private and third sector models in the future then it is unlikely that the exemptions will be honoured.
- Staff are more likely to return to work when not ready to do so which will also impact on colleagues.
- This targets lower paid staff. The current sick pay should be retained at 6 months full and 6 months half pay, however there should be a cap on the salary level that the authority should pay out of £38,500 or those in the 40% tax bracket. This would affect a minimal number of employees however may well achieve the same level of savings.
- During the first 6 months of employment (probationary period) only statutory sick pay should be received.
- There should be an appeal process further to an employee applying for an extension of sick pay.
- Feeling that it is unfair that the proposals haven't highlighted the fact that short-term sickness absence will affect when sick pay reduces/expires, not just long-term sickness.
- Fair transition arrangements will be needed if this proposal is implemented.
- Sickness should be properly managed rather than reducing sick pay.

Unpaid Leave

- There are concerns about how services will manage to deliver with reduced time available especially for small teams and services that are already extremely stretched with increased demand. For some the only way this would be manageable is if the team take it all at one time with the service closing, e.g. at the Christmas shut-down period.
- Some services will have to provide agency cover which could lead to increased costs rather than savings.
- Where staff work term-time only, the leave will need to be taken during the school terms which will impact on the pupils.
- It will be more difficult for staff on lower salaries to manage with this salary reduction.
- There is no commitment to remove its mandatory status after 2 years.
- It would be better to encourage flexible working.

- Suggestion that instead staff should have a reduction of annual leave by 3 days – although this wouldn't make the cash savings it would mean better service delivery and there would be some savings.
- Risk of not meeting service levels and loss of income for services that are bought-in.
- An alternative voluntary scheme hasn't been given due consideration.
- Senior staff should have to take more unpaid leave to reduce the impact on lower paid staff.
- There will be inequity where employees who already don't take all their annual leave, TOIL etc. won't be able to take this additional leave and will take on even more work from colleagues who do take the additional leave. The staff who carry forward or lose annual leave currently should be exempt.

Introduction of a Living Wage

- Fair proposal.
- The amount should be increased with inflation year on year, given the relatively small cost to the Council.

Reduce Overtime Rate

- Fair proposal.
- Extra work that is already done isn't recognised.
- There is concern that service delivery would be affected, particularly when staff are required to work overtime at short notice.
- It will discourage staff from working flexibly to support service delivery.

Remove Relocation Allowance

- Fair proposal.
- Instead consideration should be made as to reducing the payment period from 4 years to 2 years and possibly only those on the lower salary scales.

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**TRAFFORD COUNCIL
CRITICAL CAR USER DESIGNATION QUESTIONNAIRE**

Before completing this Questionnaire please refer to the document 'Critical Car User Status Designation Process' for assistance.

POST TITLE: TEAM SERVICE..... DIRECTORATE DATE NO. OF POSTS.....	NAMES OF ALL POST-HOLDERS:		
1.	How often on average is it necessary to escort service users in the post-holder's own car? On more than one occasion per day, every day On one occasion per day, every day On four days per week On two or three days per week On one day per week Less than one day per week Never	Tick one option 	HR Use
2.	What percentage of journeys on average does the post-holder carry essential equipment on behalf of the Council in their car (or likewise, items collected on behalf of the Council), which are either bulky or heavy? Over 50% 40 - 49% 30 - 39% 20 - 29% 10 - 19% Below 10% Never	Tick one option 	

3.	<p>How often on average does the post-holder use their car to travel to a location other than the normal base for work purposes (excluding journeys covered in 1&2)?</p> <p>On more than one occasion per day, every day On one occasion per day, every day On four days per week On two or three days per week On one day per week Less than one day per week Never</p>	<p>Tick one option</p> <p>..... </p>	<p>HR Use</p>
4.	<p>What percentage of journeys on average undertaken in the post-holder's car are planned in advance? This does not include work carried out outside of normal office hours.</p> <p>0 - 10% 11 - 20% 21 - 40% 41 - 60% 61 - 80% 81 - 100%</p>	<p>Tick one option</p> <p>..... </p>	

POST TITLE OF MANAGER COMPLETING FORM	
SIGNATURE OF MANAGER COMPLETING FORM	
AUTHORISED BY CORPORATE DIRECTOR	
DATE	

Please return to ***** by ***** . Please also attach a job description for the post.

For HR Use Only	
TOTAL POINTS	
AUTHORISED BY HR DIRECTOR	
DATE	

TRAFFORD COUNCIL

Report to: Executive

Date: 3 December 2013

Report for: Decision

Report of: The Executive Member for Finance and the Director of Finance

Report Title

CAPITAL INVESTMENT PROGRAMME & PRUDENTIAL INDICATORS 2014/17

Summary

This report consists of two main areas for the Executive to consider :

Capital Investment Programme – This report highlights the Council’s investment plans for the next three years taking into account the estimated resources to be made available from Government as well as the Council’s own resources. The level of resources forecasted to be available for capital investment purposes during the period 2014/17 is £71.0m.

New schemes with a value of £12.0m are recommended for approval. If agreed this would result in a total Investment Programme for 2014/17 of £72.0m.
(see Appendix 1)

Prudential Indicators – the Council is required to set indicators in accordance with the CIPFA Prudential Code which are designed to support and record decisions taken on affordability, sustainability and professional good practice and these are outlined at Appendix 3.

Recommendations

- 1) That the Executive approve the Capital Investment Programme as detailed in the report
- 2) That the Executive recommends the Council to approve the Capital Investment Programme in the sum of £72.0m for the period 2014-17
- 3) That the Executive recommends the Council to approve the Prudential Indicators as set out at Appendix 3 of this report

Contact person for access to background papers and further information:

Name: Graeme Bentley

Extension: 4336

Relationship to Policy Framework/Corporate Priorities	Value for Money
Financial Implications	Planned capital expenditure over the next 3 year period will be contained within available capital resources.
Legal Implications:	None arising out of this report
Equality/Diversity Implications	None arising out of this report
Sustainability Implications	None arising out of this report
Staffing/E-Government/Asset Management Implications	A number of improvement schemes are being undertaken in 2014/17.
Risk Management Implications	Not Applicable
Health and Safety Implications	A number of schemes are being undertaken in 2014/17 on the grounds of health and safety.

BACKGROUND

1. The capital programme includes a wide range of projects to support the delivery of the Council's objectives including infrastructure improvements required to meet specific objectives for schools, highway infrastructure, housing and assist in promoting economic growth, regeneration and creation of local jobs.
2. Capital expenditure mainly includes spending on the acquisition or improvement of physical assets or in some cases on contributions to third party owned assets. In addition it can also include other exceptional items like redundancy costs but these items need permission from the Government.
3. The level and availability of capital funding determines the size of the overall capital programme which is heavily reliant on external funding, mainly in the form of capital grants from the Government. The programme is also reliant on internal funding to deliver more local priorities like town centre regeneration, improvement in public buildings and building rationalisation programmes. These internal funds are largely in the form of capital receipts but can also include prudential borrowing and earmarked reserves. There are significant constraints on the availability of internal funds due to a finite asset base which puts pressure on delivering capital receipts from the sale of surplus assets. Borrowing tends to pay for major invest to save schemes, for example the long term accommodation project. All borrowing is done within prudential limits and needs to be affordable and sustainable. A range of indicators are maintained to demonstrate this.

2013-14 PROGRAMME

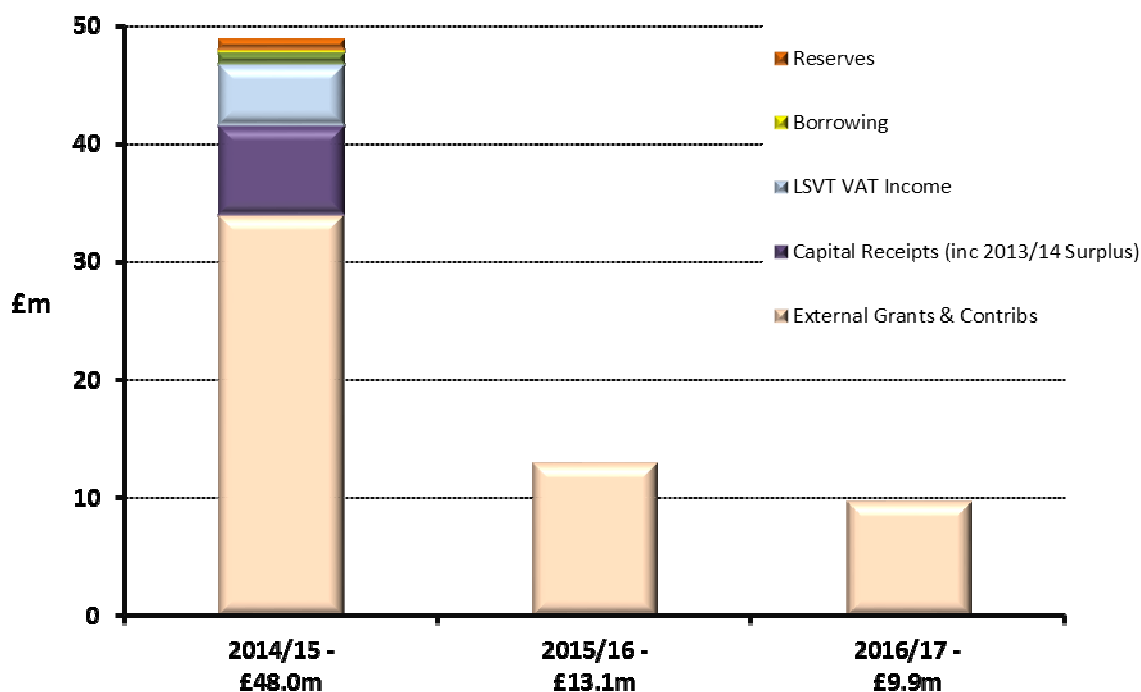
4. The current forecasted expenditure for 2013/14 is £41.6m with estimated resources available to support this programme of £42.0m. The current three year capital programme 2013/14 to 2015/16 originally approved by the Council in February 2013 is being implemented and has been updated for the amendments and additions approved throughout the year. As part of the budget process the Programme has been reviewed to ensure it continues to meet Council priorities and remains affordable within the level of resources available.

- The 2013/14 programme includes the delivery of a number of key projects including:-
 - Schools additional places and improvement programmes - £21.7m
 - Highways Improvements - £6.7m: includes road safety, street lighting and structural maintenance.
 - LCCC Redevelopment - £2.9m: Completion of the work started in 2011.
 - Housing Grants – £2.9m: Includes Local Authority Mortgage Scheme & Disabled Facilities Grants.
 - ICT Programmes - £2.0m: including CRM / EDRMS / CMS.
 - Adult Social Care - £1.3m – Includes Telecare and integrated adult social care system.
 - Environmental Programmes - £1.7m: includes Parks & Open Space, Waste Management & Bereavement Services.
 - Altrincham Town Centre Regeneration and Altair land assembly costs - £1.8m

RESOURCE AVAILABILITY 2014/17

5. The resources available to support the 2014/17 Programme total £72.6m and can be categorised into specific resources and discretionary resources. It is estimated that the Council will need to increase its provision for outstanding equal pay claims in 2014/15 and following the introduction of statutory regulations last year councils are permitted to finance these costs from capital receipts (Statutory Instrument 2013 No.476). This is currently estimated at £1.6m therefore the resource envelope for the capital programme is £71.0m.

2014/17 Capital Resource Availability - £71.0m



6. **Specific Resources** – These total £57.0 (80% of the overall resources) and mainly include government grants awarded for specific schemes, for example school building improvements and expansion or highway structural maintenance. Also the Council applies developer contributions to fund some infrastructure improvements but these need to be spent in accordance with

conditions laid out in each legal agreement. Over recent years the Council has received contributions totalling £14.1m, of which £9.0m has either been spent or is committed to schemes in the current programme, with £5.1m available to support further projects. Until schemes are identified this amount has not been included in the resources available above as they are not available for general support of the capital programme. In addition there are signed planning agreements such that if developments proceed then the Council will receive up to a further £31m to support infrastructure improvements. The introduction of the Community Infrastructure Levy is estimated to yield approximately £2.7m p.a in support of projects included on the local infrastructure plan from 2015/16.

7. **Discretionary Resources** – These total £14.0m and mainly comprise of capital receipts from the disposal of surplus assets, LSVT VAT receipts and a small residual amount of borrowing.
8. When setting the original 2013/16 capital programme all available capital resources were allocated. Subsequently the update to the land sales programme reported to the Executive in July 2013, which detailed all available sites that will be surplus to operational requirements for 2014/15, identified a number of new additional sites. The value of these exceeded the resourcing requirement by £3.4m. At this stage no estimate has been made on levels of capital receipts beyond this timeframe. The majority of the proceeds are already committed to support existing capital priorities such as the long term accommodation project and regeneration in our town centres. A further update to the land sales programme was undertaken in October 2013 which identified a slight increase in the level of available capital receipts.

Capital receipts estimate	2014/15 £m
Gross receipts estimate *	10.6
Ring-fenced receipts	2.2
Net receipts estimate	8.4
Amount allocated to support current Capital Programme	(4.3)
Amount required to support the anticipated increase in equal pay costs	(1.6)
Estimated Surplus	2.5

* Includes surplus receipts from 2013/14 of £0.4m and reimbursement of costs in respect of Urmston town centre, estimated at £4.4m.

9. The potential also exists to release some of the LSVT VAT Shelter receipts currently being received from Trafford Housing Trust (THT). An element of caution needs to be placed on this because a number of environmental warranties were given to THT when the stock was transferred, for example asbestos. Therefore consideration still needs to be given to the level of resources set-aside to cover potential liabilities that could arise. Confirmation from THT is expected soon identifying any potential liabilities. As at 1 April 2013 the balance was £6.8m with amounts already committed against existing schemes of £2.6m leaving an uncommitted balance of £4.2m. Receipts are also anticipated in 2013/14 and 2014/15 and are estimated at £1m over the two years, giving a total of £5.2m. No further LSVT VAT receipts will be received after 2014/15. **In the event that a future valid claim was made under these warranties then any cost would need to be met from existing revenue or capital resources.**

10. Included in the Capital Programme in later years are a number of schemes supported by discretionary resources where programmes are not yet committed, therefore these resources totalling £1.4m could be redirected in support of new priorities. In addition a number of other resources are available to support future years:-

- Available grants £0.5m. As at 1/4/13 the level of capital grants and contributions on the Council's balance sheet was £38.9m and for all intents and purposes is committed against schemes in the capital programme. A detailed line by line review of this account has been undertaken which has identified a number of unringfenced grants that are no longer required to support specific capital schemes as a consequence of historic underspending and are not at risk of claw-back. These can now be released to support the general capital programme.
- Capital Reserve £0.6m, originally earmarked to support any requirement for additional equal pay costs
- A reimbursement of the Council's vacant possession costs on the Urmston town centre regeneration scheme is expected in spring 2014. The principal element of the reimbursement is already included in the current capital resourcing assumptions. As part of the agreement interest is due on this amount and an option exists to use this to support the overall funding gap. Final confirmation of the figure is still to be agreed with the developer but it is estimated to be in excess of £0.8m. Whilst this sum could be available to support the programme a significant revenue pressure exists as a consequence of overall returns from the town centre redevelopment expected to be lower than originally estimated. This is due to the impact the current economic conditions are having on the expected sale price of the overall development. Therefore consideration needs to be given to applying this sum to offset this revenue pressure.

Amount Available to Support New Projects	Total
	£000
Capital Receipts Surplus (See Para 8)	2,500
Available Grants and Contributions (See Para 10)	500
Capital Reserve (See Para 10)	600
Add resources supporting schemes not yet committed (See Para 10)	1,381
Additional income from Urmston TC redevelopment (See Para 10)	800
LSVT VAT Receipts (See Para 9)	5,193
Total Available	10,974

11. An alternative option for using capital receipts is to set them aside for the redemption of debt which would provide savings in the Council's debt related costs. If the receipts included in the table above were used in this way it would provide revenue savings of approximately £350k p.a.
12. It is important to ensure that these scarce capital resources are used to support capital schemes that make a major contribution to ensuring the Council's assets are suitable for delivering future priorities, improving service delivery and generating revenue savings. These resources are allocated in accordance with the prioritisation process included in the Council's Capital Strategy which gives priority to:-

- Schemes of a mandatory nature e.g. health & safety;
- Invest to Save
- Supporting the Asset Base (backlog maintenance)
- Council priorities
- Other remaining projects

NEW START PROPOSALS

13. A number of new capital priorities have been identified for 2014/17 totalling £12.0m as summarised below. More detail together with justifications for the projects are detailed in Appendix 1.

Summary of New Start Proposals 2014/17	Total
	£000
Schemes of a mandatory nature	3,000
Invest to save schemes	589
Scheme that protect the asset base	5,120
Council Priorities	3,020
Other Priorities	313
Total	12,042

14. The capital bids summarised above and detailed in Appendix 1 exceed the resources available by £1.0m. The following options need to be considered:-

- Reduce the number of bids, particularly in later years
- Add all the schemes to the Capital Programme and introduce an element of overprogramming

15. If option b) is supported then it is imperative that all future capital receipts are pooled in support of priorities included in the indicative programme shown at Appendix 2.

2014/17 INDICATIVE PROGRAMME

16. The value of the indicative three year budget is £72.0m and is detailed in Appendix 2 with a summary is shown in the table below. At this stage the figures for 2014/15 are known in detail, whereas the resource position for 2015/16 and 2016/17 is less certain, which means that the programme we are aware of for those two years is at a lower level than in 2014/15, but is likely to increase as additional resources are confirmed.

Capital Programme 2014/17 : Analysis by Priority	Budget 2014/15	Budget 2015/16	Budget 2016/17	Budget Total
	£000	£000	£000	£000
Protecting the Asset Base	2,854	1,750	1,100	5,704
Supporting Service Provision	25,113	10,289	7,250	42,652
Supporting the Local Economy	4,557	1,750	1,750	8,057
Investing in New Technology	1,593	0	0	1,593
Investing in Major Infrastructure	8,814	2,719	2,500	14,033
Total Investment	42,931	16,508	12,600	72,039

Protecting the Asset Base – This includes investment in public buildings and infrastructure which is crucial in ensuring much needed facilities, used by the public, are kept open as lack of investment will lead to health and safety issues and potential closures.

Supporting Service Provision – This predominantly relates to the continuation of investment in school buildings including a programme that will create 1,750 additional school places across the Borough to address the shortage of primary school places as well as addressing priority condition needs.

Supporting the Local Economy – Includes major investment in the Borough’s town centres

Investing in New Technology – This investment will support the completion of a number of corporate improvements. Also investment in Telecare products which monitor people at risk in their own homes, improving their safety and helping them to stay independent and healthy for longer.

Investing in Major Infrastructure – This investment includes improvements to 65km of carriageway, 66km of footways, 750 new street lighting columns, major bridge refurbishments and junction improvements.

PRUDENTIAL INDICATORS

17. The Council is required to set indicators that are designed to support and record decisions taken on affordability and sustainability. There is also a requirement to impose *limits* on the Council’s treasury management activities to ensure decisions are made in accordance with professional good practice and risks are appropriate (These are included in the Treasury Management Strategy Report). The Director of Finance will monitor these and report on them at appropriate times. The Council can revise these indicators and limits at any time.
18. All the indicators take account of the proposals in this report and a list of Prudential Indicators is included at Appendix 3.

RECOMMENDATIONS

19. That the Executive:-

- approve the Capital Investment Programme as detailed in the report.
- recommend the Council approve the Capital Investment Programme in the sum of £72.0m for the period 2014-17.
- recommend the Council approve the Prudential Indicators.

Other Options

The Executive could decide to use capital receipts to repay debt which would generate revenue savings on the Medium Term Financial Plan.

Consultation

Consultation has taken place with budget holders, responsible officers and professional services to ascertain the new projects to be put forward for inclusion in the Capital Investment Programme for 2014/17.

Reasons for the Recommendation

The Authority is regularly assessed on the performance of its Capital Investment Programme and how delivery matches corporate policies and proposed spending plans. To reflect budgets in line with revised expectations will assist in evidencing that compliance with the above is being met.

Finance Officer Clearance (type in initials)GB.....

Legal Officer Clearance (type in initials)MJ.....

Director of Finance Approval given 26/11/13

To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.

New Start Proposals 2014/17					
Description	2014/15 £000	2015/16 £000	2016/17 £000	Total £000	Justification
Schemes of a mandatory nature					
Disabled Facility Grants	1,000	1,000	1,000	3,000	The Council has a legal responsibility to provide adaptations to properties for people who meet the disabled facilities grant criteria. To accomplish this the Council is provided with a government grant. This grant does not meet the annual demand from Trafford residents so a bid for Capital to add to the grant is made. The service is demand led so we base the bid on the expenditure from the previous year's demand with a small allowance for demographic increases.
Sub-total	1,000	1,000	1,000	3,000	
Invest to Save					
Shawe View LD Assessment and Reablement Unit	100			100	The service will offer time limited support for individuals in order to assess their needs before agreeing a long term placement. This service will provide practitioners the opportunity to assess individuals and provide a period of reablement. The Shawe View site will be utilised for an assessment and reablement service for vulnerable adults with learning disabilities, mental health and autistic spectrum conditions, the site will used for existing clients as well as enabling individuals to smoothly transition from residential college placements to community living, this in itself has the potential to reduce costs by having the facility to assess someone in borough and then identifying

				<p>an appropriate placement in Trafford rather than out of area. To this end the service would complement the work being undertaken by the Local Authority as part of the Winterbourne View recommendations and also the resettlement of high cost, out of area placements.</p> <p>In order to use the Shawe View site as an assessment and reablement service the building will require investment. There will also be the requirement to purchase some specialist equipment. The service will look to work with a spectrum of individuals, ranging from lower level to very complex and profoundly disabled.</p>
Review of Children's Residential Services – review to increase capacity by one place	35		35	<p>Provisional sum of £35k is included whilst outcome of business case is competed.</p>
Additional Telecare Investment	400		400	<p>Trafford Council launched its Telecare pledge targeted at those Trafford residents aged 80 or over. Its success has supported increased numbers of older people taking advantage of Telecare products to support them to remain independent living in their own homes. In order to increase the take-up of Telecare products the aim is to target individuals aged 75-and over.</p>
SAN Controller Upgrade and Capacity	54		54	<p>The current SAN Controller (filer) is 3 years old and is about to end its 3 year maintenance contract. The filer is at capacity with regard to processing performance and is starting to impact on performance of systems. There are 3 major projects which will add additional workload to the system CRM, EDRMS and ASC. Pressure exists to undertake this investment in 2013/14.</p>

Sub-total	589	0	0	589	
Supporting the Asset Base					
Corporate Landlord	750	750	750	2,250	Ongoing major maintenance and backlog repairs to operational buildings.
Community Asset Transfer	500	500		1,000	As part of the transfer of Community Assets to the Community and Voluntary sector it may be necessary to carry out essential repairs to the buildings prior to the transfer.
Friars Court, Sale – Demolition	85			85	Annual running costs for the empty building are a minimum of £192 pa, whereas demolition has been estimated at circa £85k. We have a proposal to sell the site in approximately 18 months, when the site will become part of a larger redevelopment scheme and the building will be demolished.
Additional Highway Maintenance	1,350			1,350	It is recognised that funding at steady state levels is not possible in the current financial climate. However, what is being attempted is a controlled reduction in the condition of the highway ensuring that the maximum effectiveness is achieved from the funding available, and so reducing future reactive maintenance and potential insurance costs. The funding will allow some of the roads in the worst condition in the Borough to be treated. Pressure exists to undertake this investment in 2013/14
Altrincham Crematorium - Cremators	200	150		350	Replacement of two of the three cremators that have reached the end of their serviceable life which will protect long term on DEFRA requirements and enable possible income generation through CAMEO. The new cremators would be more energy efficient reducing on-going costs.

Corporate Landlord IT System	85			85	<p>Currently considering implications on the Council's VAT partial exemption threshold. One cremator has reached end of life and is being carefully managed until replacement.</p> <p>Investment is required to allow a centralised model to be implemented and enable the service to deliver its core functionality effectively and efficiently. The model is business critical and a pre requisite to the RightSourcing approach. Any compromise to the systems aspect would directly impact the service and savings required for 2014/15. Indicative recurring costs per annum are 60% less than maintaining the existing system.</p>
Sub-total	2,970	1,400	750	5,120	
Council priorities					
Ascot House Adaptations	20			20	<p>Scheme will ensure the Council meets its statutory responsibilities re Care Quality Commission registration. To redevelop the rehabilitation flat to improve further the percentage of people we discharge home and divert away from expensive residential care. This improves customers' outcomes and experience while protecting the Adult Social Care budget.</p> <p>To redevelop 2 bathrooms as wet rooms which will again increase customers independence and improve rate of successful reablement and discharge home while also improving access to people with mobility problems</p>
Housing Assistance	150	150	150	450	<p>Discretionary grant assistance of £50k p.a to owner occupiers with properties in poor condition (category 1 hazards in accordance with the Housing Health & Safety Rating System). An</p>

Integrated Transport	500	500	500	1,500	<p>amount of £100k p.a for site investigation and preparation to support housing development. Principally to be used for Council owned land prior to disposal but also for third party sites where intervention will bring forward development or to support bids for external funding.</p> <p>Continued reduction of highways related accidents through physical intervention including :</p> <ul style="list-style-type: none"> •Improved sustainable travel modes •Facilitation of healthier modes of travel •Reduced highway congestion. •Improved compliance with traffic regulations. •Improved highway DDA access. •Improved car parking and residential amenity. <p>The consequences of not undertaking this work include :</p> <ul style="list-style-type: none"> • Increased road traffic injury accidents • Increased congestion & pollution, health issues • Possible increase in insurance claims. • Significant increase in complaints to the Council.
Parks & Greenspace	350	350	350	1,050	<p>Capital bids for Greenspace including parks, countryside and allotments will support a programme of continued improvement which along with S106 contributions will reduce structural maintenance issues and potential future liabilities. External grant funding will also be sought to maximise the value of the Council's capital investment wherever this is possible. Capital funding is necessary to ensure that play areas, footpath networks, car parks and other associated infrastructure is brought up to standard across both parks and countryside sites including the Mersey Valley and Bollin Valley where there has been no major investment for many years. The bids support</p>

					enhancing the Council's asset base whilst ensuring that health and safety risks are addressed. Parks and countryside sites are increasingly very well used and important resources for the residents of Trafford particularly during times of austerity when the usage and demands from local green spaces continues to increase. Funding has also been requested to tackle an ongoing problem with allotment toilet facilities and dilapidated infrastructure that has not been addressed for a number of years. This investment would reduce on going revenue costs associated with dealing with these issues.
Sub-total	1,020	1,000	1,000	3,020	
Other remaining projects					
Contribution to GM Broadband	313			313	This is a contribution from the Council to support an AGMA wide initiative for high speed broadband and digital growth in GM.
Sub-total	313			313	
Total	5,892	3,400	2,750	12,042	

2014/2017 INDICATIVE CAPITAL PROGRAMME			
	2014/15	2015/16	2016/17
DESCRIPTION	£000	£000	£000
Children's			
Basic Need : School Places & Condition Issues	20,276	7,039	4,000
Devolved Formula Capital	400	400	400
Capital Maintenance Grant	3,105	2,200	2,200
Review of Children's Residential Placements (Increase capacity by one place)	35	0	0
Sub-total	23,816	9,639	6,600
Adults			
Adult Personal Social Care - Community Capacity Grant	519	500	500
Replace ICT Social Care System	745	0	0
Ascot House - Adaptations	20	0	0
LDD Assessment Unit	100	0	0
Telecare System Extension	400	0	0
Disabled Facility Grants	1,744	1,750	1,750
Sub-total	3,528	2,250	2,250
Economic Growth & Prosperity			
Mechanical & Electrical Works	342	200	200
Asbestos Management	50	50	50
Legionella Control Remedial Works	50	50	50
Energy Efficiency & Sustainability Schemes	50	50	50
DDA Compliance	100	100	100
Public Building Repairs	607	300	300
Community Asset Transfer	500	500	0
Friars Court, Sale - Demolition	85	0	0
Corporate Landlord IT System	85	0	0

Land Compensation - Sale Water Park	50	0	0
	2014/15	2015/16	2016/17
DESCRIPTION	£000	£000	£000
Altrincham : Library / Community Facility	2,000	0	0
Altair Development, Altrincham	615	0	0
Bringing Town Centres Alive	148	0	0
Assistance to Owner Occupiers	50	50	50
Housing Growth	100	100	100
Affordable Housing - Roseneath Rd, (S.106)	108	0	0
Sub-total	4,940	1,400	900
Environment, Transport & Operations			
Integrated Transport Schemes	500	500	500
Altrincham Interchange	500	0	0
Bridgewater Way Improvements	365	219	0
Highways & Public Transport S106s	94	0	0
Cycle City Ambition Grant	1,224	0	0
Highways Structural Maintenance	2,212	2,000	2,000
Additional Highway Maintenance	1,350	0	0
Highways - Asset Management Plan	92	0	0
Bridge Assessments & Strengthening	55	0	0
A56 / West Timperley - Improvements	1,677	0	0
Additional Burial Land	300	0	0
Altrincham Crematorium - Cremators	200	150	0
Parks Infrastructure	345	225	225
Countryside Infrastructure	75	75	75
Allotments - Welfare & Security Works	50	50	50
Parks - S.106 Projects	100	0	0
Sub-total	9,139	3,219	2,850

	2014/15	2015/16	2016/17
DESCRIPTION	£000	£000	£000
Transformation & Resources			
CRM Upgrade	500		
Web / Customer Strategy	210		
HR Payroll System - SWITch	431		
GM Broadband Contribution	313		
SAN Controller - upgrade	54		
Sub-total	1,508		
TOTAL	42,931	16,508	12,600

Prudential Indicators – Estimates 2013/17

Capital Prudential Indicators	2013/14 Estimate £m	2014/15 Estimate £m	2015/16 Estimate £m	2016/17 Estimate £m
Capital Expenditure	41.6	42.9	16.5	12.6
Capital expenditure - the table above shows the estimated capital expenditure to be incurred for 2013/14 and the following three years.				
Capital Financing Requirement as at 31 March	146.3	140.2	133.7	129.3
Capital Financing Requirement (CFR) - this reflects the estimated need to borrow for capital investment (i.e. the anticipated level of capital expenditure not financed from capital grants and contributions, revenue or capital receipts).				
Financing Cost to Net Revenue Stream	6.5%	7.1%	6.9%	7.0%
Financing costs to net revenue stream - this indicator shows the trend in the cost of capital (borrowing and other long term obligation costs net of investment income) against the Council's net revenue stream.				
Incremental Impact on Band D Council Tax (£)	12.43	0.00*	0.00*	0.00*
Incremental impact on band D council tax – reflects the incremental impact on the Council Tax arising from new borrowing undertaken in order to finance the capital investment decisions taken by the Council during the budget cycle. The figures above, reflects the movement away from borrowing to grant funding for future years spend.				

*this reflects that the Capital Financing Requirement is set to reduce in 2013/14 as no further borrowing is expected to be undertaken.

All the prudential indicators are monitored on a regular basis. If the situation arises that any of the prudential indicators appear that they will be breached for a sustained period, then this will be reported to the Council at the earliest opportunity.

These figures exclude the impact of any investment in Street Lighting which is subject to a report to Council in January 2014.

TRAFFORD COUNCIL

Report to: Executive
Date: 3/12/13
Report for: Information
Report of: Executive Member for Adult Social Care; Councillor Young

Report Title

Dementia Kite Mark

Summary

To introduce the Dementia Kite Mark to the Executive Members

Recommendation

To note for information

Contact person for access to background papers and further information:

Name: Raymond Deakin
Extension: 2761

Background Papers: None

Implications:

Relationship to Policy Framework/Corporate Priorities	Not applicable
Financial	
Legal Implications:	Not applicable
Equality/Diversity Implications	Not applicable
Sustainability Implications	Not applicable
Staffing/E-Government/Asset Management Implications	Not applicable
Risk Management Implications	Not applicable
Health & Wellbeing Implications	Not applicable
Health and Safety Implications	Not applicable

1.0 Background

- 1.1 The number of people living with a dementia in the UK is projected to rise to 1.3 million by 2013 (alzhiemers.org.uk).
- 1.2 The number of people living in Trafford with dementia, diagnosed or undiagnosed is projected to increase by 56% by 2030 (JSNA 2012).
- 1.3 Commissioners within Children, Families and Wellbeing are working collaboratively with the Clinical Commissioning Group, commissioned service providers and the third sector to develop a Dementia Kite Mark.
- 1.4 The aim is to develop a group of standards that detail best practice in regards to delivering care and support to individuals with a dementia. Providers will have the opportunity to apply and be assessed against these standards and demonstrate through an evidence based process how they meet them.
- 1.5 The development of a Dementia Kite Mark is a recommendation produced from the findings of recent service wide reviews, including the review of Homecare Services and The Residential and Nursing Home review, both conducted by Trafford Council in 2012. The reviews evidenced that while there were pockets of good practice in regards to good quality dementia care and support; this was not a common theme throughout the Trafford market.
- 1.6 The Dementia Kite Mark will stimulate the market into thinking differently in the way in which it provides care and support to individuals with a dementia. To get providers to look at the service's that they deliver in detail, at what they are doing currently and plan what they want to be doing in the future. It will also provide service providers with valuable feedback for the people and their families in receipt of the services.
- 1.7 The introduction of a Local Authority accredited Dementia Kite Mark will further develop the competitiveness of the market and in turn improve the dementia care provision within Trafford.
- 1.8 The Dementia Kite Mark will be seen as a quality mark from the Local Authority and will further inform the choice of individuals when looking for an appropriate service to purchase for either themselves or an individual that they care for.

- 1.9 The development of the Dementia Kite Mark will also be a set of standards that commissioners can use to monitor the quality of services that are being delivered.
- 1.10 The Dementia Kite Mark is a natural progression of the successful Dignity in Care Award and is being developed with similar characteristics. It will have a both a self-assessment element followed up by a verification visit by Trafford Quality Checkers.
- 1.11 To date the Dignity in Care award has been applied for by a total of 48 social care providers, 37 of which have been successful in their application, proving through an evidenced based process the quality of services within the market.
- 1.12 Trafford Quality Checkers are a bank of volunteers, recruited by Children's, Families and Wellbeing who work as lay assessors that support a range of projects led by Commissioners. Trafford Quality Checkers go through a robust recruitment process and those recruited have a keen interest in developing social care services for adults.
- 1.13 The self-assessment element will ask providers to identify what they are currently doing to meet the ten dementia standards set out within the Dementia Kite Mark in addition to detailing what practices will be introduced or further developed over the coming twelve months.
- 1.14 Service user and carer feedback will be pivotal in the achievement of the Dementia Kite Mark. To support this, the project group will be developing a forum where individuals will be able to document in detail, their own personal experiences of services whilst at the same time allowing a platform to further inform potential purchasers of the services reviewed. Trafford Quality Checkers will also capture these during their verification visit.

2.0 Progress

- 2.1 A multiagency project group has been established. Membership of the project group includes Commissioners within Children, Families and Wellbeing, Registered Managers of Older People Residential and Nursing Homes, Domiciliary Care providers, Third Sector Providers and the Clinical Commissioning Group.
- 2.2 A benchmarking exercise has been conducted into kite marks that are already in place on both a local and national level. No other local Authorities are developing a Kite Mark for dementia care.
- 2.3 The plan of wider consultation has been produced where attendees will be taken through a PowerPoint presentation on what the project group are doing, why we are doing it, how we are doing it and how individuals can support the process.
- 2.4 The project group has developed 10 dementia standards, key areas that providers will have to detail and evidence how they work towards achieving these standards for their service users during the application process. These standards cover all aspects of an individual's care and support from health and wellbeing, care planning, staffing, service culture, meaningful activities and environment.
- 2.5 A pathway for accreditation of the Dementia Kite Mark has been produced.

- 2.6 A self-assessment tool has been produced. The tool is split in to the 10 standards and providers are asked to detail both how they currently deliver services in line with best practice and how they plan to further develop their services over the coming 12 months.
- 2.7 Service specific tools have been developed for the Trafford Quality Checkers to utilise when liaising with service users and capturing their individual's experiences of service delivery. These tools are conversational pointers and are linked to the 10 standards developed for the Dementia Kite Mark.
- 2.8 It has been agreed that the My Choice Marketplace will be further developed to include the services applying for the Dementia Kite Mark. As part of the application process providers will have to apply for a profile upon the My Choice Marketplace. This will allow for an independent forum for service users and their carers to be able to detail their personal experiences of the service received. As this develops it will further inform the choice that individuals looking for a service have.
- 2.9 The involvement of Trafford Quality Checkers has been confirmed.
- 2.10 A workshop has been arranged for the Trafford Quality Checkers regarding the collation of service user feedback. This will be focused on the approach individuals should take when engaging with an individual with a dementia, how best to make the use of their time with the service users and how to deal with some of the challenges that they may face. This workshop will be supported by Philomena Farrell – Partnership Development Worker, Jessica Baker – Information Consultation Worker and Ann Johnson, A service user living with Alzheimer's.
- 2.11 A first draft of the Dementia Kite Mark page to be placed upon Trafford's My Way website has been produced. This includes references and links upon both the Dignity in Care page and the Dementia information page.
- 2.12 Four Pilot services have been identified:
- A Nursing/Residential Home
 - A Residential Home
 - A Day Support Service for Older People
 - A Domiciliary Care Service
- 2.13 Three of these services have completed the self-assessment element of the Dementia Kite Mark with the remaining one being in the process of doing so.

3.0 Next Steps

- 3.1 Further development of a logo needs to be conducted and be agreed.
- 3.2 Further work needs to be completed into the marketing strategy and promotional materials available to raise awareness of the Dementia Kite Mark. Once a decision is made on what promotional materials are suitable, these will be designed and sourced ready for launch.
- 3.3 Once all pilot sites have submitted their self-assessments and the Trafford Quality Checkers have received their training. The four pilots will be taken through the process.

- 3.4 The process and tools will be reviewed for effectiveness from feedback captured from all stakeholders involved in the pilots.
- 3.5 A multiagency panel will be developed and agreed for awarding accreditation of the Dementia Kite Mark. This may include representatives from Commissioning, Operations, Healthwatch, Trafford Carers Centre, Clinical Commissioning Group and commissioned service providers.
- 3.6 A formal launch of the Dementia Kite Mark will take place.

4.0 Consultation

- 4.1 The introduction of a Dementia Kite Mark has been presented at a number of existing forums facilitated by Trafford Council and attended by service providers and service users alike. These include:
- The Dignity in Care Forum
 - Homecare SIP
 - Residential and Nursing Home SIP
 - Carers Services Board
 - Chamber of Commerce
 - Dementia Strategy Group

Finance Officer Clearance (JK)



Legal Officer Clearance MJ

[CORPORATE] DIRECTOR'S SIGNATURE (DB)



To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.

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TRAFFORD COUNCIL

Report to: Executive Meeting
Date: 3/12/13
Report for: Information
Report of: Councillor Dr. K. Barclay, Executive Member, Health and Well Being

Report Title

Six month evaluation of "Trafford Assist", following Go Live on the 2/4/13

Summary

The purpose of the report is:

- To update Executive on the positive implementation of Trafford Assist following Go Live on the 2/4/13
- To provide a statistical breakdown of claims and a range of case studies to evidence the positive impact of Trafford Assist.

Recommendation

That the Executive note the positive evaluation of Trafford Assist

Contact person for access to background papers and further information:

Name: Rachel Burns, Discretionary Payments Team Manager
Simon Lewis, Acting Head of Revenues and Benefits
Joanne Willmott, Joint Director of Operations, CFW

Background papers: None.

Executive Report

1. Introduction

Trafford Assist, Trafford's local welfare assistance programme, went live on the 2/4/13, following the abolition of the Department of Work and Pension's Social Fund. This formed part of the Government's wide ranging Welfare Reforms and Localism Agenda.

This report provides a six month update on implementation, providing a variety of statistical information and a number of case studies to evidence the positive impact of the programme.

Within the first 6 months of operation Trafford Assist has received over 1500 applications. A radical area of improvement that needs celebrating is how quickly people are receiving help – the waiting time for a decision regarding a Community Care grant application under the old Social Fund was 14 weeks, while Trafford Assist are completing the decision making process in 1.44 days.

2. Overview of Trafford Assist

Trafford Assist consists of the following core elements:

- A collaborative model based on a partnership between Trafford Council, Trafford Housing Trust and Trafford Citizens Advice Bureau supported by a range of trusted assessors from the community and voluntary sector.
- Delivery of 6 key strands of Local Welfare Assistance

Establishment of a Borough wide food bank and issuing of food parcels to residents in need (Citizens Advice Bureau Trafford).

Provision of furniture and white goods through Rainbow Recycling, a Trafford Housing Trust Social Enterprise

Using request for help as positive intervention point. This includes delivery of budgeting and debt advice

Limited use of automated payments via Pay Point where a cash alternative is unavoidable.

Triage provided by a range of third sector organisations, with Citizens Advice Bureau Trafford as lead partner.

Assessment, decision making and project co-ordination provided by the Trafford Assist Team, Revenues and Benefits Department, supported and overseen by a partnership steering group.

3. Trafford Assist Pathway

Trafford Assist is working in the following way:

- Citizens Advice Bureau Trafford and a number of information and advice providers are operating as trusted assessors. They are contacted by individuals in need and discuss people's specific circumstances. If people meet initial eligibility criteria the trusted assessor completes an on-line referral form.
- The referral form is submitted electronically to the Trafford Assist assessment team, located within Revenue and Benefits Department
- A decision is made within 1 working day on whether an individual meets eligibility criteria and if they do allocates the most appropriate award.
- Individual applicant receives food bank voucher, furniture voucher, or electronic code to receive loaded utility card or cash payment via Pay Point.

4. Programme Update

Trafford Assist went live on the 2/4/13. Implementation has been seamless with all new processes working well. The collaborative partnership, consisting of Trafford Council, Citizens Advice Bureau Trafford and Trafford Housing Trust is thriving, with all stakeholders working together to best meet the needs of vulnerable customers. Feedback from customers and stakeholders has been very positive, with many people contrasting the excellent performance of Trafford Assist with the poorly performing Social Fund. Particular recognition needs to go to the Trafford Assist Team who has worked very hard to ensure the success of the programme.

The Department of Work and Pensions has held Trafford up as an area of excellent practise recognising the innovative and creative nature of the scheme which maximises positive outcomes for a very vulnerable cohort of customers while ensuring value for money for the Council

5. Project Developments

- Alston, the company developing the Carrington Waste plant, helped fund the decoration of the Trafford Assist Building (the former Partington Youth Centre) which is the food distribution centre for Trafford Assist and is used by a new Social Enterprise called Ear 4 U. Ear 4 U has been set up by community leaders in Partington to provide a clothes recycling scheme. Alston have also donated £6,000 to Ear 4 U which has paid for an additional washing machine, dryer, robust hanging rails and money towards a large van. Trafford Housing Trust has applied for match funding so they can buy a van quickly.

- Alston have also donated £2000 to Citizens Advice Bureau Trafford to fund additional food parcels. This is being used to fund additional and enhanced food parcels during the Christmas period.
- Lyondellbasell, a chemical company based in Carrington, have provided a day of volunteering at the Trafford Assist Building to provide external cleaning and tidying.
- Trafford Housing Trust staff volunteered at the Trafford Assist Building in May, working with Styal Prison to provide landscaping and planting.
- The Trafford Assist Team are working on the next collaborative partnership opportunity whereby Ear 4 U will provide clothing packages where people are in need such as fleeing domestic violence or experience a catastrophic event such as a fire or a flood
- We are developing a new partnership with Credit Union whereby Trafford Assist will refer customers to the Credit Union for low cost loans. The Credit Union also provided stakeholder briefings and visited Trafford Town Hall and Sale Waterside to advertise their services and encourage staff to save with them.
- We are receiving excellent feedback from stakeholders and customers. Agencies are particularly impressed with the impressive turn- around time for claims and the friendly customer interaction.
- Joint working with HR has resulted in the organisation of an internal donation with staff asked to donate toiletries and household goods. This has been very successful and will be rolled out further
- To date we are hitting all objectives, and are exceeding original agreed timescales. Trafford Assist is currently running within budget, whilst maintaining a high award rate and exceptional levels of customer satisfaction

6. Citizen Advice Bureau Trafford

Trafford Assist has a dedicated phone line which is operated through Citizens Advice Bureau Trafford.

Citizen Advice Bureau Trafford trainees are completing some of the Trafford Assist applications. This is giving the trainees the experience and opportunity to speak to clients directly and offer on the spot advice and is improving volunteer retention and satisfaction.

Trafford Assist has allowed Citizens Advice Bureau Trafford to offer expert advice to residents who would not usually use their service for advice/debt support.

There has been a marked increase in the number of under 25 year olds requiring assistance.

Example positive case study:

- A client was made redundant due to the company they worked for going in to administration. They called the Trafford Assist line for help towards daily living expenses as their salary did not go into their account. The CAB completed a gateway assessment. The client was given details on how to make a claim through the National Insurance Fund. They were also provided details of how to apply for JSA including getting help towards their mortgage after 13 weeks. The client was also supported to contact the Tax Credit Helpline.

At least 50 Trafford Assist calls have resulted in face to face appointments with Citizens Advice Trafford to offer a wrap - around support service.

Citizens Advice Bureau Trafford also manages the food bank. To date the scheme has awarded over 880 food parcels, to residents in every ward of the borough. 11% of clients have made a second claim for assistance.

96% of emergency assistance (food & fuel) applications received before 3pm have resulted in the person receiving assistance through a food parcel or fuel voucher the same day. All applications after 3pm have been dealt with the next day.

From the data collated, we have identified there is a high demand in the North of the Borough. As a result the Citizen Advice Bureau is establishing an additional collection point in this area.

From the launch of the scheme it became apparent there was a need for a toiletry pack. For a small cost of £1.80 per application we now offer a toiletry pack which is also managed and distributed through the Citizen Advice Bureau Trafford.

7. Rainbow Furniture

The Furniture awards are distributed via Rainbow Furniture.

Rainbow Furniture is non-profit making Social Enterprise in the heart of the North of the Borough. They provide low cost quality recycled furniture. To date they have supplied furniture to over 270 homes. Rainbow Furniture processes an average of 43 applications per month.

Demand in this area has been greater than originally expected. Rainbow Furniture has dealt with demand, and ensured clients furniture is delivered within a maximum of 10 days.

There have been several occasions in which emergency furniture is required. On these occasions Rainbow furniture has delivered the items the same day.

An example of this is:

A seriously ill patient at Trafford General Hospital was previously living in a caravan.

The client was unable to return to the caravan, as it would have had a detrimental effect on his health. Housing Option Service Trafford arranged a property for the client; however he could not be discharged as he had no furniture.

Trafford Assist and Rainbow furniture prioritised the application. The award was made on the same day the application was received and a delivery date of the items arranged.

With the previous scheme this would not have happened and the client would still be in hospital or admitted to high cost respite care.

There have been very positive comments from clients who have voiced their appreciation and gratitude to staff at the Rainbow Furniture shop.

8. PayPoint

The PayPoint scheme has been running extremely well. The system is very simple to use and a number of other Local Authorities have contacted Trafford to enquire about the service and the opportunity to replicate the Trafford model.

9. Department of Work and Pensions (DWP)

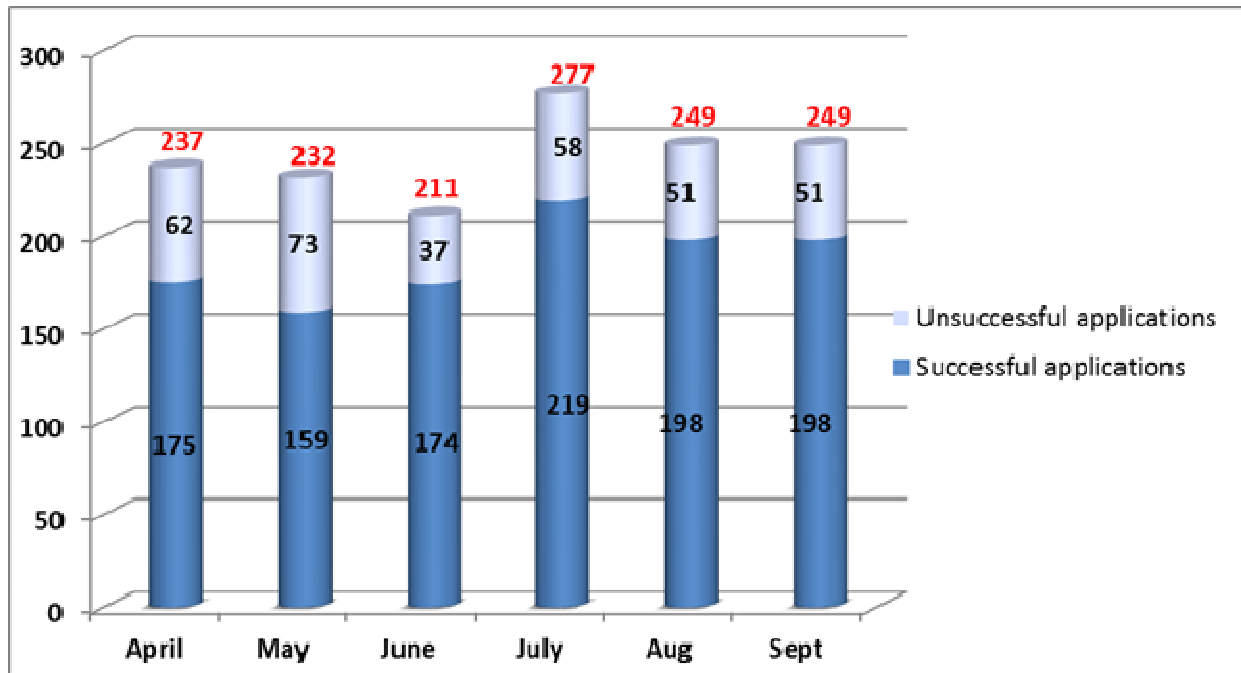
A key objective of Trafford Assist was to build a positive working relationship with the DWP. Our local connections have ensured the most vulnerable adults in Trafford have received priority in appealing challenging DWP decisions. In some cases decisions have been overturned, and the clients have received payments the same day.

- An example of this was when a client with mental health problems had not received benefits for several months. He had no food, and had not put any fuel on his meter for over a week.

The team made a call to the DWP and explained the situation. They asked for the client to go in. They managed to fast track the application and the client received a payment the next day.

Trafford Assist and DWP hold regular meetings to jointly discuss issues and devise collaborative solutions.

10. Statistical Analysis



Reason for successful applications

Reason	% of all applications	% of awarded applications
Protection of children	0.4%	0.5%
Supported to Independent living	5.3%	7.5%
Customer in Hardship	61.2%	86.8%
Community independence	1.7%	2.1%
Released from prison	1.3%	1.4%
Domestic Violence	1.5%	1.7%

Reasons for unsuccessful applications

Reason	% of all applications	% of declined applications
Customer declined before awarded	7%	23.6%
Outside Scheme	4.5%	19.5%
Does not meet criteria	5.5%	22.5%
Alternative funds	5.5%	19.8%
Previously claimed within 12 months	2.2%	10.7%
Sign Posted Elsewhere	0.7%	3.9%

Please see below for the breakdown of awards:

Food

Month	No of collected parcels
September	129
August	131
July	169
June	153
May	141
April	157

Furniture

Month	No. of household claims
September	TBC
August	38
July	54
June	44
May	31
April	50

PayPoint vouchers

Month	No of items	Issued amount
September	95	£1203.00
August	104	£1428.00
July	110	£1502.10
June	98	£1568.00
May	113	£1835.50
April	124	£1694.50

Client Information

Average Age	37
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Male	51%
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Female	49%
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<u>POST CODE</u>	<u>PERCENTAGE</u>	<u>POST CODE</u>	<u>PERCENTAGE</u>
M33 Sale	18.4%	M31 Partington	10.1%
M32 Stretford	26%	WA15 Altrincham/Hale	7%
M15 Old Trafford	6.3%	M23 Brooklands	0.25%
M16 Old Trafford	10.7%	WA13 Warburton	0.2%
M41 Flixton/Urmston/Davyhulme	10.75%	NFA	4%
WA14 Dunham Massey/Altrincham/Timperley	6.3%		

11. Budget Position

A grant of £562,219 has been awarded to the Council for the implementation and operation of a local welfare assistance scheme. As at 30 September 2013 the following costs have been incurred:

Activity	Expenditure to 30 Sept 2013 £
Staffing	44,029
Advice & Support Services (CAB)	26,490
Premises	23,155
System software development and maintenance	15,488
Awards:	
• Furniture	61,868
• Food	9,091
• Paypoint (utilities)	9,231
TOTAL	189,352

In addition to having sufficient budget remaining to manage forecast demand based on current activity levels we have established a 100K contingency fund to manage an anticipated increase in demand for fuel and food parcels over the winter months

12. Conclusion

Trafford Assist is based on positive intervention and provides the best possible outcomes to vulnerable Trafford residents while also delivering value for money for the Council.

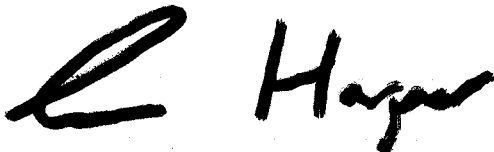
Implementation has gone well, with positive feedback from customers and stakeholders. Trafford's collaborative model of positive intervention is being recognised on a local and regional basis as a beacon of excellence.

Reports will not be accepted without completion of the following section - THE EXECUTIVE MEMBER AND DIRECTOR MUST CLEAR ALL REPORTS before they are sent to Democratic Services.

Finance Officer Clearance (type in initials) *ID*

Legal Officer Clearance (type in initials) *MJ*

[CORPORATE] DIRECTOR'S SIGNATURE

A handwritten signature in black ink, appearing to read 'E. Hager'. The signature is written in a cursive, slightly slanted style.

(electronic).....

To confirm that the Financial and Legal Implications have been considered and the Executive Member has cleared the report.